Public Document Pack

Tameside Metropolitan Borough

ASHTON-UNDER-LYNE · AUDENSHAW · DENTON · DROYLSDEN · DUKINFIELD · HYDE · LONGDENDALE · MOSSLEY · STALYBRIDGE

EXECUTIVE CABINET

Day: Wednesday
Date: 20 December 2023
Time: 1.30 pm
Place: Committee Room 1 - Tameside One

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.

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.

18. EXEMPT ITEM

The Proper Officer is of the opinion that during the consideration of the item set out below, the meeting is not likely to be open to the press and public and therefore the reports are excluded in accordance with the provisions of the Schedule 12A to the Local Government Act 1972.

Item	Paragraphs	Justification
APPENDIX 1 FOR ITEM 19	3&10	**APPENDIX 1:** Contains exempt information relating to paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended) in that it relates to information relating to the financial or business affairs of a particular person (including the authority holding that information).

19. GODLEY GREEN: HOMES ENGLAND GRANT FUNDING AGREEMENT – REMEDIATION PLAN 481 - 492

To consider a report of the Executive Member for Inclusive Growth, Business & Employment / First Deputy (Finance, Resources & Transformation).

20. URGENT ITEMS

To consider any additional items the Chair is of the opinion shall be dealt with as a matter of urgency.

21. DATE OF NEXT MEETING

To note the date of the next meeting of the Executive Cabinet is scheduled for the 24 January 2024.

This page is intentionally left blank

EXECUTIVE CABINET

22 November 2023

Commenced: 1pm		**Terminated:** 1.37pm
Present:	Councillors Cooney (Chair), Choksi, Fairfoull, Feeley, Kitchen, Naylor, North, Jackson, Taylor, Ward and Wills	
In Attendance:	Sandra Stewart	Chief Executive
	Ashley Hughes	Director of Resources (S151)
	Stephanie Butterworth	Director of Adult Services
	Julian Jackson	Director of Place
	Emma Varnam	Assistant Director of Operations & Neighbourhoods
	James Mallion	Assistant Director of Public Health
	Tracy Brennand	Assistant Director for People & Workforce Development
	Jordanna Rawlinson	Head of Communications

72 DECLARATIONS OF INTEREST

There were no declarations of interest.

73 EXECUTIVE CABINET MINUTES

The minutes of the Executive Cabinet meeting on the 25 October 2023 were approved as a correct record.

74 STRATEGIC PLANNING AND CAPITAL MONITORING PANEL MINUTES

Consideration was given to the minutes of the meeting of the Strategic Planning and Capital Monitoring Panel meeting held on 17 November 2023. Approval was sought of recommendations of the Strategic Planning and Capital Monitoring Panel arising from the meeting.

PERIOD 6 2023/24 FORECAST OUTTURN - CAPITAL

RESOLVED
That Executive Cabinet NOTE:
(i) The reprofiling of £1.024m of capital spend outlined in table 3 of the report.
(ii) Other capital changes of £2.316m in table 7 of the report.
(iii) The Capital programme position of projected spend of £46.946m, following Cabinet approval to reprofile project spend of £1.024m from 2024/25.

75 PERIOD 6 2023/24 FORECAST OUTTURN – REVENUE AND CAPITAL.

Consideration was given to a report of the First Deputy (Finance, Resources & Transformation) / Director of Resources. The report detailed the period 6 monitoring for the current financial year, showing the forecast outturn position.

It was reported that the General Fund, had a £7.950m overspend, for which recovery planning was required urgently. 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 an overspend of £13.901m at Period 6, which was an

adverse movement of £0.880m from Period 5 (where it was £13.021m). The adverse movement was primarily driven by increases in Children's care home placements.

The projected in year management action considered to be achievable across Council departments has reduced to £5.951m. These mitigations brought the reported position to an overspend of £7.950m, that Directorates were not able to contain within agreed budgets. This represented an adverse movement of £7.986m on the Period 5 position.

Members were advised that there was a forecast overspend on the DSG of £5.317m, which was a nil movement from the Period 5 position. This had 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.

The Capital programme was forecasting an underspend in-year, with subsequent reprofiling of budgets to future years, of £11.885m. At month 6, £1.024m had been reprofiled from 2024/25 back into 2023/24. The £11.885m of total reprofiling to 2024/25 to date was due to programme rephasing at major projects including Godley Green and Hawthorn's Special School.

RESOLVED

(i) That Executive Cabinet 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.

(ii) That the proposed contingency budget virements as part of routine financial management be approved:

- **i. Increased fuel costs for the Council's fleet, £0.185m. As a result of national fuel cost rises.**
- **ii. To correct a historic imbalance between income and expenditure budgets for internal estates charges, £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.**

(iii) That £0.989m grant funding for the financial year 2023-24 from the Department of Education relating to the Early Years Supplementary Grant be accepted. 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.

(iv) That the allocation of £0.255m of earmarked reserves to support adult social care and NHS integration initiatives be approved. 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.

(v) That £0.022m new burdens grant via the Department For Levelling Up, Housing and Communities be accepted. 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.

(vi) That £0.028m new burdens grant via the Department for Energy Security and Net Zero be accepted. 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.

(vii) That £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 be accepted. 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.
(viii) That 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 be accepted. 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.
(ix) 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) be approved.
(x) The reprofiling of £1.024m of capital spend outlined in table 18 and other capital changes of £3.207m in table 23 be agreed.

That Executive Cabinet NOTES:
(i) 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.
(ii) 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.
(iii) That there is a projected overall overspend for the Council of £7.950m, following the application of management actions, as outlined in Table 2.
(iv) The forecast deficit on the DSG of £5.317m, which has not changed from Period 5 reporting.
(v) The Capital programme position of projected spend of £46.946m, following Cabinet approval to reprofile project spend of £1.024m from 2024/25.

76 CORPORATE PERFORMANCE UPDATE, NOVEMBER 2023

Consideration was given to a report of the Executive Leader / Chief Executive. The scorecard contained long term outcome measures that track progress to improve the quality of life for local residents and was attached at Appendix 1 to the report.

It was highlighted that 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.

It was stated that 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 was the first update to this dataset since the Early Years Foundation Stage reforms in September 2021, meaning that it was not possible to directly compare 2021/22 assessment outcomes with earlier years. Therefore, although values were lower than the previous release in 2019 both for Tameside and England as a whole, this did not indicate a negative trend in outcomes. 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 was being made on meeting the Department for Education-set target for 2 year olds in funded early education, with 87% of the target met in the summer term, up from 83% for the previous year's summer.

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

RESOLVED
That the contents of the report, scorecard Appendix 1 and the glossary of indicators at Appendix 2 be noted.

77 TAMESIDE ADULTS CARERS STRATEGY

Consideration was given to a report of the Executive Member for Adult Social Care, Homelessness and Inclusivity/Director of Adult Services. The report sought approval to adopt a new Tameside Carers Strategy 2024-27 following the engagement with key stakeholders and a final period of consultation.

It was reported that following a period of engagement and consultation, the service had developed a new Tameside Carers Strategy attached at Appendix 1 to set out the vision and priorities for 2024-2027. It demonstrated the council's commitment to supporting carers, while they supported their loved ones. 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.

RESOLVED
That Executive Cabinet approve the adoption and publication of the Tameside Carers Strategy 2024-27.

78 ADULT SOCIAL CARE STRATEGY

Consideration was given to a report of the Executive Member for Adult Social Care / Director of Adult Services. The report sought approval to adopt a new Adult Social Care Strategy following engagement with key stakeholders and a final period of consultation.

It was explained that the Adult Social Care Strategy attached at Appendix 1 set out Tameside's vision and priorities for 2024 to 2027, called Living Well at Home. Whether people were living well at home with 24-hour support or services were coming into people's home that experience should be a standard everybody could be proud of. The focus would be to maximise people's independence so that they could live more meaningful and enjoyable lives with strong links to their local community.

It was further explained that the last few years had 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 was important now more than ever to support vulnerable people to access the right services to look after their health and mental wellbeing.

The Adult Social Care Strategy provided the strategic context to drive future commissioning, care management and our role in the integration of health and social care.

RESOLVED
That approval be given to the adoption and publication of the Adult Social Care Strategy 2024-27.

79 ASHTON MOSS DEVELOPMENT FRAMEWORK

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 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.

It was reported that the Ashton Moss Development Framework Appendix 1 had been prepared by a multi-disciplinary team, led by LDA Design, to consider collectively the AME and AMW areas; this combined site was referred to as 'Ashton Moss Innovation Park'. To inform preparation of the Framework the multi-disciplinary team had engaged with service across the Council (including planning, highways, strategic property, greenspace, and digital), Tameside College, TfGM, other key stakeholders and landowners, Members, and the Tameside Inclusive Growth Board. The Framework had been prepared collectively with the principal landowners at Ashton Moss (Muse Developments, Staley Developments and Arqiva) who were supportive of its content.

The Ashton Moss Development Framework was an investment, planning and economic tool that would assist in driving forward development of the site. It clearly outlined 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 considered the background, context, planning status and ownership of the site. An analysis of current commercial property market trends and potential for employment generation had informed the analysis of site constraints and identified opportunities.

It was explained that 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 informed the view that the Ashton Moss Innovation Park was optimally positioned to both provide jobs for local people and attract specialist talent from around the region.

The report detailed the work that would continue over the next 18 months in relation to the Ashton Moss Development Zone. In support of this the report sought approval for £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 and be utilised for this purpose in 2023/24 and 2024/25 to progress the next steps.

RESOLVED
That approval be given to:

(i) The Ashton Moss Development Framework 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.

(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 & Employment, which will be subject to the usual governance and transparency requirements.

(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.

80 HIGHWAY SAFETY PROGRAMME

Consideration was given to a report of the Executive Member for Planning, Transport and Connectivity / Director of Place. The report provided details of a proposed approach to allocate funding in order to develop and deliver a highway safety programme in Tameside. It also listed a proposed criteria against which potential schemes should be measured. It suggests no actual schemes but states that top ranking schemes against the criteria, would have separate, detailed reports that would require approval, as and when funding allows.

Members were advised that 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. Previously, this funding allowed the council to deliver a range of road safety schemes including:

i. Introduction of traffic signals at Curzon Road and Whitacre 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).

However, funding for these type of schemes stopped the following year and had not been made available since. Throughout Greater Manchester, incident rates and severity of injuries had increased. The police, as enforcers, had limited resources when it comes to preventing bad driving and engineering measures were seen as an important contribution to highway safety.

It was stated that 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 was to be determined.

It was explained that Tameside's confirmed budget, which was ring fenced for the development and delivery of highway safety initiatives, was £0.624m carried forward from 2022/2023 and £0.631m for 2023/2024. This gave a confirmed budget to date of £1.255m to commit to the development and delivery of a highway safety programme for Tameside.

The overall objective of the funding was to encourage safe and long term driving practices on our roads, whether that was by introducing physical engineering schemes on the roads or via training for groups of people that were deemed more in need. Having had no funding available to deliver highway safety works since 2017 it was essential that the council now identified and prioritised schemes for development and delivery to improve safety on the borough's highway.

The number of requests that had been documented over the years was considerable and additional resources would be required to develop a programme and then design potential highway safety schemes for approval.

Requests for traffic calming or speed reduction measures had been compiled over many years from ward members, residents and other stakeholders. Each request would now be examined and applied to the proposed evaluation criteria to identify priority schemes which were deliverable and affordable from the current available ITB budget. Careful consideration would be given to the development and delivery of sustainable schemes which offered best value and would have minimal impact on future maintenance costs.

Members discussed some of the previously documented requests that were to be examined against the evaluation criteria.

RESOLVED
That the following be approved:
(i) The proposed approach, set out in this report, to develop a highway safety programme for Tameside.

(ii) 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.
(iii) The proposed evaluation criteria which will allow a prioritised highway safety programme to be developed as set out in section 3 of the report.
(iv) The principle of engaging with key stakeholders to support the highway safety development process as set out in section 3 of the report.
(v) In principle, the procurement of external highway consultancy services, via STAR procurement as set out in section 2 of the report.

81 LOCAL STUDIES AND ARCHIVES FORWARD PLAN 2024-2028

Consideration was given to a report of the Executive Member for Towns and Communities / Assistant Director of Operations and Neighbourhoods. The report set out the key priorities of the proposed Forward Plan 2024-2028 and sought formal approval of the plan.

The National Archives (TNA) was the National body with ministerial governance in place that oversees Archives across the UK. TNA acted 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. Tameside Local Studies and Archives Centre was an approved Place of Deposit, meaning the Service held certain public records of local interest such as the Council's records. Holding Accredited status was required to maintain Places of Deposit status.

As TNA's Accreditation scheme was re-iterative, it meant the Service would be going through its full accreditation process again in 2024. A strong forward plan was important in helping it maintain its high standards. It was also essential in demonstrating to the Accreditation Panel how the Service would achieve its aims and ambitions and was required for submitting an accreditation application.

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 set 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 outlined how the Service kept its holdings secure, and ensures that they were not subject to conditions or actions which may harm them. It also outlined 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 outlined the necessary access restrictions and the legislation behind these. The policy set out the closure periods, exceptions and the reasons behind them Appendix 3.

It was explained that the Forward Plan had 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.

The Service aims, set out in the Forward Plan, were as follows:

1. Access to Services: Ensure our Services were accessible, expanded and reached beyond the current visiting audiences, and maintained the highest possible standards of customer service.
2. Access to Learning: Provide opportunities for education to users of all ages, which were 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.

RESOLVED
That the contents of the report be noted and the Local Studies and Archives Forward Plan covering 2024-2028 be approved.

82 MUSEUMS FORWARD PLAN

Consideration was given to a report of the Executive Member for Towns and Communities / Assistant Director of Operations and Neighbourhoods. The report set out the Museums Forward Plan, Collections Development Policy, Documentation Policy, Care and Conservation Policy and Access Policy for formal consideration and adoption.

The report explained that the Council's Museums and Galleries consisted of Portland Basin Museum, Astley Cheetham Art Gallery and the Manchester Regiment collection. The Museums and Galleries were part of Arts Council England's Museum Accreditation scheme, which was the industry standard for museums and galleries. Tameside Museums had been invited to reapply for Accreditation and in order to achieve it the service needed to have approved plans and policies in place.

The service aims, set out in the Forward Plan, were as follows:

- Access to services: ensure that all of our sites were accessible, friendly and had 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: ensured that the borough's museums, galleries and collections were cared for and added to, for future generations.

The full Forward Plan 2023-28 was appended to the report. The Assistant Director of Operations and Neighbourhoods then summarised each of the four policies appended to the report.

The Collections Development Policy provided an overview to the collections and set the themes and priorities for collecting. It also provided information about the legal and ethical framework for acquiring and disposing of objects.

The Documentation Policy set out how the museum accounts for the collections it held. It showed that the council followed standard procedures for documenting the objects in the councils care.

The Care and Conservation Policy outlined how the museum cared for its collections and how ethical and legal requirements were met. It was designed to ensure the long term preservation of the collection and takes into account recognised museum frameworks and standards.

The Access Policy set out how people could see, use and reference the collections and the buildings they were housed in. It showed that a variety of interpretive methods to exhibit the collections were used and that information is provided to the public as to how they could access the collections.

RESOLVED
That the policies be approved.

83 URGENT ITEMS

There were no urgent items.

CHAIR

ENVIRONMENT AND CLIMATE EMERGENCY WORKING GROUP

15 November 2023

Commenced: 4.35pm **Terminated: 6.25pm**

Present:	Councillors Jones (In the Chair), Affleck, Axford, Ferguson and Mills	
In Attendance:	Ben Middleton	Assistant Director, Strategic Property
	Jordanna Rawlinson	Head of Communications
	Lynda Stefek	Transport for Greater Manchester
	Anees Mank	Greater Manchester Combined Authority
Apologies for Absence:	Councillors S Homer, Naylor and Pearce	

21. APPOINTMENT OF CHAIR

RESOLVED
In the absence of the Chair, Councillor Naylor, that Councillor Jones be appointed as Chair for this meeting.

22. DECLARATIONS OF INTEREST

There were no declarations of interest.

23. MINUTES

The minutes of the meeting of the Environment and Climate Emergency Working Group held on 6 September 2023 were approved as a correct record.

24. GREATER MANCHESTER GREEN CITY REGION UPDATE

Due to the Chair's appointment to the Cabinet and subsequent absence from the meeting, an update could not be provided. It was advised that a new Chair would be appointed at the meeting of Full Council on 5 December 2023.

25. CLIMATE AND ENVIRONMENT ACTION PLAN UPDATE

The group received an update from the Assistant Director, Strategic Property in relation to the Council's Climate and Environment Action Plan. The five priority areas of the Action Plan were greenspace & biodiversity; homes, workspace & council buildings; influencing others; reducing consumption & procuring sustainably; and travel & transport.

Members were informed that the Strategy and accompanying Action Plan was adopted in 2021 and took its lead from the Greater Manchester Five Year Environmental Plan.

An officer group met on a quarterly basis and was chaired by the Assistant Director, Strategic Property / Interim Head of Facilities Management to discuss progress towards actions within the action plan.

Each theme within the strategy has an accompanying action plan, with actions that were either achievable now or aspirational actions to be delivered in the longer term when opportunities presented themselves or when funding became available. The action plans were working documents that would see projects come onto and off the plan as progress was achieved.

A copy of the action plan had been circulated to all Members.

RESOLVED
That the content of the update be noted.

26. GM FIVE YEAR ENVIRONMENT PLAN – TRANSPORT & TRAVEL

The Panel received a presentation from Senior Manager for Environment and Air Quality, Transport for Greater Manchester (TfGM).

Members were informed that TfGM worked with the Greater Manchester Combined Authority (GMCA) to deliver the city region's Environment Plan to ensure carbon neutrality by 2038. An overview of the Work Plan for 23-24 were provided to Group and areas of delivery were provided:

- The 'Bee Network' would deliver a fully integrated transport network for the people and businesses of Greater Manchester. This included bringing buses back under local authority control through franchising.
- A refreshed active travel mission focusing on accessibility, behaviour change and clear communications.
- Publically accessible vehicle charging points.
- Decarbonisation of the TfGM fleet.

Members welcomed the rollout of 720 ECVI devices across the city region, including the rollout of 60 rapid charging points for private hire vehicles. A business case was also being developed for a Greater Manchester wide car club to reduce car usage. In 2017, 60.7% of journeys were undertaken by car and the aim was to reduce this to 50.1% by 2040, to ensure that one million journeys were made by active or public transport.

Regarding the GM Bus Strategy, it was the ambition to ensure that bus travel became the first choice of travel in Greater Manchester. Bus franchising was currently taking place in phases and Tameside would be included from 5 January 2025. The ambition was to increase bus patronage by 30% by 2030 from 2022/23 levels. This would equate to 200 million passenger journeys per year. It was hoped that the introduction of a £2 flat single fare would encourage more people to use buses as alternative to the car.

Details of the City Region Sustainable Transport (CRST) Settlement were provided and it was explained that over one billion pounds of government funding had been provided. The funding was linked to carbon neutral transport and would help local authorities to initiate sustainable infrastructure to entice individuals out of their cars.

Information pertaining to the Bee Active Network Vision was highlighted to the group and it was explained that the aim was to connect all communities in Greater Manchester with high quality active travel infrastructure. The key features included protected infrastructure for those cycling on the roads, wider pavements and appropriate crossings for individuals. A £250 million programme of transformational active travel infrastructure was well underway. The Streets for All Programme would also help to ensure that streets were welcoming and safe for all people.

It was highlighted that there had been issues with vandalism involving the cycle hire scheme in those areas where it was being trialled across Greater Manchester. Due to the issues experienced, some cycle hire stations would be temporarily suspended so that more e-bikes could be focused in those areas where users had been most active. Members queried if the cycle hire scheme would be rolled out across Greater Manchester, including, Tameside and the Senior Manager for Environment and Air Quality would report back to Members in due course.

Members were keen that existing, as well as new infrastructure, was utilised to deliver the Plan and ensure a reduction in car journeys. This included improving the service on the railway line between Stalybridge and Stockport via Denton.

RESOLVED
That the content of the presentation be noted.

27. GREATER MANCHESTER HOUSING RETROFIT

The Panel received a presentation in relation to the Greater Manchester Housing Retrofit from the Programme and Policy Lead (Retrofit) at the Greater Manchester Combined Authority.

Details of the Domestic Local Energy Advice Demonstrator Project were provided to Members and it was explained that the £2.14 million programme, funded by Government, would be run via the North West Net Zero Hub and would operate from July 2023 to March 2025. The project would provide face-to-face energy efficiency advice on building fabric, focusing on particularly head to reach residents and properties.

In Tameside, the project would work with Groundwork Greater Manchester to deliver and engage with communities across the borough. Groundwork would support the project with the following activities:

- Community engagement and support;
- Complete eligibility checks on households;
- Retrofit assessments;
- Undertake post install EPCs; and
- Post completion behaviour change and advice.

The eligibility criteria for the scheme was outlined and included those with a combined household income not exceeding £31,000 per annum; those in receipt of eligible benefits such as job seekers allowance or child tax credit, and those living in social housing with an EPC of D or below. It was hoped that 100,000 residents could be contacted in the remaining 18 months of the project.

An overview of the Your Better Home scheme was provided, which offered an independent service to guide able and willing-to-pay residents through the retrofit process of their home. The two main offerings at present were a Solar+ Survey (£120) and Whole House Plan (£450). Residents could also be taken through the full installation process, if required. Since the full launch in November 2022 numbers were low but positively were building thanks to direct letters to residents and a promotional campaign on the Metrolink network.

It was advised that the Social Housing Decarbonisation Fund (SHDF) had closed on the 30 September 2023. The £20 million programme supported 963 homes across Greater Manchester to implement a number of Wave 1 measures that included air source heat pumps, Solar PV, cavity wall insulation, external wall insulation and improved windows and doors.

The Greater Manchester SHDF Wave 2.1 had commenced in April 2023 and would continue until 30 September 2025. This scheme would be larger than the first wave and represented a £97 million programme (£37 million grant and £60 million co-funding). The measures would move EPC Band D properties to EPC Band C and this would help to save the average household £276.78 and support 3,529 jobs and 63 apprenticeships.

Members were keen that hard to reach groups, such as the elderly, received relevant information in relation to the schemes as they were often less familiar with the internet and social media.
RESOLVED
That the content of the presentation be noted.

28. CLIMATE AND ENVIRONMENT COMMUNICATIONS QUARTERLY UPDATE

Consideration was given to a presentation of the Head of Communications providing an update on the Council's Environment and Climate Emergency communication's strategy.

The Council's one-stop webpage called 'Think Green' brought together all elements of the Council's aim to tackle climate change, tips on being more environmentally friendly and access to information on public transport, walking & cycling and parks & countryside. Information on making homes more energy efficient was also available. The reporting officer highlighted that between 16 June and 5 October, the Think Green webpage had been visited 866 time, with recycling the most visited page. There had been web page spikes after media coverage and social media posts.

Details of the monthly focuses for the 'Think Green' campaign was highlighted. In the previous quarter, these had been:

- Get into the Garden – August
- Reduce Food Waste – September
- October – Be More Energy Efficient

Communications had been promoting a number of other events, including Ryecroft Conversation, which involved a day of conservation work and maintenance at Ryecroft Hall on 8 September; Recycling Week; and the GM Retrofit scheme that offered support for residents to improve their homes, reduce carbon emissions and costs.

Communications for staff and partner organisations continued to be an important part of the strategy. Information could be accessed through email signatures, the Chief Executive's Weekly Brief, LiveWire Magazine and staff portal. Partners could access information through Community Champions, the Leader's Weekly Brief and Communications Network.

The Council's 'Citizen' magazine had been delivered to homes across the borough and promoted home energy advice and support. Any household that had not received a copy was urged to contact the Communications team.

Upcoming monthly themed communications were outlined to Members. Themes to be promoted included 'Have a Green Christmas' in December, 'New Year, New Habits' in January and 'Greenspace Volunteer Appreciation' in February.

Members were urged to contact the Communication's Team with any items that would generate good publicity for the Think Green campaign. Members highlighted that Alder High School was working to become plastic free.

RESOLVED
That the content of the presentation be noted.

29. URGENT ITEMS

There were no urgent items.

30. DATE OF NEXT MEETING

It was noted that the next meeting of the Environment and Climate Emergency Working Group was scheduled to take place on 13 March 2024.

CHAIR

This page is intentionally left blank

Report To:	**EXECUTIVE CABINET**
Date:	20 December 2023
Executive Member / Reporting Officer:	Cllr Jacqueline North –First Deputy (Finance, Resources & Transformation) Ashley Hughes – Director of Resources
Subject:	**PERIOD 7 2023/24 FORECAST OUTTURN – REVENUE AND CAPITAL.**
Report Summary:	This is the Period 7 monitoring report for the current financial year, showing the forecast outturn position. The report reviews the financial position for the General Fund revenue budget, the Dedicated Schools Grant (DSG) and the Capital budget. The underlying revenue position is an overspend of £13.007m at Period 7, which is a favourable movement of (£0.894m) from Period 6 (where it was £13.901m). The favourable movement is primarily driven by reductions in Children's care home placements through planned step downs. Work on recovery plans has been undertaken by all Directorates and draft plans have been submitted by Directors of overspending areas. The mitigating actions developed within these plans total £8.734m, leaving a residual overspend of £4.274m. There is a forecast overspend on the DSG of £5.317m, which is a nil movement from the Period 6 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. The Capital programme is forecasting an underspend in-year, with subsequent reprofiling of budgets from future years of £1.024m, bringing total reprofiling for the year to £11.885m.
Recommendations:	That Executive Cabinet APPROVES: 1) The release of £1.344m contingency budget into Adults Social Care to reflect the impact of the cost of transitions on Service budgets. 2) The release of a further £0.602m from contingency on a one-off basis to reflect modelling undertaken on the costs of transitions and complexity of need in residential settings, which are included within the MTFS to ensure budget available on an ongoing basis. 3) The allocation of £0.186m to the Resources Directorate revenue budget from Contingency to support the in-year overspend on the Council's annual insurance premiums that include employee, buildings and contents and transport related policies. 4) The release of £0.642m contingency budget into Place budgets to resolve inflationary pressures on the Facilities

Management contract.

5) The transfer of £0.495m contingency budget to offset the budget reductions targets for the council tax single person discount review (£0.450m) and salary sacrifice schemes (£0.045m). The targets were budgeted in contingency to allow for performance reporting, however as the reductions will materialise in increased council tax income and directorate budgets respectively a transfer is required to offset budgets within Contingency. Both budget reductions have been achieved.
6) The acceptance of the non-recurrent £0.541m grant sum awarded to the Council from the Department of Health and Social Care (DHSC) to support urgent and emergency care during the 2023/24 winter period and that the grant is allocated to the 2023/24 Adult Services revenue budget. The acceptance of the grant award is supported by a Memorandum Of Understanding that was formally signed by the Director Of Adult Services on behalf of the Council and returned to the DHSC by the required deadline of 29 November 2023.

That Executive Cabinet NOTES

1) The forecast General Fund revenue budget position of an underlying pressure of £13.007m, which is a favourable movement of £0.894m from Period 6 reporting.
2) The update on the production of recovery plans to mitigate the shortfall in budgets, with mitigations of £8.743m identified.
3) That there is a projected overall overspend for the Council of £4.274m, following the application of actions within draft recovery plans.
4) The forecast deficit on the DSG of £5.317m, which has not changed from Period 6 reporting.
5) 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: **(Authorised by the Section 151 Officer & Chief Finance Officer)**	As contained within the report.
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 £13.007m on Council budgets. 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

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 October 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 £13.007m on the underlying position within the General Fund. This represents an improvement in position of £0.894m from month 6. This underlying position shows the total potential overspend, should management action not be taken to bring the expenditure down to within budget.

1.4 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).

1.5 At Month 6 reporting, the forecast overspend of £13.901m was driven by a 3% forecast overspend on gross budgets in Adult Social Care, 5% on gross budgets in Place, 2% on gross budgets in Education and 9% on gross budgets in Children's Social Care. A recommendation was included that recovery plans, signed off by the Section 151 Officer, be presented to Executive Cabinet.

1.6 Work has been undertaken by service areas in conjunction with Finance in the period between Month 6 and Month 7 reporting. To date, plans totalling £8.734m have been received reducing the overspend to £4.274m. Only Adult Social Care have been able to present a recovery plan that balances for the year at Month 7, and even then it carries a level of risk on delivery.

1.7 All members of the Senior Leadership Team recognise the need to grip their budgets and are working through their budgets line-by-line again to determine where there is more possibility to control their expenditure and improve their income generation.

1.8 Recovery Plans are a standing agenda item at Senior Leadership Team meetings, and will remain so for the duration of the financial year to ensure corporate oversight.

1.9 This report will introduce a new section on recovery plan progress alongside budget reduction delivery progress for Month 8 monitoring and for the remainder of the financial year to ensure members of this Executive Cabinet retain a strong, transparent oversight of the financial position.

1.10 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.

1.11 A £5.317m overspend is forecast on the DSG fund, 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.

1.12 The Capital budget has forecast budgets of £11.885m to be reprofiled to future years in 2023/24, agreed at month 6, 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.

1.13 At the time of drafting this report, the Consumer Price Index (CPI) measure of inflation was running at 4.6%, a significant reduction from September. 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 21st September 2023 that the base rate of interest would remain at 5.25% and it is expected to stay at this level for the foreseeable future. Although the rate of inflation has decreased further, 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.

1.14 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.

1.15 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.

1.16 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 with 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 Group, which will be required to bring Services to within budget.

2. FORECAST 2023/24 REVENUE OUTTURN POSITION AT MONTH 7

2.1 The underlying Month 7 position is an overspend of £13.007m, which represents a favourable movement on the month 6 underlying position of (£0.894m). This figure represents the total potential overspend position for the Council.

2.2 Work has been undertaken by service areas in conjunction with Finance in the period between Month 6 and Month 7 reporting. To date, plans totalling £8.734m have been received reducing the overspend to £4.274m. Only Adult Social Care have been able to present a recovery plan that balances for the year at Month 7, and even then, it carries a level of risk on delivery.

2.3 The total figure of planned actions within the recovery plans is £8.734m, an increase of £2.783m on the month 6 position, where management actions of £5.951m were estimated. Taking into account these recovery plan actions, the residual overspend at month 7 is projected to be £4.274m.

2.4 Table 1 gives a breakdown of the position for each Directorate showing both the underlying variance and recovery plan actions, leading to the net reported overspend at month 7, and is shown in comparison to the month 6 position.

Table 1: Month 7 forecast monitoring position

Forecast Position	Revenue Budget	Month 7 Forecast	Underlying Variance	Recovery Plan Actions	Net Variance	Net Variance Month 6	Change in Variance
(to 3 decimal places)	£m	£m	£m	£m	£m	£m	£m
Adults	41.591	45.160	3.569	-3.569	0.000	2.854	-2.854
Children's Social Care	55.537	61.488	5.951	-2.313	3.638	2.525	1.113
Education	8.743	9.500	0.757	-0.629	0.128	0.445	-0.317
Population Health	14.320	13.886	-0.434	0.000	-0.434	-0.434	0
Place	29.546	34.663	5.117	-2.223	2.894	4.051	-1.157
Governance	13.555	13.329	-0.226	0.000	-0.226	-0.097	-0.129
Resources	58.104	56.377	-1.726	0.000	-1.726	-1.393	-0.333
Totals	**221.396**	**234.404**	**13.007**	**-8.734**	**4.274**	**7.950**	**-3.677**

2.5 To provide further detail to the table above, the following table shows the movement in the underlying position for month 7 compared to month 6, which is then described in more detail for each Directorate in sections following the table.

Table 2: Month 7 movement in underlying position

Forecast Position	Revenue Budget	Month 7 Forecast	Month 7 Underlying Variance	Month 6 Underlying Variance	Change in Variance
	£m	£m	£m	£m	£m
Adults	41.591	45.160	3.569	3.603	(0.034)
Children's Social Care	55.537	61.488	5.951	6.468	(0.517)
Education	8.743	9.500	0.756	0.695	0.062
Population Health	14.320	13.886	(0.434)	(0.434)	0.000
Place	29.546	34.663	5.116	5.060	0.056
Governance	13.555	13.329	(0.226)	(0.097)	(0.129)
Resources	58.104	56.378	(1.725)	(1.393)	(0.332)
Totals	**221.397**	**234.404**	**13.007**	**13.901**	**(0.894)**

2.6 In addition, the table below shows the movement in the management actions presented by Directorates from month 6 to month 7:

Table 3: Movement in management actions – month 6 to month 7

Forecast Position	Management actions projected at Month 6	Recovery plan actions at Month 7	Movement
	£m	£m	£m
Adults	-0.749	-3.569	-2.820
Children's Social Care	-3.943	-2.313	1.630
Education	-0.250	-0.629	-0.379
Population Health	0.000	0.000	0.000
Place	-1.009	-2.223	-1.214
Governance	0.000	0.000	0.000
Resources	0.000	0.000	0.000
Totals	**-5.951**	**-8.734**	**-2.783**

Recovery Plans

2.7 All Directors have submitted draft recovery plans. Each recovery plan requires sign off from the S151 Officer and work is continuing to develop plans to meet the shortfall. The position listed above is a draft position, based on the plans presented to date.

2.8 The table below shows an updated position on the proportion of the overspend/underspend position on each Directorate, assuming full delivery of the recovery plan actions. These reductions have taken the overspends from 3% of the total gross budget, to 1%.

Forecast Position	Gross Expenditure Budget	Month 7 Overspend / (Underspend) Net of recovery plan action	Proportion of total budget	Proportion reported at month 6
	£m	£m	%	%
Adults	135.14	0	0%	3%
Children's Social Care	70.646	3.638	5%	9%
Education	37.899	0.128	0%	2%
Population Health	15.971	-0.434	-3%	-3%
Place	93.103	2.894	3%	5%
Governance	16.18	-0.226	-1%	-1%
Resources	127.844	-1.726	-1%	-1%
Totals	**496.783**	**4.274**	**1%**	**3%**

2.9 The following sections give an update on each Directorate position:

Directorate position

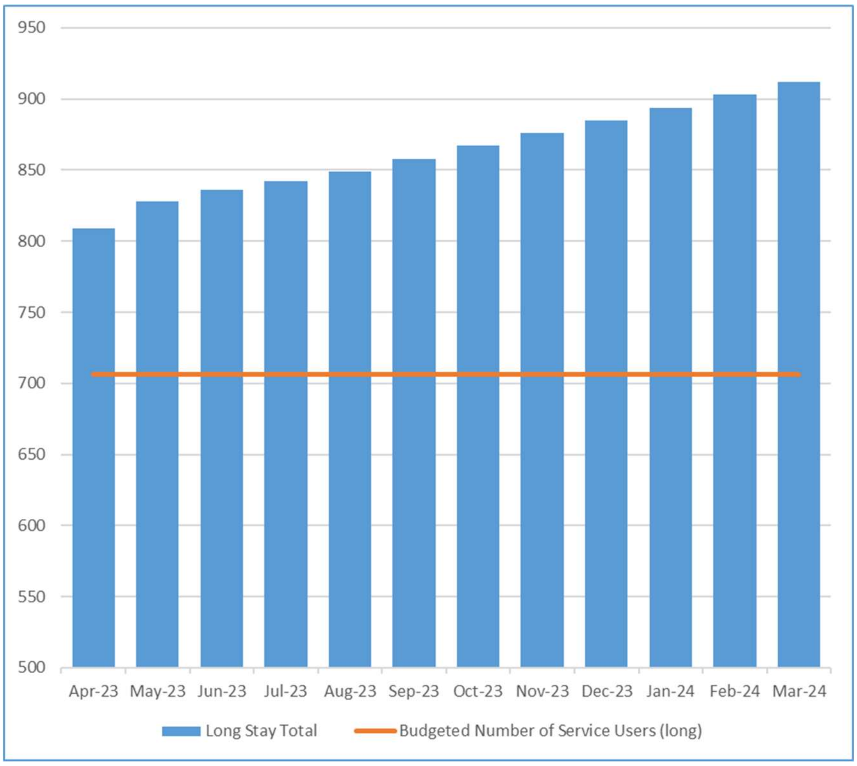
Adult Services
Underlying overspend of £3.569m, favourable movement of £0.034m
Recovery plan action of £3.569, favourable movement of ££2.820m
Balanced position: favourable movement of £3.603m

2.10 The Adults Services Directorate has a forecast potential overspend against budget in 2023/24 of £3.569m. This is an improvement of £0.034m on the period 6 forecast. Following the completion of a draft recovery plan, actions of £3.569m have been identified to offset the overspend position, presenting a balanced position for the Directorate at month 7, an improvement of £3.603m on the month 6 position.

2.11 Residential and nursing care home placement costs have impacted on the adverse movement with a net forecast increase of £0.259m. There were 706 budgeted permanent care home placements, however, actual numbers of service users had increased to 858 during September 2023. The forecast includes a net increase of 2 additional permanent care home placements per week to 31 March 2024 with an anticipated forecast of 910 placements by this date.

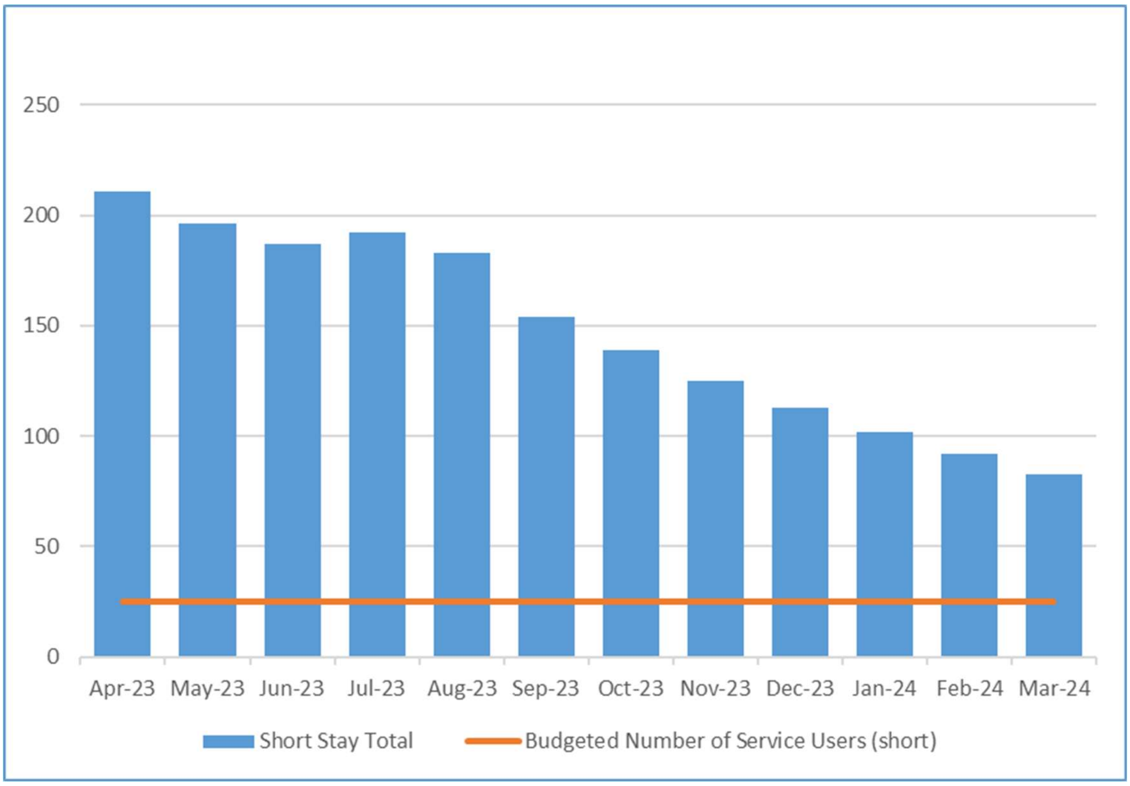
2.12 Graph 1 provides the trajectory of actual and forecast permanent placements over the financial year.

Graph 1 – Permanent Care Home Placements



2.13 As reported at period 6 there has been a recent change to the hospital discharge assessment process which will reduce the level of estimated short stay placements during the remainder of the financial year and on a recurrent basis thereafter. To date the level of short stay placements has reduced from 211 in April 2023 to 154 in September 2023, a reduction of 27%. The volume of short stay placements is forecast to reduce by a further 10% per month to the end of the financial year with an estimated number of 83 per month by March 2024. This represents a forecast reduction of 61% by the end of the financial year. Graph 2 provides the trajectory of actual and forecast short stay placements over the financial year.

Graph 2 – Short Stay Care Home Placements



.

2.14 In the current year, there is a budget reduction target of £0.750m relating to resettling service users into in-borough placements. Further work has been undertaken in this area and the projected reduction delivery is £0.440m at period 7, an improvement of £0.080m on the month 6 projected position. The requirement to make emergency placements into previously identified service user resettlement accommodation has affected this reduction.

2.15 The forecast of service user contributions towards non-care home care packages (e.g. home care, day care service provision) has reduced by £0.220m at period 7. Service users' abilities to pay are financially assessed annually, and if their circumstances deteriorate, their contribution levels will subsequently reduce upon assessment.

2.16 In addition, there is a forecast improvements of £0.055m relating to housing benefit income claimed for service users residing in long term support. A review of all existing property management agreements is underway to ensure all related expenditure and income claimable is in accordance with agreements. The review will also outline opportunities to realise additional cost efficiencies. The review has been commissioned as an invest to save initiative at a cost of £0.035m.

2.17 There are a number of favourable movements included in the forecast at period 7 equating to £0.813m.

2.18 One of the management actions reported at period 6 has been implemented. The residual balance (£0.255m) of the earmarked reserve to support adult social care and NHS integration initiatives has been allocated to the hourly rate cost differential between the support at home and home care models. The reserve balance is also supporting additional in year demand.

2.19 The weekly hours delivered for home care and support at home care packages has reduced at period 7. The weekly hours delivered at period 6 were at 12,320. This has reduced to 12,120 per week at period 7, a reduction of 2%. This has resulted in a net forecast reduction of £0.214m since period 6. Support at home continues to equate to 54% of the weekly hours with home care at 46%.

2.20 Since period 6 there has been a reduction to the forecast of complex care supported accommodation costs by £0.344m.

2.21 As reported at period 6, the Directorate will implement the management action to utilise private rented sector accommodation to support the resettlement of out of borough service users. It is still envisaged that 6 service users will be resettled from 1 January 2024 with a part year saving on existing placement costs of £0.130m.

2.22 In addition, the review of care packages with an annual net cost in excess of £0.050m will be instigated when 6 Assessors commence in post in December 2023 / January 2024. The estimated part year cost reductions that will be realised from these reviews in 2023/24 (and annual from 2024/25) will be included in subsequent monitoring reports.

2.23 The period 5 revenue monitoring report presented to the Executive Cabinet on 25 October 2023 noted that the Council had been awarded the indicative non-recurrent grant sum of £0.541m from the Department of Health and Social Care (DHSC) to support urgent and emergency care during the 2023/24 winter period. It was noted that the sum was to be allocated to the 2023/24 Adult Services revenue budget when the sum was confirmed. On 8 November 2023 the DHSC advised the Council that the grant award was confirmed following a successful submission of the proposed utilisation. On 22 November 2023 the DHSC issued a Memorandum Of Understanding (MOU) to the Council to formally accept the grant award. The MOU was formally signed by the Director Of Adult Services on behalf of the Council and returned to the DHSC by the required deadline of 29 November 2023. The grant sum is included within the Adult Services period 7 forecast revenue outturn position.

Children's Social Care –
Underlying overspend of £5.951m, favourable movement of £0.517m
Recovery plan action of £2.313m, adverse movement of £1.630m
Residual overspend position: £3.638m, adverse movement of £1.113m

2.24 Following the ongoing in-depth review across the whole of Children's Social Care budgets, undertaken with the new Children's Senior Leadership Team, the overall position on Children's Services is reported as an underlying variance of £5.951m forecast potential overspend, which is a favourable movement from the position as at period 6 of £0.517m due to improvements in placement step down.

2.25 The underlying overspend is subject to mitigation by the recovery plan actions, currently forecast at £2.313m, resulting in a reported net forecast overspend of £3.638m. Mitigations previously assumed at month 6 have been reduced through a prudent reduction in the level of contributions from Health expected.

2.26 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 £7.849m. This relates both to the overall number and the increasing cost of each placement with external residential placement numbers currently at 72, compared to 67 at the start of the financial year.

2.27 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 (£3.704m) and from Children's Services transformation reserve (£0.772m) pending formal approval.

2.28 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.

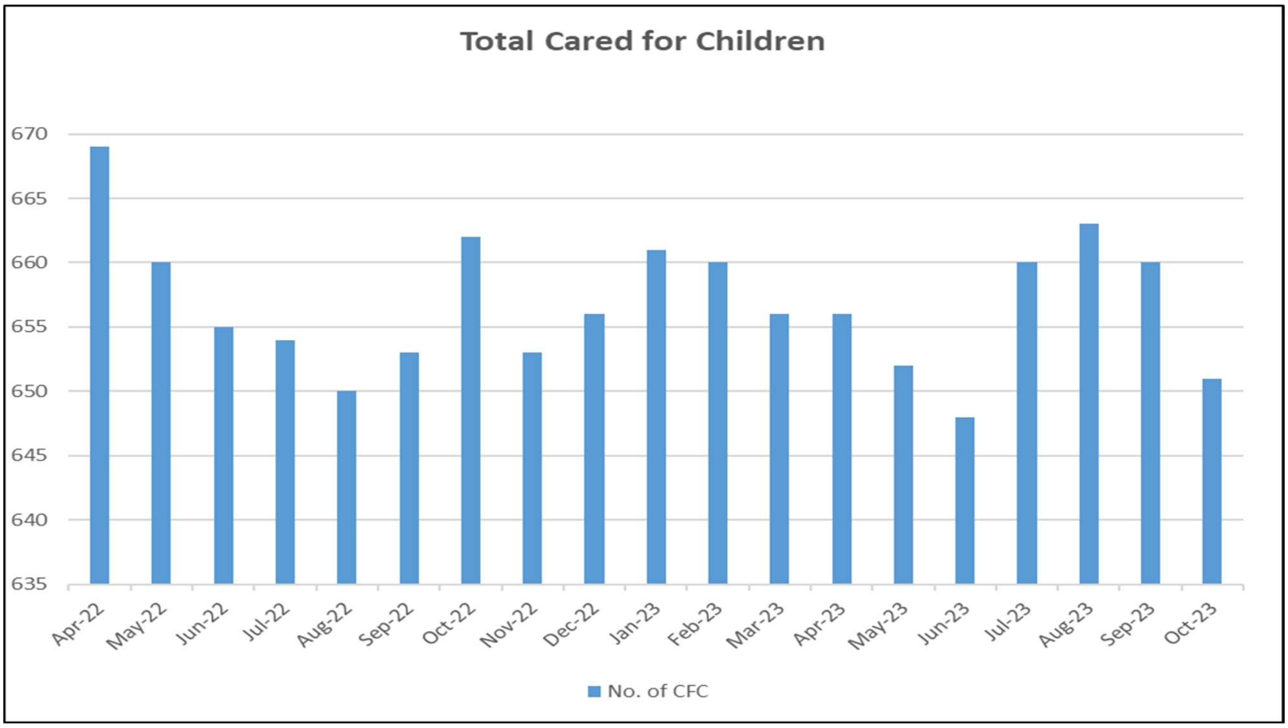
2.29 Table 5 below shows that since April 2023, 23 over 18's have had their Semi Independent placement ceased, this has been offset by 20 additional placements in the 16-17 age range. The table also shows the growth of 17 Independent Foster Placements in 0-15 year olds, and external residential placements have risen by 10 in 0-15 year olds.

Table 5: Age Profile of External Placements

Age Profile	Semi Independent		Independent Foster Placement		External Residential Homes	
	Apr-23	Nov-23	Apr-23	Nov-23	Apr-23	Nov-23
0 to 2	0	0	1	6	0	2
3 to 4	0	0	3	8	0	0
5 to 10	0	0	47	57	4	6
11 to 15	0	0	64	61	40	46
16 to 17	28	48	23	22	23	18
18+	33	10	1	0	0	0
	61	**58**	**139**	**154**	**67**	**72**

2.30 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 August 2023 which was recorded as 663. September 2023 recorded a net reduction of 3 and there has been a further net reduction of 9 with the current Cared for Children total now being 651 as at the end of October 2023. This net reduction of 3 is due to 6 external residential placements stepping down offset by 3 new external residential placements. The net in-year effect is a forecast reduction of £0.257m from Period 6.

Graph 1: Total Cared for Children



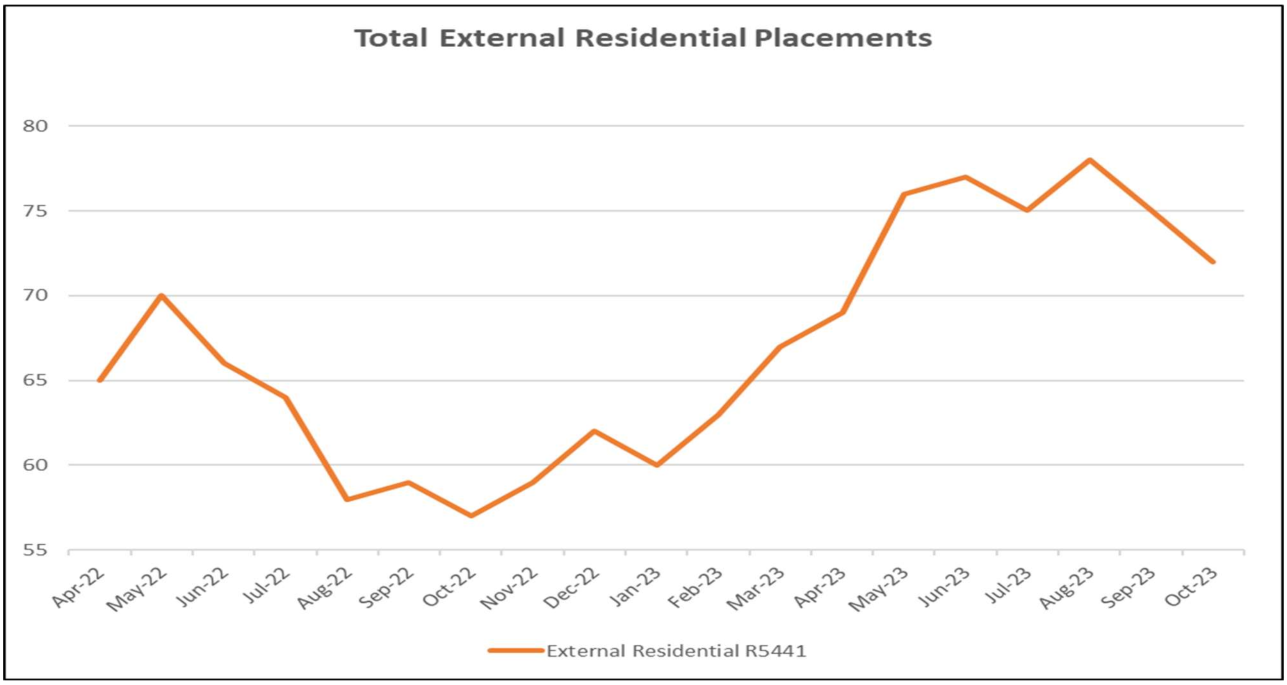
2.31 Table 6 provides a summary analysis by type of placement for the 651 Cared for Children recorded as at 31 October 2023

Table 6: Cared for Children Placement Types

Cared for Children - Placement Types	Total
Foster Care Placements - External	170
Foster Care Placements - Internal	245
Other, including Secure, Prison, Young Offenders	7
Placed with Own Family or Others with Parental Responsibility Orders	98
Residential Placements - External	75
Residential Placements - Internal: Including Children's Homes, Independent Living, Supported Accommodation	56
Grand Total	**651**

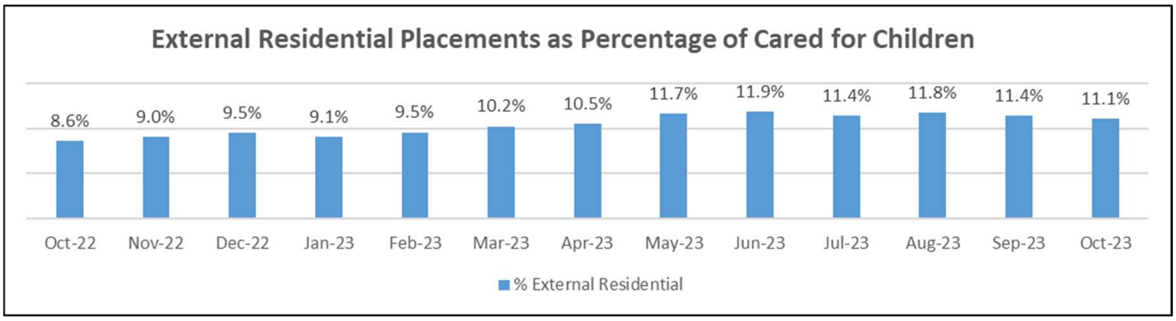
2.32 After a period of falling numbers from May 2022 (70) to October 2022 (57), the number of external residential placements had risen sharply since then to reach 78 as at August 2023, but has subsequently reduced by 3 in September 2023 and a further 3 by the end of October 2023. Graph 2 shows the number of external residential placements recorded from April 2022 to September 2023.

Graph 2: External Residential Placements



2.33 The increase in external residential placements up to 78 at August 2023 has led to a greater proportion of the total Care for Children client base being in external residential placements. In line with the net reduction of 6 placements to 72 at October 2023, the proportion has re-duced to 11.1%. Graph 3 demonstrates the overall number of external residential placements as a proportion of the total Cared for Children.

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



2.34 In addition to the proportionate increase in external residential placements it should also be noted that the average cost has increased to £6,081 per week at October 2023 compared to £5,653 per week at October 2022, representing a 7.6% increase in weekly costs in compari-son to the same point last year. From analysis available, in order to put this into some context Table 7 compares the weekly cost variance per period this year to the same periods last year as follows:

Table 7: Weekly cost variance comparison

Period	Average of Weekly Cost £	Weekly cost Variance £	Weekly cost Variance %
May-22	5,371.43		
May-23	6,085.57	714.14	13.3%
Jun-22	5,341.06		
Jun-23	6,075.24	734.18	13.7%
Jul-22	5,541.36		
Jul-23	6,059.57	518.21	9.4%
Aug-22	5,510.23		
Aug-23	5,958.30	448.07	8.1%
Sep-22	5,917.25		
Sep-23	5,964.78	47.53	0.8%
Oct-22	5,652.97		
Oct-23	**6,080.87**	**427.89**	**7.6%**

2.35 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 average weekly rate has increased at October 2023 when compared to September 2023 due to individual high-cost placements where fees have increased during the last month, these are being reviewed to ensure any one-off elements of increases are not included in future forecasts

Education
Underlying overspend of £0.757m, adverse movement of £0.062m
Recovery plan action of £0.629m, favourable movement of £0.317m
Residual overspend position: £0.333, favourable movement of 0.112m

2.36 The underlying variance is an overspend of £0.757m, representing an adverse movement of £0.062m. The recovery plan work in this area has identified actions of £0.629m, a favourable movement of £0.317m. This then results in a residual overspend of £0.112m.

2.37 There is a net £0.390m 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.

2.38 Evaluation of SEND Transport applications for the Autumn Term, whilst continuous, has shown that route demand has increased above initial expectations resulting in additional pressure, mainly borne from additional Pre-16 routes being implemented which carry a higher value route cost. Table 8 below provides details on the estimate of routes required from the Autumn term compared to the Autumn term update.

Table 8: Estimated Routes vs October 23 Updated Routes

Category	Estimated No. Of Routes from Autumn	Estimated Average Route Cost £m	Oct 23 No. Of Routes	Oct 23 Average Route Cost per annum £m	Variation to Estimated Routes
Pre-16 to in borough provision	136	0.022	142	0.021	6
Pre-16 to out of borough provision	74	0.021	79	0.020	5
Post-16 in or out of borough provision	31	0.014	29	0.015	(2)
GMPF Yellow Bus	1	0.048	1	0.048	0
Internal Transport*	3	0.064	3	0.053	0
Transport of Pupils - Personal Budgets	24	0.005	22	0.004	(2)
Total	**269**		**276**		**7**

*the estimate included an element of commissioning cost which has been separated in the October 2023 update.

2.39 In total there has been an adverse movement of £0.061m on SEN transport from P6. This has been as a result of increased routes, the cost of which has been partly offset by absenteeism of pupils in the Summer Term and recoupment of costs of £0.041m chargeable to other local authorities for which TMBC arrange the pupil transportation.

2.40 A review of the use of personal budgets continues to be 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.

2.41 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. The shortage of Educational Psychologists and the haemorrhaging of professionals to private practice is a national issue. The pressure in this service can be further highlighted by the announced strike action planned for Education Psychologists as a result of the ongoing pay dispute.

Place
Underlying overspend of £5.116m, adverse movement of £0.056m.
Recovery plan action of £2.223m, favourable movement of £1.214m
Residual overspend position: £2.894m, favourable movement of 1.157m

2.42 The forecast position as at period 7 is showing a net overspend of £5.116m for the Place Directorate. This is an adverse movement on the underlying position reported at period 6 of £0.056m. As detailed in previous reports, the Place Directorate is facing a number of financial challenges across several areas including Corporate Landlord, Homelessness, Waste & Fleet and Engineers & Highways. The forecast overspend is driven by cost and demand pressures, non-delivery of prior year savings and the partial non-delivery of savings in 2023/24. These pressures are being partially mitigated by significant underspends in staffing across the directorate. Monitoring at period 7 has focussed on two of the high-risk areas: Corporate Landlord and Temporary Accommodation.

2.43 The key issues driving the reported change at period 7 are as follows:

2.44 **Corporate Landlord £2.760m forecast overspend, £0.056m adverse movement** – Work has been progressing on delivering the 2023/24 savings target linked to rationalising the corporate estate, with further savings of £0.074m identified since period 6. However, it has come to light that, due to a technicality, the Council may be liable for additional costs of up to £0.190m in 2023/24 on a building that has already been vacated and has previously been reported as an achieved saving. This has resulted in a net worsening of the position by £0.116m since period 6.

2.45 In conjunction with the LEP, further one-off savings for 2023/24 have been identified against the Facilities Monitoring contract. Whilst this is mitigating pressures elsewhere in the service, further work is required to identify on-going savings for future years. The forecast overspend in relation to Facilities Management costs is now expected to be £1.715m, against a budget of £2.829m.

2.46 As reported in previous periods, there are ongoing pressures in relation to gas and electricity, with costs expected to be greater than budget by £0.976m. This is the result of a combination of increased supply costs and through prior year reductions in Council buildings not being achieved. The ongoing estate rationalisation work is expected to result in reduced energy consumption across the organisation in future years.

2.47 **Temporary Accommodation (TA) £2.561m forecast overspend, no change in position** – Although there is no reported change in the position indicative figures show that net growth in demand is slowing down potentially resulting in a future reduction in costs. This reduction appears to be driven by an increased number of households moving on from TA, when comparing to previous months and therefore may not impact longer term demand. There has been a slight drop in new TA placements but previous year demand data for Tameside indicates that the borough tends to see an increase in the final quarter of the financial year. Consequently, no change in the forecast position is being reported at this time. The situation will continue to be monitored with updates provided at future reporting periods.

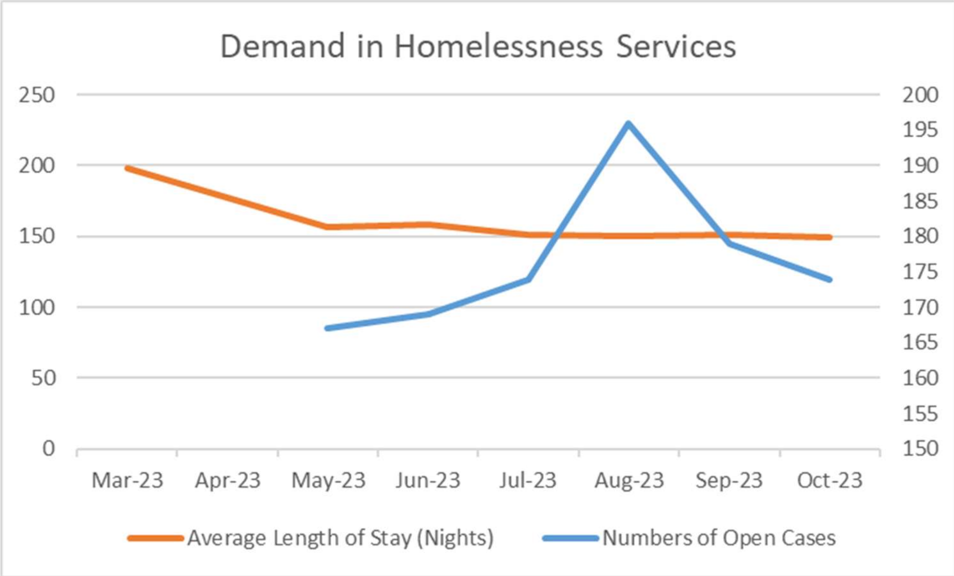
2.48 The table below shows the gross movement in and out of TA during this financial year.

Month 23/24	New TA Placements	Ended TA Placements
April	44	2
May	74	58
June	59	65
July	67	56
August	62	34
September	52	70
October	50	65

These figures will include households moving between TA providers, however these make up a small proportion of the numbers.

2.49 As shown in Graph 5, although there was a spike in open cases in August, which has then subsequently reduced in the following months, the number of cases continues to be higher than at the start of the financial year, demonstrating the increase in demand driving the forecasted position.

Graph 5: Demand in Homelessness Services



2.50 Average length of stay is based on all cases in year, both open and closed. For those that are ongoing, an end date of 31st October has been used to calculate the length of stay.

Resources – Underlying underspend £1.726m, £0.333m favourable movement

2.51 Resources has an underlying forecast underspend of £1.726m, which represents a favourable movement of £0.333m on the month 6 position.

2.52 Despite the recent announcement on 1 November 2023 that the Bank of England base interest rate would remain unchanged, there is a forecast improvement of £0.090m on investment interest due to an improved forecast of the Council's cash balance and associated interest earned.

2.53 There has been a favourable improvement of £0.026m relating to a rebate due to the Council for improved levels of recycling in the borough (relating to the 2022/23 financial year) via the waste disposal levy payable to the Greater Manchester Combined Authority.

Governance – Underlying underspend £0.226m, favourable movement of £0.128m

2.54 Governance has an underlying forecast underspend of £0.226m, which represents a favourable movement of £0.128m on the month 6 position.

2.55 The favourable movement is pre-dominantly related to an improved forecast of pensions increase act payments compared to the budget of £0.144m. Pensions increase act payments are pension costs that relate to historic approvals of compensatory added years awarded to retiring employees by the Council. The Council is liable for the ongoing costs of these prior year approvals as they are not financed by the Greater Manchester Pension Fund.

Contingency budget virements to fund specific earmarked pressures

2.56 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;

1) £1.344m to Adults Social Care to fund the cost of Transitions of young people previously in receipt of service through Childrens Social Care, moving into the Adults Social Care service.

2) A further one-off allocation of £0.602m to Adults Social Care to support the in year pressures as a result of both pressures on transitions and additional complexity of need within residential settings, which have been accounted for within the MTFS for 2024/25.

3) The annual insurance premiums for the Council have increased significantly for the current financial year. The sum of £0.186m in excess of the current budget has been included in the previously reported Resources Directorate revenue forecast outturn. The insurance premiums include employee, buildings and contents and transport related policies. It is proposed that additional budget of £0.186m is allocated to the Resources Directorate revenue budget from Contingency to support this in-year overspend.

4) Allocation of £0.642m to the Place directorate to support inflationary pressures within the Facilities Management contract.

5) £0.495m to offset the budget reduction targets set in contingency for single person discount review for council tax (£0.450m) and employer savings by introducing several salary sacrifice schemes (£0.045m). The targets were set in Contingency to allow for performance reporting, however with the budget reductions materialising in increased council tax income and reduced employer contributions in directorate budgets a transfer is required to offset budgets within Contingency. Both budget reductions have been achieved.

3. SAVINGS PROGRAMME 2023/24

3.1 The overall financial position detailed 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 7

2023/24 Budget Reductions	Opening Target £m	Red £m	Amber £m	Green £m	Achieved £m
Adults	2.550	0.989	0.143	0.591	0.827
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	0.699	0.413	0.374	0.617
Governance	0.000	0.000	0.000	0.000	0.000
Resources	1.776	0.000	0.000	0.918	0.858
Total	**10.554**	**3.433**	**2.035**	**2.629**	**2.457**
%		**32.5%**	**19.3%**	**24.9%**	**23.3%**

3.2 At month 7, 48.2% (45.9% at month 6) of the programme is considered to be achieved, or on track to be delivered, a total of £5.086m. A further £2.035m is classed as Amber, with some issues or delays in delivery with £3.433m or 32.5% (31.2% at month 6), 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 6 and month 7 is shown in Table 10 below.

Table 10: Change in Savings Programme RAG rating between month 6 and 7

	Opening Target £m	Red £m	Amber £m	Green £m	Achieved £m
Month 6 Total	**10.554**	**3.296**	**2.414**	**2.899**	**1.945**
Month 7 Total	**10.554**	**3.433**	**2.035**	**2.629**	**2.457**
Change from M7 to M6		**0.137**	**(0.379)**	**(0.270)**	**0.512**
Month 6 %		**31.2%**	**22.9%**	**27.5%**	**18.4%**
Month 7 %		**32.5%**	**19.3%**	**24.9%**	**23.3%**

Table 11: Red rated savings at month 7

Directorate	Scheme	Sav-ings 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	0.439
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	0.030
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	0.548
Place	Corporate Building Room Hire Income Review	PL4	0.010	0.010
	Total		**5.165**	**3.433**

4. DEDICATED SCHOOLS GRANT

4.1 The in-year forecast position on the overall DSG remains to be 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.

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)
Total	**(257.273)**	**0**	**(257.273)**	**262.589**	**5.317**

5 CAPITAL PROGRAMME

5.1 There are no changes on Capital since month 6, with the month 6 report updating on significant reprofiling of budgets to and from 2024/25. Table 13 below presents the capital expenditure by service area at month 6, with services projecting expenditure of £2.872m less than the current capital budget for the year. Reprofiling of £1.024m was requested as part of the month 6 report, bringing total reprofiling for the year to £11.885m.

Table 13 – Capital Expenditure by Service Area

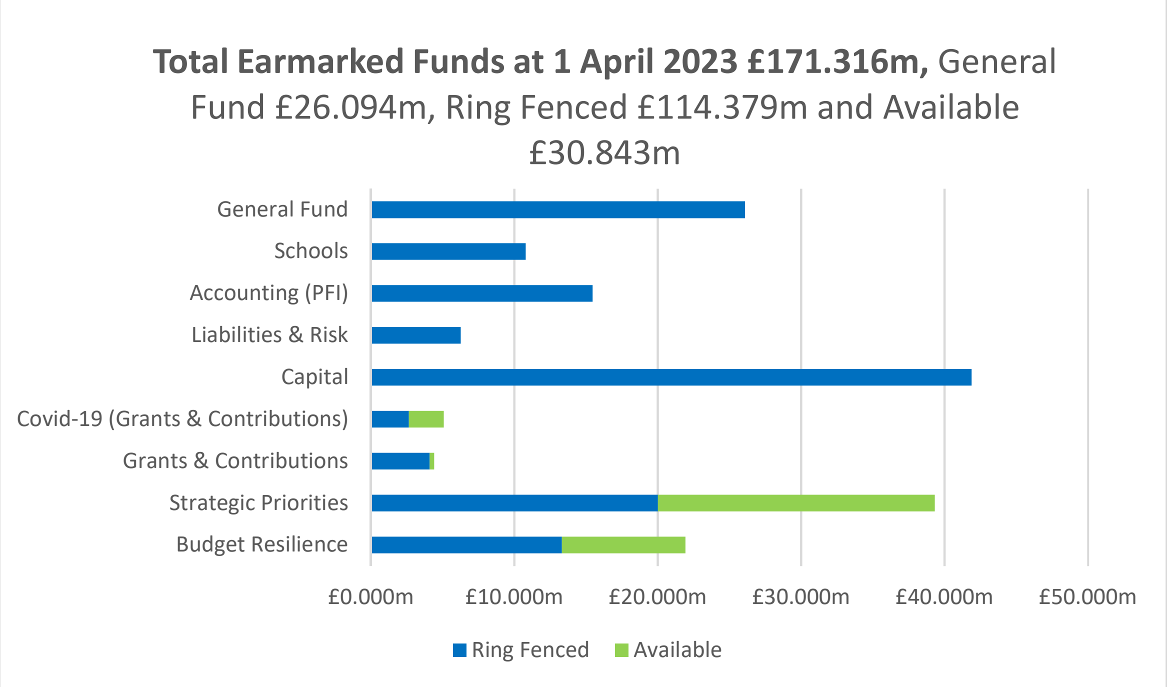
	2023/24 Budget	Actual to Date	Projected Outturn	Projected Outturn Variation	Reprofiling (to) / from future years	Projected Variation after reprofiling
	£m	£m	£m	£m	£m	£m
Place: Property, Development and Planning						
Development & Investment	14.024	1.452	8.502	(5.522)	(1.110)	(4.412)
Corporate Landlord	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
Place: Operations and Neighbourhoods						
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
Children's Social Care						
Education	22.318	8.850	26.377	4.059	3.610	0.449
Children	1.322	0.041	1.234	(0.088)	(0.088)	-
Resources						
Digital Tameside	-	-	-	-	-	-
Adults Social Care						
Adults	4.195	0.964	3.933	(0.262)	(0.262)	-
Governance						
Governance	0.032	0.029	0.032	0.000	0.000	-
Total	**49.818**	**12.482**	**46.946**	**(2.872)**	**1.024**	**(3.896)**

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. RECOMMENDATIONS

8.1 As stated on the front cover of the report.

Report To:	**EXECUTIVE CABINET**
Date:	20 December 2023
Executive Member / Reporting Officer:	Cllr Jacqueline North –First Deputy (Finance, Resources & Transformation) Ashley Hughes – Director of Resources (Section 151 Officer)
Subject:	**MEDIUM TERM FINANCIAL STRATEGY (MTFS)**

Report Summary:

The report presents a proposed budget for 2024/25 and an update to the Council's Medium Term Financial Strategy (MTFS). The position has improved since the previous MTFS update in October 2023 due to the increase in budget reduction proposals from all service areas, a 2% reduction in employee pay award assumption, increases in general grants, council tax and business rates and a 2.1% reduction in the prevailing rate of Consumer Price Index (CPI) inflation. The rate of CPI released in November 2023 was 4.6%.

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

The current MTFS has an imbalance of resources to expenditure of £39.817m to 2028/29, with a balanced budget for 2024/25. In the last update, the MTFS imbalance was £33.819m to 2028/29, with £9.651m 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 6.0% for 2025/26 and 18% to 2028/29. The assumptions for future years are in line with the recent update from the Office of Budget Responsibility (OBR). The OBR is forecasting "unprotected" departments, of which the Department for Levelling Up, Housing and Communities (DLUHC) is part of this cohort, will see a 1% planned rise in resources that, after the impact of inflation, will be equal to a 2.6% real terms reduction in resources. As such, since the MTFS was presented to Cabinet in October 2023, future years' gaps have increased from 15% to 18% cumulatively.

In 2023/24, the Council has been facing significant pressures from demand-led services, alongside the sharp increase in costs that have been seen due to inflation rising to a peak of 11.1% in October 2022 and sitting at 4.6% in November 2023. This has been reflected in the forecast positions, with unmanaged overspends rising to £13.007m in quarter 2. The Council has instituted recovery planning, some of which is the escalation of proposals in this MTFS. At Month 7, the Council is still forecasting an overspend, however it has much reduced due to the presence of recovery plans owned by officers at the Senior Leadership Team (SLT). They are still works in progress, as the Section 151 Officer continues to work with SLT members on closing their respective budget gaps. The worst case scenario is that the full overspend value of £13.007m comes to fruition, requiring the use of unearmarked reserves to balance the General Fund position.

Within the MTFS position, there is an assumption of pressures requiring funding based on activity and demand in 2023/24, however there is an expectation that services proactively work on demand management and this is factored into this MTFS.

In the worst case scenario, where demand management fails and no budget reductions are delivered and the Council has to support a balanced budget through reserves use, the Council will exhaust its unearmarked reserves in 2025/26.

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

The scale of the challenge the Council is 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) is as acute as it was in the period 2010-2013. Members of the Executive Cabinet and Full Council need to be under no illusions that balancing the budget whilst maintaining service delivery will require difficult decisions over the forthcoming months and years.

Recommendations:

That Executive Cabinet is recommended to APPROVE:

1) The updated MTFS for 2024/25 to 2028/29.
2) The budget reductions and income increases proposed for 2024/25 for consultation.
3) The creation of a Parking Strategy to identify future financial options from 2025/26 to be brought to an Executive Cabinet before July 2024.

That Executive Cabinet is recommended to NOTE:

4) The impact of changes to the inflationary and demand pressures on the MTFS from 2024/25 to 2028/29.
5) The impact of the proposed new funding on the MTFS from 2024/25 to 2028/29.
6) The impact of the proposed budget reductions on the MTFS from 2024/25 to 2028/29.
7) The impact of the proposed council tax and business rates assumptions on the MTFS from 2024/25 to 2028/29
8) The consultation period opened 14 December 2023 and shall run for a period of no less than 7 weeks. Therefore the earliest date to close consultation is 1 February 2024.

Policy Implications:

Budget is allocated in accordance with Council.

Financial Implications:

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

As contained within the report

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…

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 Section 151 officer to review the level of reserves and confirm that the level is sufficient. Reserves by its very nature is 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 presentation.

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 : Stuart Munro, Senior Finance Manager

e-mail: stuart.munro@tameside.gov.uk

1. INTRODUCTION FROM THE S151 OFFICER

1.1 The report updates the Council's Medium Term Financial Strategy (MTFS). The MTFS sets the framework for a balanced and sustainable revenue budget, which is a key duty for the Council.

1.2 The MTFS was presented as part of the 2023/24 budget proposals and further updates have been provided in July 2023 and October 2023, which included a financial projection for the years from 2024/25 to 2028/29 – with October 2023 identifying scenario planning for the Council to consider.

1.3 The October 2023 MTFS update budget included revised forecasts for future years. Projected new budget reductions to find were reduced to £9.651m for 2024/25 and £33.819m to 2028/29.

1.4 This report presents a position that balances the budget for 2024/25. The Section 151 Officer engaged IMPOWER Consulting to support a series of benchmarking, discovery and budget reduction scoping initiatives alongside providing key additional resources to build delivery plans. The resulting proposals, backed by robust delivery plans, have been produced in collaboration with each service area to ensure they are challenging but achievable. £12.689m of budget reductions have been identified and carried into the MTFS.

1.5 The presented position carries a level of risk as it is built on delivery of a significant transformation programme underpinned by greater understanding of financial management across the organisation against a backdrop of rising demand and high inflation. Many of the proposals in 2024/25 carry forward across the MTFS as the proposals require ongoing support across the Council. There is no option whereby Members and Officers cannot take ownership and grip of their budgets and delivering within the financial envelopes approved at Council, so it is paramount that the right support is provided at the right time.

1.6 Benchmarking has highlighted the Council's key budget reductions opportunities lie in Children's Social Care. Balancing this opportunity with the ongoing improvement work being undertaken by the Director of Children's Services will be difficult, which is why reductions in this area are backloaded in the MTFS and reductions available to the Director of Resources have been front loaded to smooth the position through.

1.7 The MTFS comprises a net expenditure requirement which is required to be balanced by the Council's General Funding, consisting of Council Tax, Business Rates, General Grants and, in exceptional circumstances, earmarked reserves.

1.8 The Council is facing a significant challenge to its financial position. Nationally, Local Government is facing significant challenge, with a number of local authorities reporting acute difficulty in balancing their budgets with others being subject to Government intervention. For context, Local Government funding declined by almost one third between 2010 and 2021. A report to the Public Accounts Committee in February 2022 (Local Government Finance system: Overview and challenges (parliament.uk)) found that Local Authorities' income was £8.4bn less in real terms than in the previous decade. Whilst recent settlements have been more reasonable, much of the funding was meant for the Adult Social Care reforms and an expectation Councils would raise more locally through Council Tax.

1.9 In November 2023, the Chancellor of the Exchequer delivered the Autumn Statement. The Government described the Statement as one for growth, prioritising tax cuts for individuals and businesses. The announcements reducing Employees' National Insurance contributions from 12% to 10% and the reset of Local Housing Allowances to the 30th percentile in April 2024 are welcome for residents of Tameside given the cost-of-living increases since the COVID-19 pandemic. However, there was very little announced for public services.

1.10 The MTFS and budget for 2024/25 have, therefore, had to remain linked to the previous year's Local Government Financial Settlement. The updates presented in July and October 2023 were presented on that basis, so there is no adverse impact for 2024/25 arising in this iteration presented to Members, although the future years' positions are now worse than previously modelled.

1.11 Following the Autumn Statement, the Office for Budget Responsibility (OBR) has revised it's economic forecasts and updated its analysis for Local Government finance. The OBR is now forecasting that, nationally:

1.11.1 Locally financed expenditure, i.e. that raised through Council Tax and Business Rates will rise 21% over the 3 years to 2025/26 - £62.2bn to £75.3bn.
1.11.2 Councils will have to use reserves of up to £2.3bn to deliver balanced budgets to 2025/26. Before the Autumn Statement, the OBR did not forecast the use of reserves at all.
1.11.3 Local Government spending will fall from 5.0% of GDP today to 4.6% of GDP in 2028/29. In 2010/11, it was 7.4% of GDP.

1.12 In the 18 years from 2000 – 2018, only 2 Councils issued a Section 114 notice. Since 2018 there have been 12 issued and many other Councils have stated that there is only so much resource left in the system.

1.13 Locally, the Council has made over £180m of budget reductions since 2010. When setting the 2023/24 budget, analysis showed that the impact of austerity had led to a real terms reduction of £688 per household in Tameside since 2010. Translated into a percentage, this is a 24% reduction in Tameside's real terms spending power since 2010. A further £12.7m is needed for 2024/25, taking this total to £193m with a further £44m required to balance the budgets to 2028/29.This means that in the space of 19 years, £237m of reductions to budgets will have to have been made. For context, the net expenditure requirement in 2024/25 is £234m.

1.14 Much of the underlying risk is driven by factors already widely discussed at Executive Cabinet. Demand and complexity of need in Adults and Children's Social Care mean there's more people requiring critical services and that the service is more specialist, intense and bespoke to the individuals. Care provider markets are fragile, locally and nationally. Tameside has seen supplier failure in adults residential and nursing provision and severe constraints on fostering provision for our Looked After Children. On top of this, the Council is seeing rising demand for homelessness support services and temporary accommodation with open cases doubling since April 2023. The macro-economic environment around inflation, with CPI currently at 4.6% but having peaked at 11.1% in October 2023, has increased the cost of everything the Council provides and does – from electricity and gas rising almost 100% to the price of pothole repairs tripling inside two years.

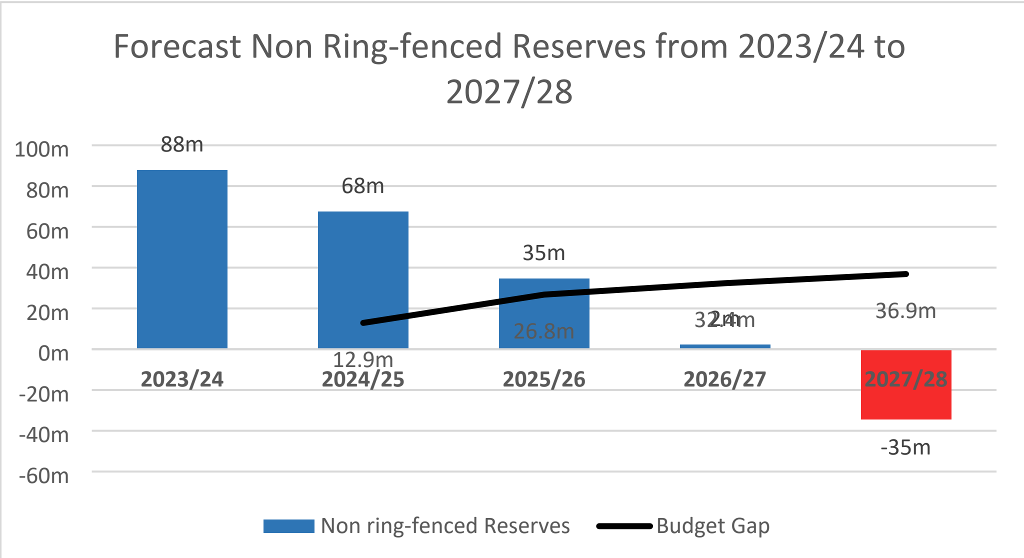
1.15 The Bank of England have responded to the inflationary environment, increasing base rates to 5.25%. This has increased mortgage rates, for homeowners and landlords alike, reducing available monies for our residents and businesses to expend in the local economy and maintain a home or premises. Whilst our residents feel the reduction in their incomes, the higher interest environment does give the Council an opportunity to respond through Treasury Management to increase returns to support the budget for 2024/25. Treasury investment is, however, cautious in nature, and cannot be guaranteed as a long-term source of income as base rates rise and fall in response to the macroeconomic environment. As such, whilst there is an opportunity assumed in the MTFS for 2024/25, this assumption is unwound over future years reflecting assumptions in inflation.

1.16 The Council continues to measure its financial resilience, and this is outlined in Section 9 of this report where the Council's performance on the CIPFA Financial Resilience Index and as measured by the Office for Local Government (Oflog) are detailed. The Council's resilience is reflective of the Council's approved Reserves Strategy and controlled approach on financing its Capital Strategy. However, the Council cannot be complacent as to the scale of the challenge. The financial gap in the MTFS of £39.817m represents 18% of the 2023/24 net budget after refreshed assumptions following the Autumn Statement and announced Trailblazer Deal which extended the 100% business rates retention scheme for a further decade (the MTFS had assumed this to drop back to the 50% retention scheme from 2024/25). Council Tax flexibility to 4.99% was assumed and a reduction in contingency budgets of £2.292m was applied.

1.17 The Council has used reserves to manage the position in prior years, over £40m in the last 5 years. Reserves are by their nature finite and only able to be used once. It is not prudent nor appropriate to rely on them to meet deficits in budget setting unless they are smoothing the path to financial sustainability and the Council has sufficient balances and reserves to do so. The Council's balance sheet holds £160m of earmarked reserves, of which £87.5m is considered unringfenced. The remainder is earmarked for Council priorities. Unringfenced reserves are the General Fund Balance of £27.5m, Corporate Priorities Reserve of £43m and Budget Risk Reserve of £17m. Of the unringfenced reserves, Members are aware that only £30.843m remain uncommitted along with the General Fund Balance.

1.18 In the worst of cases, should the Council be unable to mitigate the underlying risk position in 2023/24 and not deliver any budget reductions to close the MTFS gap, i.e., use reserves to set a balanced budget, it will exhaust all of its unringfenced reserves by 2026/27. This is demonstrated in the chart below.

Chart 1: Reserves Trajectory – Worst Case Scenario December2023 (rounded to nearest £m)



1.19 It is imperative therefore, that the Council takes sufficient and appropriate steps to deliver a robust and balanced budget over the medium term. To this end, the Section 151 Officer engaged external support from IMPOWER Consulting to provide independent check and challenge, detailed benchmarking and delivery planning support to underpin the MTFS and to provide upskilling to the organisation. The current Star Chamber approach to oversee budget reductions delivery should be extended into 2024/25 and Cabinet should receive monthly updates on delivery of reductions in the form of a highlight report, with exceptions escalated as necessary. Furthermore, the Council is developing a Transformation Unit and Corporate Project Management Office (PMO) as an enhancement to the already existing Improvement Team to enable the longer term deliver of the MTFS.

1.20 Whilst delivering a financially sustainable future for Tameside is challenging, it is not a challenge that is insurmountable. The Council is likely to face difficult decisions around levels of fee charging, service provision and whether it should cease delivery of some services in its entirety. These decisions are not ones that Members should be taking lightly, and Council should be assured on the deliverability of any proposal that reduces net expenditure before agreeing that the proposals it wishes to adopt.

2 BACKGROUND

2.1 In line with recent history, the Council is not likely to receive detailed information on funding allocations through the Local Government Finance Settlement (LGFS) until December 2023, although it is anticipated that the Department of Levelling Up, Housing and Communities (DLUHC) will issue a policy statement in early December outlining the expectations for the LGFS.

2.2 The Government's planned review of local authority funding, the Fair Funding review, has been delayed until 2025/26 at the earliest. This leads officers to consider that the 2024/25 LGFS is very unlikely to be multi-year in nature. This lack of multi-year funding settlements make it harder for the Council to develop its MTFS as the level of uncertainty introduces greater risk into the planning process.

2.3 Taking the above into account with the wider financial picture for Local Government, and the potential for commercial income being delayed beyond 2027/28 leaves the Council's MTFS weaker than might have previously been planned for without taking positive and proactive steps to manage the financial position.

2.4 At the July and October meetings of the Executive Cabinet, the 2024/25 revenue budget and financial projection up to 2028/29 (previous MTFS) was presented. These are both detailed in table 1a and 1b below.

Table 1a: July 2023 - 2024/25 Revenue Budget and Previous MTFS:

	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m
Net Expenditure Requirement	**243.789**	**261.574**	**272.828**	**282.814**	**291.369**
Resources	**(230.900)**	**(234.806)**	**(240.457)**	**(245.960)**	**(251.586)**
Budget reductions to find - cumulative	**(12.889)**	**(26.768)**	**(32.371)**	**(36.854)**	**(39.783)**
Budget reductions to find - incremental	**(12.889)**	**(13.879)**	**(5.603)**	**(4.484)**	**(2.929)**

Table 1b: October 2023 - 2024/25 Revenue Budget and Previous MTFS:

	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m
Net Expenditure Requirement	**240.551**	**255.066**	**266.685**	**276.761**	**285.405**
Resources	**(230.900)**	**(234.806)**	**(240.457)**	**(245.960)**	**(251.586)**
Budget reductions to find - cumulative	**(9.651)**	**(20.260)**	**(26.228)**	**(30.801)**	**(33.819)**
Budget reductions to find - incremental	**(9.651)**	**(10.610)**	**(5.967)**	**(4.573)**	**(3.018)**

2.5 Both tables above showed that additional savings needed to be found in future years, in order to balance the budget.

2.6 The Net Expenditure Requirement comprises the Council's running costs and related income streams. Running costs relate to employees and contractors but also includes Capital Financing Costs. Capital Financing costs are incurred when the Council borrows to fund the Capital Programme: an amount has to be aside each year from the revenue budget to repay a proportion of the borrowing alongside interest charges on the borrowing. The Net Expenditure Requirement is net of income from fees and charges, revenue grants and interest earned.

2.7 Resources comprises: Council Tax, Business Rates, General Grants and transfers from unallocated earmarked reserves. All these funding sources are general and do not have to matched against a specific type of expenditure.

2.8 Council Tax and Business Rates are collected and managed in a ring-fenced account (called the Collection Fund). The Council's share of Council Tax and Business Rates is paid out of the Collection Fund over to the Council's revenue budget. The Council's share is always agreed prior to the start of each financial year, so the amount paid over is always an estimate. The estimate includes the Council's share for the next financial year as well as an adjustment for projected variances relating to previous estimates (the Collection Fund surplus/deficits).

2.9 The General Grants mainly relate to the redistribution of funding between Local Authorities and are linked to Business Rates. Tameside Council's ability to raise Business Rates is less than its assessed funding need according to national formulas, so receives an additional Top Up grant.

2.10 General Funding can be increased by transferring unallocated balances from earmarked reserves. However, earmarked reserves can only be used one. Further, a previous review of the robustness of the Council's reserves identified a requirement to increase the Council's General Fund balance. This increase is incorporated within the MTFS update.

3 NET EXPENDITURE REQUIREMENT UPDATE

3.1 Since the October report, the macro-economic environment continues to be very challenging, albeit with some favourable movement. Inflation is currently running at 4.6%, the inflation rate assumption in the October 2023 MTFS update was 6.7%. This reduction in inflation has had an impact on inflationary pressures assumed in the MTFS for commissioned goods and services. On social care placements and utility costs the expectation is that these will increase by more than the 4.6% uplift, for these costs the Council is assuming a 6.7% increase.

3.2 The assumptions around employee-related cost pressures arising from the Local Government pay award have been adjusted in line with the most recent award. In the October 2023 MTFS update a 7% uplift on employee budgets was assumed. In the updated MTFS this has been revised down to a 5% uplift to reflect the overall impact of the latest award.

3.3 An assumption for demographic pressures has been included in the latest MTFS update. Demographic pressures include assumptions on Adults and temporary accommodation. As the MTFS is iteratively updated, further modelling of activity data is required to create a robust multi-year model for the MTFS.

3.4 Other service pressures includes adjustments to correct historic budget deficiencies in directorates.

3.5 Table 2a overleaf shows the revised projections for pressures, other service reductions and new funding.

Table 2a: Revision to total pressures and other reductions

	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m
Opening Net Budget	**221.397**	**234.247**	**248.487**	**259.341**	**274.197**
Staffing related cost pressure	9.252	6.752	5.672	4.424	3.038
Demographic pressures	11.192	5.000	5.000	5.000	5.269
Inflationary pressures	15.638	8.246	5.893	5.893	5.899
Reduction in other fees/charges/income	0.000	0.000	0.000	0.000	0.000
Other service pressures	1.230	0.316	0.316	0.316	0.316
Total service pressures	**37.312**	**20.314**	**16.882**	**15.634**	**14.522**
Budget resources redirected	(3.924)	0.000	0.000	0.000	0.000
New funding	(5.756)	2.941	0.000	0.000	0.000
Fees & charges	(2.093)	(1.167)	(0.778)	(0.778)	(0.778)
Total service reductions	**(11.773)**	**1.774**	**(0.778)**	**(0.778)**	**(0.778)**

3.6 General fees and charges have been assumed to increase by inflation, 4.6%. This will generate additional income for the Council that will offset increased rising costs from inflation. Table 2b below shows the increase in fees & charges assumed in the MTFS. Further work is required to move towards full cost recovery on fees & charges. A full schedule of fees & charges for 2024/25 will be available in the 2024/25 Budget Report and will be subject to a standalone report to Cabinet.

3.7 Social Care contributions are client contributions to their care following a financial assessment. The increases in client contributions will partially offset any increases in care package costs.

3.8 Parking charges have been uplifted following a full parking review in 2023/24. Any additional income generated is proposed to be re-invested into the Highways Network Recovery Programme. At this stage, the MTFS does not assume any increase in parking charges in 2024/25 following the increases in 2023/24. Work undertaken on a wider Parking Strategy indicates the Council has the opportunity to extend parking charges to its on-street parking bays, however this is not yet quantified and would not likely take effect until 2025/26.

Table 2b – Fees & Charges

	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m
Fees & charges inflationary uplift	(0.894)	(0.583)	(0.389)	(0.389)	(0.389)
Social Care contributions	(1.199)	(0.584)	(0.389)	(0.389)	(0.389)
Parking uplifts	-	-	-	-	-
Total Fees & Charges	**(2.093)**	**(1.167)**	**(0.778)**	**(0.778)**	**(0.778)**

3.9 The inflation assumptions in the MTFS are detailed in Table 2c overleaf:

Table 2c: Inflation Assumptions

Annual Inflation Assumptions MTFS Update	2024/25	2025/26	2026/27	2027/28	2028/29
Non-Pay Inflation (%)	4.60%	3.00%	2.00%	2.00%	2.00%
Social Care Placements Inflation (%)	6.70%	3.00%	2.00%	2.00%	2.00%
Utilities inflation (%)	6.70%	3.00%	2.00%	2.00%	2.00%
Pay Inflation (%)	5.00%	5.00%	4.00%	3.00%	2.00%
Fees & Charges Uplift (%)	4.60%	3.00%	2.00%	2.00%	2.00%

3.10 Increases to service grant funding has been assumed where announced by Government. The new funding is currently estimated based on the national allocations for 2024/25 and then applying the same percentage share Tameside received in 2023/24 to the 2024/25 national allocation. The provisional allocations will be released as part of the 2024/25 provisional local government finance settlement, expected to be announced in December 2023. Table 2d below details the estimated in-year change in funding.

Table 2d: Total New In-Year Funding

	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m
Social Care Grant	(3.220)	0.000	0.000	0.000	0.000
ASC Market Sustainability and Improvement Fund	(1.361)	0.000	0.000	0.000	0.000
Discharge Fund	(1.176)	2.941	0.000	0.000	0.000
Total New Funding	**(5.757)**	**2.941**	**0.000**	**0.000**	**0.000**

4 PROPOSED BUDGET REDUCTIONS 2024/25 TO 2028/29

4.1 Since the October update to Executive Cabinet, services, with the support of IMPOWER Consulting, have been working on proposals to deliver suitable and sufficient budget reductions to bridge the gap in 2024/25 and to support delivery of the MTFS to 2028/29. To date, £12.689m of budget reductions have been proposed in 2024/25, with further savings to 2026/27 costed and planned. These are outlined in Table 3 below. Additional work will be undertaken over the next months to extend savings and transformation ideas to 2028/29 that are costed and considered by officers to be deliverable.

Table 3: Budget reductions proposals by directorate

Budget reductions proposals by directorate	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	Total £m
Adults	(2.200)	(1.600)	0.000	0.000	0.000	**(3.800)**
Children's	(4.062)	(6.350)	(6.000)	0.000	0.000	**(16.412)**
Place	(2.484)	(2.309)	(0.300)	0.000	0.000	**(5.093)**
Corporate	(3.799)	1.368	0.822	0.000	0.000	**(1.609)**
Population Health	(0.144)	0.000	0.000	0.000	0.000	**(0.144)**
Cross cutting	0.000	0.000	0.000	0.000	0.000	**0.000**
Total	**(12.689)**	**(8.891)**	**(5.478)**	**0.000**	**0.000**	**(27.058)**

4.2 The budget reduction proposals are listed in the appendices.

4.3 The current proposals will be presented to Star Chambers in January 2024 for Member challenge and confirmation of deliverability by officers as part of the assurance process to set a balanced budget.

4.4 Additional Star Chambers are programmed in alternate months to capture ongoing proposals and ensure Executive Cabinet oversight outside the formal reporting process.

4.5 The Council provides additional independent scrutiny of the budget setting process through its Scrutiny Committees. Scrutiny received a mid-year update on budget progress and the planning process in November 2023 and are due a further formal review of the proposed budget for 2024/25 in January 2024, to which early results of consultation will also be brought forward to enable Members to have full overview of the budget reductions.

5 GENERAL FUNDING SOURCES FROM 2024/25 TO 2028/29

5.1 General Funding from 2024/25 to 2028/29 has been updated following the October 2023 update of the 2024/25 Council Tax Base, revising the council tax collection rate, factoring in an increase in the Business Rates multiplier and including the New Homes Bonus grant. The latest assumptions are detailed in Table 4. The Council Tax Base must be finalised by 31 January 2024. A further update will be provided in the February 2024 report for recommending to Full Council.

Table 4: Updated Financial Plan 2024/25 to 2028/29 (Revised MTFS).

Resources	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m
Revenue Support Grant	0.000	0.000	0.000	0.000	0.000
Business Rates	(114.040)	(115.180)	(116.332)	(117.495)	(118.670)
Council Tax	(117.867)	(120.666)	(123.529)	(126.457)	(129.454)
Collection Fund (surplus)/deficit	(2.079)	0.000	0.000	0.000	0.000
New Homes Bonus	(0.261)	(0.261)	(0.261)	0.000	0.000
Use of reserves	0.000	0.000	0.000	0.000	0.000
Total resources	**(234.247)**	**(236.107)**	**(240.122)**	**(243.952)**	**(248.124)**

5.2 ***Council Tax*** income makes more than 50% of General Funding. Council Tax income is the result of the Band D Tax Rate multiplied by the Band D Equivalent Tax Base.

5.3 The Band D Tax Rate is set by the Council. It is a single average measure calculated according regulations (the Local Authorities Calculation of Council Tax Base Regulations 2012). The starting point is the number of households in the district, approximately 105,000. These household numbers are then expressed as equivalent numbers by adjusting for discounts and the Council Tax Support (CTS) scheme.

5.4 There are further adjustments. Each household is allocated a Council Tax Band from A to H, based on dwelling values. Each Council Tax Band incurs a Council is a fixed ratio of Band D, for the purposes of Council Tax Billing. These fixed ratios are shown in Table 5a overleaf:

Table 5a Council Tax Bands fixed ratios to Band D

Band	Property Value at 1 April 1991	Fixed ratio to Band D
A	Up to 40,000	6/9ths
B	40,000 - 52,000	7/9ths
C	52,001 - 68,000	8/9ths
D	68,001 - 88,000	9/9ths
E	88,001 - 120,000	11/9ths
F	120,001 - 160,000	13/9ths
G	160,001 - 320,000	15/9ths
H	Over 320,000	18/9ths

5.5 It is because each band is a fixed ratio to Band D that household numbers, after discounts and CTS, can be averaged out as the Band D Equivalent Tax Base.

5.6 Council Tax income is summarised in Table 5b below:

Table 5b: Council Tax Assumptions in MTFS

	2024/25	2025/26	2026/27	2027/28	2028/29
Band D Equivalent Tax Base (250 growth from 25/26)	66,382.04	66,632.04	66,882.04	67,132.04	67,382.04
Collection Rate (Bad Debt Adjustment)	97.5%	97.5%	97.5%	97.5%	97.5%
Band D Equivalent Tax Base	64,722.5	64,966.2	65,210.0	65,453.7	65,697.5
Band D Council Tameside Precept*	1,557.99	1,594.23	1,631.19	1,668.88	1,707.32
Band D Adult Social Care Precept**	263.13	263.13	263.13	263.13	263.13
Band D Council Tax	1,821.12	1,857.36	1,894.32	1,932.01	1,970.45
Council Tax (Table 4)	**117.867**	**120.666**	**123.529**	**126.457**	**129.454**

* 2.99% in 2024/25 and 1.99% afterwards

** 2% in 2024/25 and no increase after then

5.7 Table 5b shows an assumption of a 2% increase in the Adult Social Care (ASC) Precept in 2024/25. Current Government announcements allow for ASC precept increases in 2024/25, although not for subsequent years, as the legislation is not in place to extend this. The Council did factor a continuation of current levels of increase into its scenario plans reported to Cabinet in the previous update on the MTFS.

5.8 The MTFS also allows for a 2.99% increase in Tameside's precept for 2024/25, which again is allowed for by Government announcements. The percentage increases for the years after 2024/25 remain at 1.99% in line with current referendum limits.

5.9 The increase in the Tameside's precept increase and the ASC increase have a cumulative impact, so increasing Council Tax income for the years after 2024/25.

5.10 Table 5b also shows an increase in the Council Tax Base (CTB) for 2024/25, this represents the number of Band D equivalent households in Tameside following reductions for discounts and the CTS scheme as at September 2023. The tax base also includes an assumption that 437 new Band D equivalent households will be built and be liable for Council Tax. These are based on current growth projections provided through Planning and Exchequer. This equates to an additional £0.912m of Council Tax.

5.11 An increased collection rate of 97.5% has also been assumed in 2024/25, previously 96.5% in 2023/24. This 1% increase will be monitored throughout 2024/25 to track progress against the new collection target. This equates to an additional £1.152m of Council Tax. The Council has historically collected to 97.5% over a 6 year period and is investing in further improvements in Exchequer as part of the MTFS to support delivery of collection.

5.12 ***Business Rates and Related Grants*** are the other main element of General Funding. For background, Business Rates are calculated via a chargeable rate multiplied against the rateable value of commercial premises. The chargeable rate (multiplier) is set by the Government. Rateable Value is set by the Valuation Office Agency (VOA).

5.13 There is a related Top Up Grant because from 2013/14, the Business Rates system was also used to redistribute funding between Local Authorities. Funding is redistributed based on the difference between a Local Authority's assessed funding need and its ability to collect tax. Because Tameside's assessed need is higher than its tax collection, it will receive a projected Top Up grant of £33.447m in 2024/25.

5.14 There are Section 31 Grants because the Government helps businesses by providing discounts (called reliefs) and freezing the chargeable rate (the multiplier). These decisions reduce Tameside's share of Business Rates. It receives compensation via additional Section 31 Grants.

5.15 There are a number of postponed reforms of the way assessed need is calculated and the workings of the Business Rates system. These changes are now expected from 2025/26. The revised MTFS assumes that these changes will not make Tameside Council worse off.

5.16 Table 5c below details the updated assumptions for Business Rates in the MTFS. The current assumption is that the multiplier rate will increase by 5% in line with inflation.

Table 5c: Updated Business Rates and Related Grants

Business Rates and Related Grants	**2024/25 £m**	**2025/26 £m**	**2026/27 £m**	**2027/28 £m**	**2028/29 £m**
Business Rates	(57.158)	(57.730)	(58.307)	(58.890)	(59.479)
Top Up Grant	(33.447)	(33.782)	(34.119)	(34.461)	(34.805)
Section 31 Grants	(23.434)	(23.669)	(23.905)	(24.144)	(24.386)
Sub-total Business Rates Grants	**(114.040)**	**(115.180)**	**(116.332)**	**(117.495)**	**(118.670)**

6 UPDATED MEDIUM TERM FINANCIAL STRATEGY

6.1 The revised MTFS presents that the Council has balanced the 2024/25 budget. However there is a budget gap in 2025/26 and future years.

Table 6 – Updated MTFS

	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m
Opening Net Budget	**221.397**	**234.247**	**248.487**	**259.341**	**274.197**
Staffing related cost pressure	9.252	6.752	5.672	4.424	3.038
Demographic pressures	11.192	5.000	5.000	5.000	5.269
Inflationary pressures	15.638	8.246	5.893	5.893	5.899
Reduction in other fees/charges/income	0.000	0.000	0.000	0.000	0.000
Other service pressures	1.230	0.316	0.316	0.316	0.316
Total service pressures	**37.312**	**20.314**	**16.882**	**15.634**	**14.522**
Budget reductions	(12.689)	(7.849)	(5.250)	0.000	0.000
Budget resources redirected	(3.924)	0.000	0.000	0.000	0.000
New funding	(5.756)	2.941	0.000	0.000	0.000
Fees & charges	(2.093)	(1.167)	(0.778)	(0.778)	(0.778)
Efficiency factor	0.000	0.000	0.000	0.000	0.000
Total service reductions	**(24.462)**	**(6.074)**	**(6.028)**	**(0.778)**	**(0.778)**
Net Expenditure Requirement	**234.247**	**248.487**	**259.341**	**274.197**	**287.941**
Resources					
Revenue Support Grant	0.000	0.000	0.000	0.000	0.000
Business Rates	(114.040)	(115.180)	(116.332)	(117.495)	(118.670)
Council Tax	(117.867)	(120.666)	(123.529)	(126.457)	(129.454)
Collection Fund (surplus)/deficit	(2.079)	0.000	0.000	0.000	0.000
New Homes Bonus	(0.261)	(0.261)	(0.261)	0.000	0.000
Use of reserves	0.000	0.000	0.000	0.000	0.000
Other funding	0.000	0.000	0.000	0.000	0.000
Total resources	**(234.247)**	**(236.107)**	**(240.122)**	**(243.952)**	**(248.124)**
Budget reductions to find - cumulative	**(0.000)**	**(12.379)**	**(19.219)**	**(30.245)**	**(39.817)**
Budget reductions to find - incremental	**(0.000)**	**(12.379)**	**(6.839)**	**(11.026)**	**(9.572)**

7 NEXT STEPS AND PLANNED APPROACH

7.1 The Council will continue to review its MTFS and budget reductions programme going forward. The assumptions included within this report will be refreshed for the final proposed budget in February 2024 to take account of on available information on Government funding decisions as well as the macro-economic environment.

7.2 For 2024/25, targets were issued to Directorates based upon a percentage of net budget, which, combined, will deliver the projected budget reduction target for 2024/25. Through the year, budget reduction proposals have been developed to ensure robust delivery plans are in place and work will commence, with a view to maximising the full year effect of delivery in 2024/25. Priority will be placed on income maximisation across all service areas to reduce the burden on expenditure reductions, however there will be a need for efficiencies in costs alongside a genuine requirement to invest in transformation where the return on investment delivers long-term improvements in outcomes for residents in line with the Corporate Plan alongside recurrent reductions in costs that support the MTFS. Longer term projects will need to be identified now to support the budget gap reduction for 2025/26 onwards.

7.3 Star Chambers are in place in January 2024 to review all budget reduction proposals to date, and for members of the Executive Cabinet to constructively challenge planning assumptions and levels of budget reduction being proposed. This follows on from the October 2023 Star Chambers where ideas were first presented to Members.

7.4 Consultation through the Big Conversation is underway until at least 01 February 2024, with further planned items at Neighbourhood Forums in January 2024. Further independent check and challenge from Scrutiny Committees will take place in January 2024, with feedback incorporated into the MTFS as necessary, along with any updates in the final LGFS and finalised in February for Executive Cabinet to approve the budget it recommends to Full Council. These plans will then be monitored closely through the monthly monitoring and Star Chamber processes, now embedded in the monitoring cycle throughout 2024/25.

7.5 The Council plans further detailed work to be undertaken, including a review of its fees and charges policy alongside a detailed analysis of its Earmarked Reserves. In addition, the Authority is further reviewing the potential cost of introducing the Living Wage Foundation, the National Living Wage and the Fair Cost of Care.

8 FINANCIAL RESILIENCE

8.1 A key priority of the MTFS is to align the Council's finances so they are sustainable for the long-term. CIPFA produces, for each Council, a Financial Resilience Index.

8.2 The key point from the Index, is that Tameside was assessed as towards the lower level of financial stress and this has been relatively consistent between 2016-17 and 2021-22. Other points were:

- Compared to other Councils, the social care ratio is toward the higher risk range, meaning that Tameside spends a higher proportion of its revenue budget on Children's Social Care.
- The reduction in the Council's earmarked reserves in recent years as a proportion is slightly above other Councils, indicating a reliance on one-off funding.

8.3 The Office for Local Government (Oflog) have also recently published their performance framework for Local Authorities. The key outcomes for Tameside are similar to the CIPFA Financial Resilience Index but also cover a wider number of issues. The points are:

- Tameside's Social care spend as a percentage of its core spending power is significantly higher than for other Councils, at three quarters of its core spending power.

- Tameside spends slightly less on borrowing costs compared to other Councils.

- Tameside's ability to raise Council Tax, due to the proportion of dwellings in the lower valuation bands, is lower than the average of other Councils.

8.4 The Oflog report for Tameside, as at December 2023, is appended to this report with comparisons to statistical neighbours.

9 RECOMMENDATIONS

9.1 As stated on the front cover of the report.

This is a report which demonstrates the Oflog dashboard data in the form of bar charts, using LG Inform, the Local Government Association's data benchmarking tool. Please select your authority using the modifier at the top of the report. A relevant comparison group will be suggested, or you can also select your own.

Whilst councils run the services listed below (except for 'Skills') and control the spending, and they regularly make decisions which may impact on performance, it should be noted that factors like the characteristics of residents and areas can also have a large influence on a council's activity and performance.

Other points which are important to note are the following:

- comparisons should only be made between similar authorities (for example, it's not necessarily appropriate to compare the rate of apprenticeships in Forest of Dean with Westminster, because of the different number and size of employers in each area)
- performance can be impacted by factors outside of councils' control (for example, the number and proportion of older people in an area, or the type of housing)
- it is possible that a council may choose to focus resources on a more pressing local issue which does not feature in the (national) dashboard below, and this means their improvement journey may differ from other authorities for a particular metric or set of metrics.

In addition, individual indicators should not be looked at in isolation from one another, but in the round. And the data displayed in this report should not be assumed to provide answers but, rather, allow users to ask questions and explore what is going on within a service. There may be explanations for a council's performance compared to others which are not immediately obvious without exploration.

Please note that, in two-tier areas (where there is both a county and a district council operating) there are some services where just one of those councils has responsibility for delivery. Therefore, in that situation, the other council may show a value of zero or missing because it does not deliver the service.

The metrics in the charts below are taken from various published national data collections: source information for each metric is listed under the chart, for a more detailed view. All data is shown as it appears in the source publication; if your chosen authority doesn't feature in one of the charts, this is because the value was either missing from the original publication, is suppressed due to disclosure rules of the publication source or, as outlined above, is not responsible for the service.

Waste Metrics

The charts in this section relate to the generation of household waste and the rates of recycling. Note that, in two-tier areas where there is both a county and a district authority, the district is responsible for waste collection and the county for waste disposal. Therefore, in some charts the value may be zero or missing for these types of authority.

The factors that affect the amount of waste and recycling rates are complex. Performance can be influenced by council decisions, for example, whether they choose to collect food waste, collect all types of plastic, collect general waste on a weekly or fortnightly basis and invest in waste prevention. However, differences between councils may not simply be due to performance, but also to circumstances outside authorities' control. For example, research has shown the following:

- waste infrastructure, such as size of bin, amount of internal or external storage a resident has to keep waste, type of bin and method of collection are also important
- number of different types of materials collected, and proximity to recycling centres affect recycling levels
- housing type has a big impact on recycling rates, with flats and high density housing often having lower rates; and houses producing more garden waste.

And socio-economic factors include:

- level of occupancy of households
- levels of education or income
- how normalised the behaviour is across the community
- levels of satisfaction derived from recycling
- concern for the public good.

As a result, it is **often not appropriate to conclude the performance of a council simply based on a comparison** of its data with others of the same type; it is also important to understand the characteristics of the area and its population as well.

For more information about the factors affecting recycling, see:

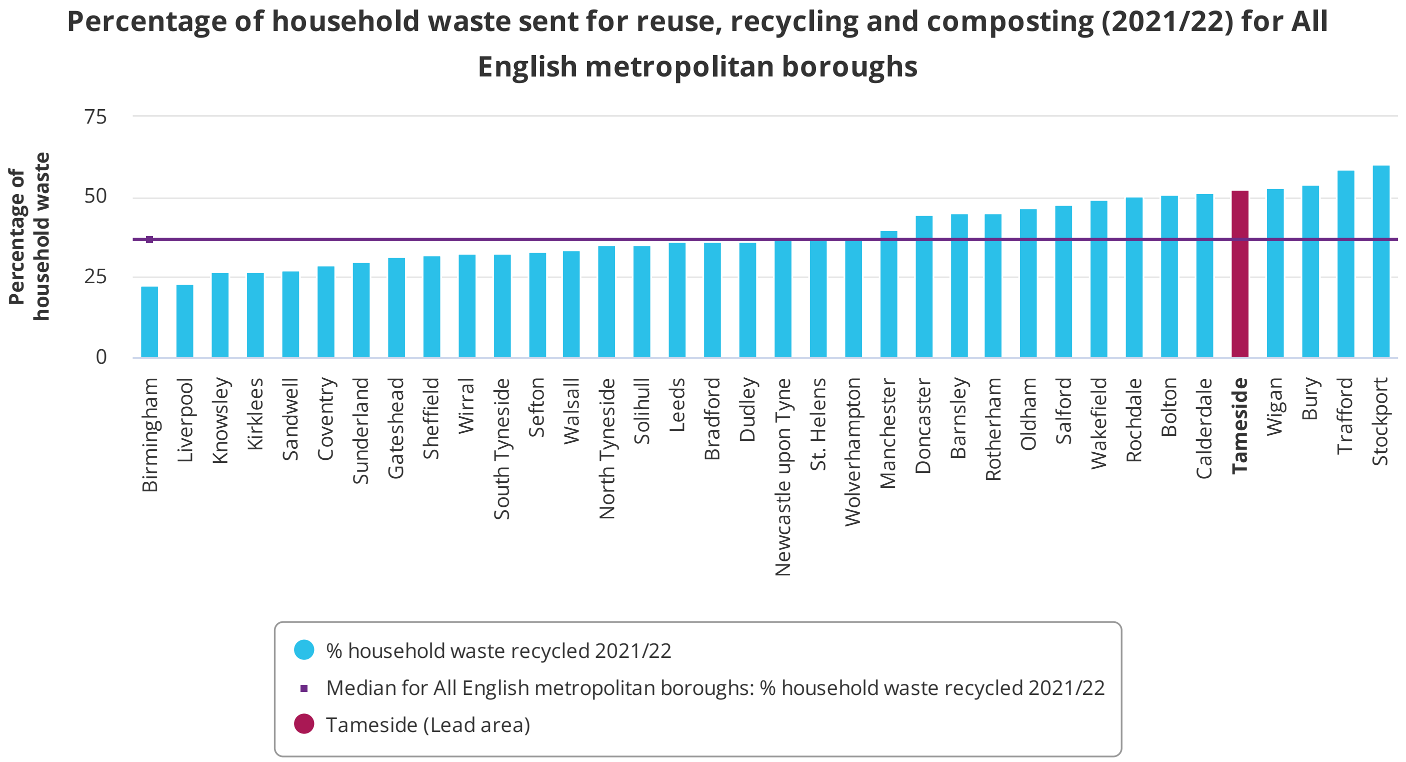
Abbott A., Nandeibam S. and O'Shea L. (2011), Variations in household waste recycling across the UK
Oluwadipe S., Garelick H., McCarthy S. and Purchase D. (2021), A critical review of household recycling barriers in the UK

Household waste recycling rate

This is the percentage of household waste arisings which have been sent by the authority for reuse, recycling, composting or anaerobic digestion as a proportion of the total tonnage of household waste collected. 'Household waste' means those types of waste which are to be treated as household waste for the purposes of Part II of the Environmental Protection Act 1990 by reason of the provisions of the Controlled Waste Regulations 1992.

It should be noted that recycling rates are based on weight (tonnages). Garden waste is a heavy material and this can be a factor in higher recycling rates in areas with lots of gardens. In addition, lower recycling rates are often associated with areas with lots of flats, since it can be more difficult to store recycling, or it needs to be taken to communal, external locations.

In 2021/22, the percentage of household waste sent for reuse, recycling and composting for Tameside was 52.60%, which was above the All English metropolitan boroughs median percentage of 36.55%.

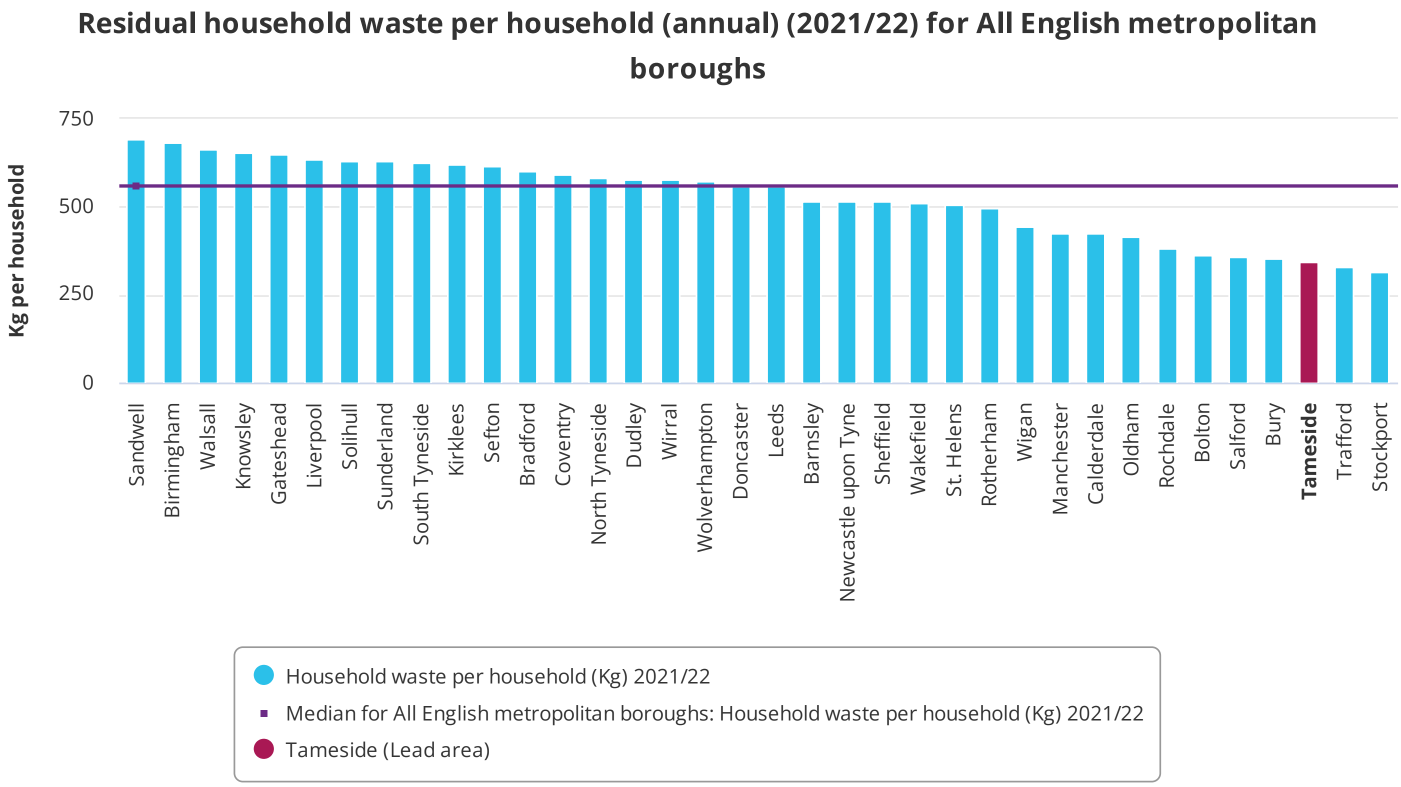


Source:
Department for Environment, Food and Rural Affairs, Local authority collected waste management, Percentage of household waste sent for reuse, recycling and composting (annual) , **Data updated:** 28 Nov 2023

Amount of residual household waste

This chart shows the number of kilograms of residual household waste collected per household. Residual waste is any collected household waste that is not sent for reuse, recycling or composting.

In 2021/22, the amount of residual household waste collected per household for Tameside was 343.30 kilograms, which was below the All English metropolitan boroughs median amount of 559.45 kilograms per household.



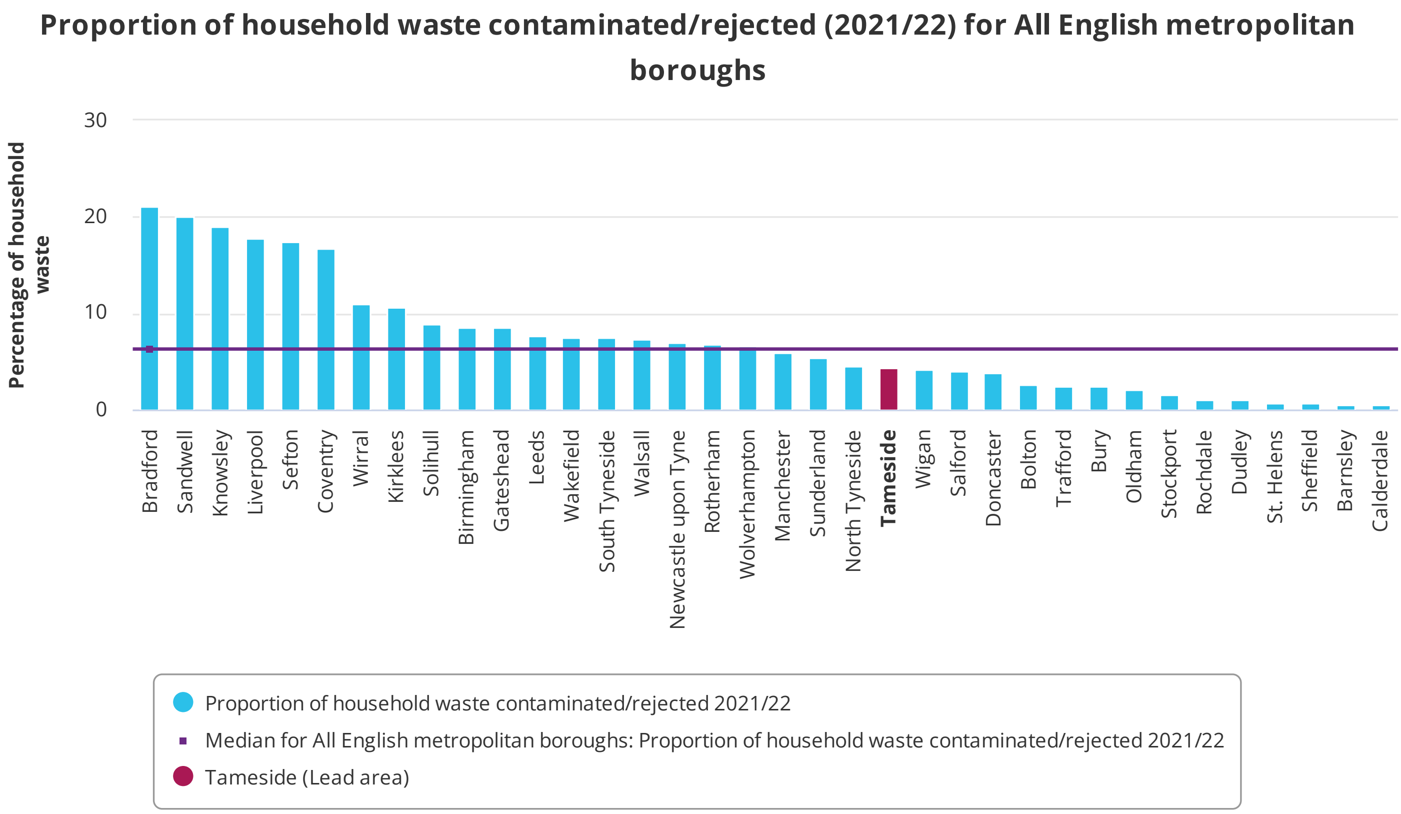
Source:
Department for Environment, Food and Rural Affairs, Local authority collected waste management, Residual household waste per household (annual) ,
Data updated: 28 Nov 2023

Household recycling contamination rate

Contamination is the action of polluting a waste stream with anything that shouldn't be there. This includes general waste items going into a recycling bin (placing a glass bottle into a mixed paper recycling bin for example), or when materials are not properly cleaned, such as when food residue remains on a plastic yogurt container.

The chart below shows the estimated amount of household recycling that is rejected, as a percentage of all waste intended to be recycled. Waste intended to be recycled is the sum of household waste sent for recycling plus estimated rejects. Household estimated rejects is calculated from total household waste not sent for recycling minus household waste collected not with the intention for recycling (the difference between total unrecycled waste and waste that was not intended to be recycled).

In 2021/22, the proportion of household waste contaminated/rejected for Tameside was 4.34%, which was below the All English metropolitan boroughs median proportion of 6.23%.



Source:
Calculated by LG Inform, N/A, Proportion of household waste contaminated/rejected , **Data updated:** 28 Nov 2023

Adult Social Care Metrics

The charts in this section relate to adult social care services for people whose care is partly or wholly supported by the local authority. It therefore excludes care for people which is wholly private and self-funded. Note that, in two-tier areas where there is both a county and a district authority, the county is responsible for adult social care services. Therefore, there will be no charts in this section for a district authority. You may change the report, to show your county council's data, by using the modifier at the top of the report.

Some of the data in the charts is taken from the Adult Social Care Outcomes Framework (ASCOF). In England, ASCOF brings together data to help government (both central and local) drive improvements in social care through the measurement of long-term outcomes for the individuals who use social care and their carers.

Whilst the data is helpful to measure performance, it should be noted that a significant part of the difference between councils can be due to characteristics of the local population that are beyond the control of the council. For example, an area with a well-performing care system could appear to have worse outcomes than another area with a poorer-performing system, because its population is less healthy/has higher needs for care and support.

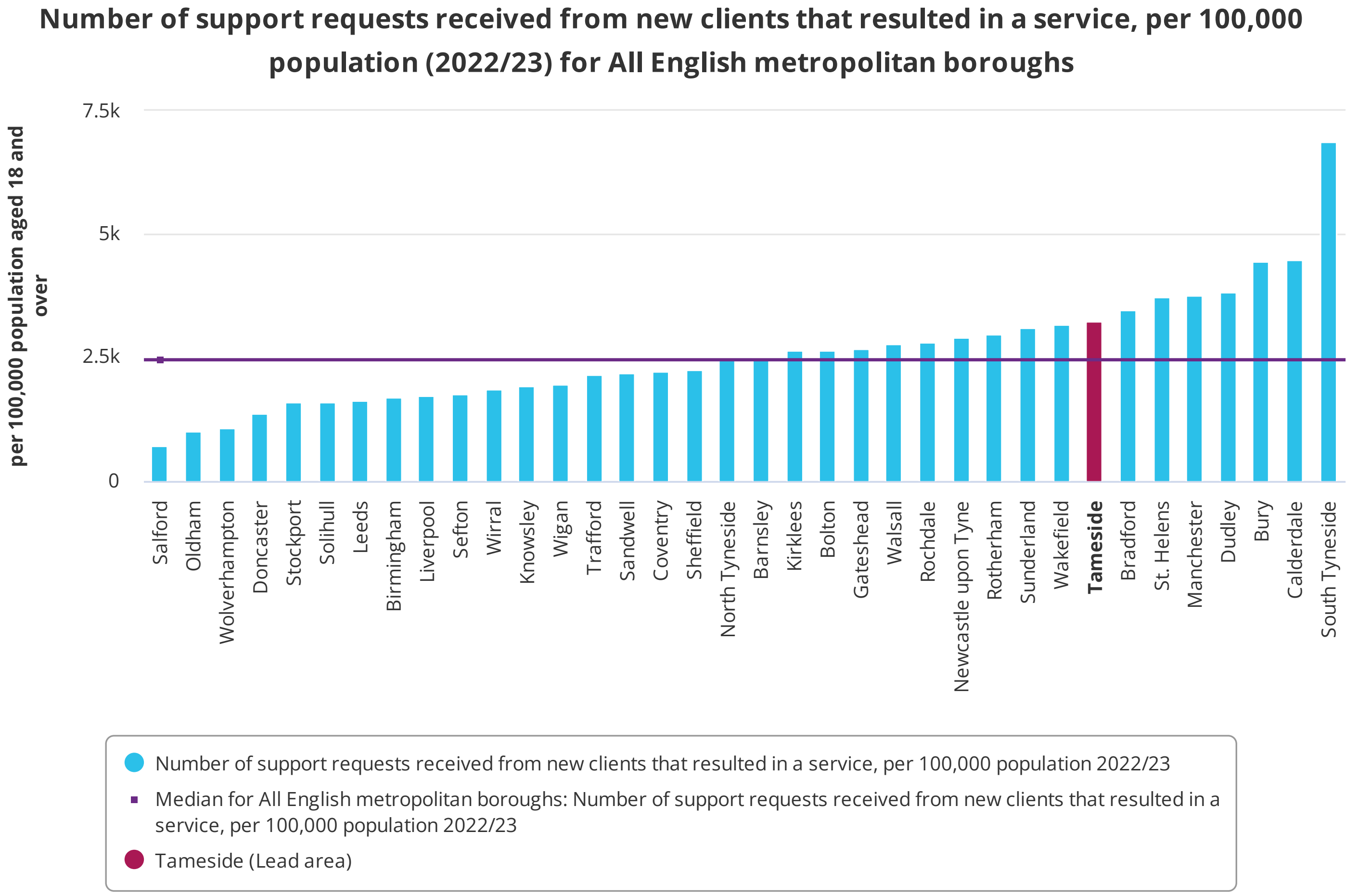
However, the ASCOF data does provide councils with information so they can monitor the impact of local interventions and decisions: they can compare the 'before' and 'after' in their own authority for outcomes that matter most to people, and to identify their priorities for making improvements.

Requests resulting in a service

The chart below shows number of adult social care support requests received from new clients by the local authority that resulted in a service, per 100,000 population.

The metric provides a measure of the volume of care services being accessed in an area from the authority. It is a measure of local need, although it does exclude those who may have needs which are not severe enough to result in a service (who may be signposted to other services or provided with universal services). This is a contextual metric rather than an explicit measure of performance. It will be affected by demographic factors, such as the average care needs, wealth and age of the population.

In 2022/23, the number of support requests received from new clients that resulted in a service for Tameside was 3,238 per 100,000 population, which was above the All English metropolitan boroughs mean number of 2,465 per 100,000 population.



Source:
Calculated by LG Inform, N/A

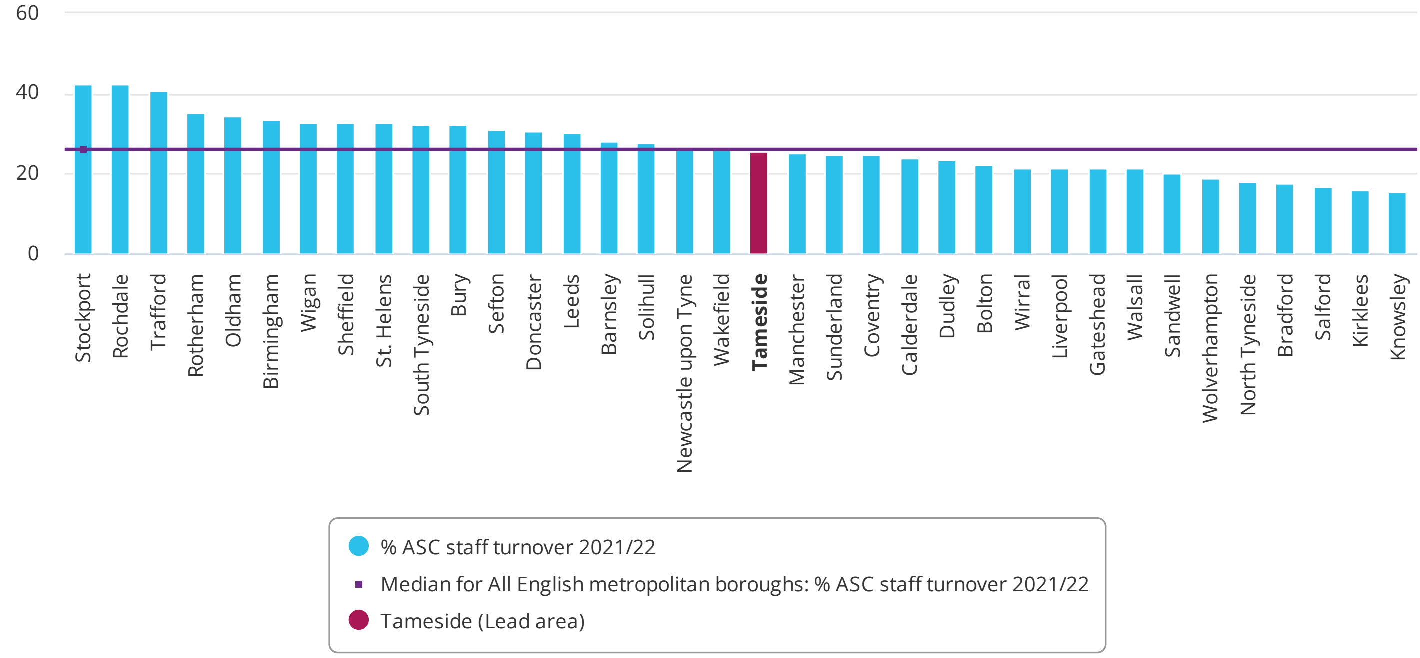
Workforce turnover rate

This metric shows the proportion of directly employed staff in the formal care workforce leaving their role in the past 12 months. It is the staff turnover rate for adult social care employees across both the independent and local authority sector and across all services (community care, day care, domiciliary care and residential care). It is calculated by expressing the number of leavers during the year as a percentage of employees.

This indicator is important because it is recognised that a lower turnover is more likely to lead to more effective continuity of care and retention of skills, thereby delivering a workforce more capable of delivering high quality care. A lower turnover rate could indicate better working conditions; but it is also affected by conditions in local labour markets which means that achieving a lower level of workforce turnover will be more challenging in some local authority areas than in others.

In 2021/22, the staff turnover rate for adult social care for Tameside was 25.6%, which was below the All English metropolitan boroughs median rate of 25.9%.

Staff turnover rate for adult social care (ASC), all sectors, all services (2021/22) for All English metropolitan boroughs



Source:
Skills for care, Adult social care workforce estimates, Staff turnover rate for adult social care (ASC), all sectors, all services , **Data updated:** 09 Dec 2022

Quality of life of social care users

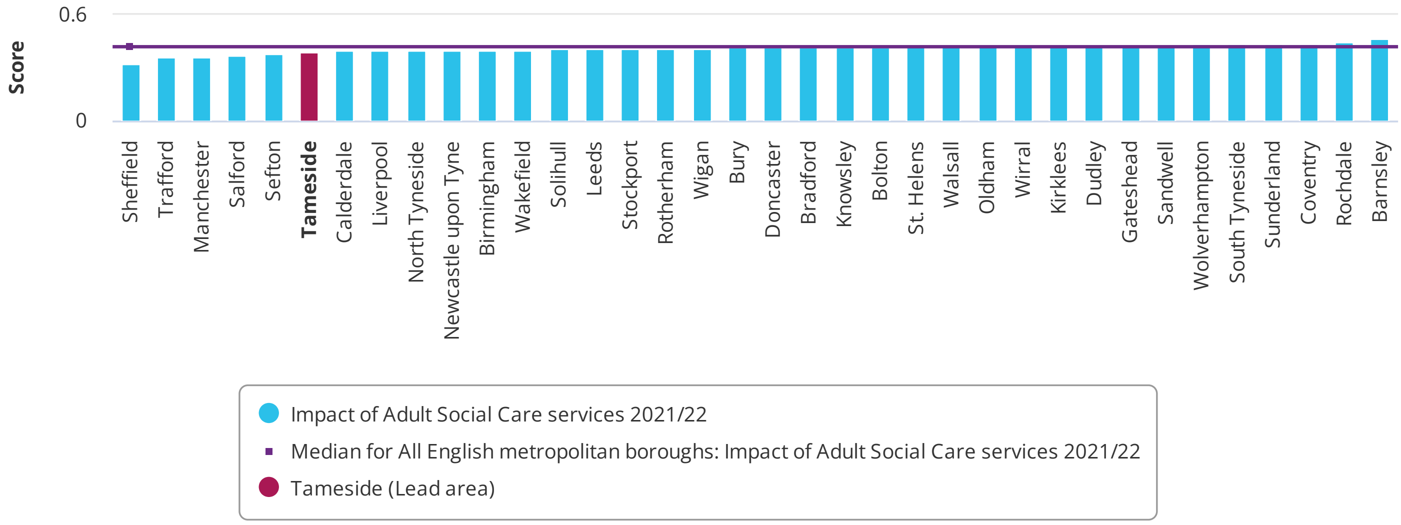
This measure gives an overarching view of the quality of life of people receiving adult social care services. It comes from the Adult Social Care Survey, in which people receiving care report for themselves about their quality of life in eight areas: control, dignity, personal care, food and nutrition, safety, occupation, social participation and accommodation. The measure has been adjusted on the basis of research to remove non service-related factors (underlying health and care needs, gender, and so on), in order to better reflect the impact of local authority adult social care services on an individual's social care-related quality of life.

The results are usually between -0.8 and +1, with the majority of local authorities usually scoring between 0.4 and 0.6. A higher value indicates a better quality of life. The eligible population for this survey covers all users of long-term support provided or commissioned by the local authority, who are aged 18 and over.

It is also known as the 'Adjusted social care-related quality of life measure' (1J), and should be viewed alongside ASCOF measure (1A) Social care-related quality of life which gives an overarching view of the quality of life of users of social care using all factors, not just those related to a local authority's role.

In 2021/22, the adjusted social care-related quality of life impact score for Tameside was 0.394, which was below the All English metropolitan boroughs median score of 0.416.

Adjusted Social care-related quality of life impact of Adult Social Care services (2021/22) for All English metropolitan boroughs



Source:
NHS England, Measures from the Adult Social Care Outcomes Framework, England, Adjusted Social care-related quality of life impact of Adult Social Care services , **Data updated:** 13 Nov 2023

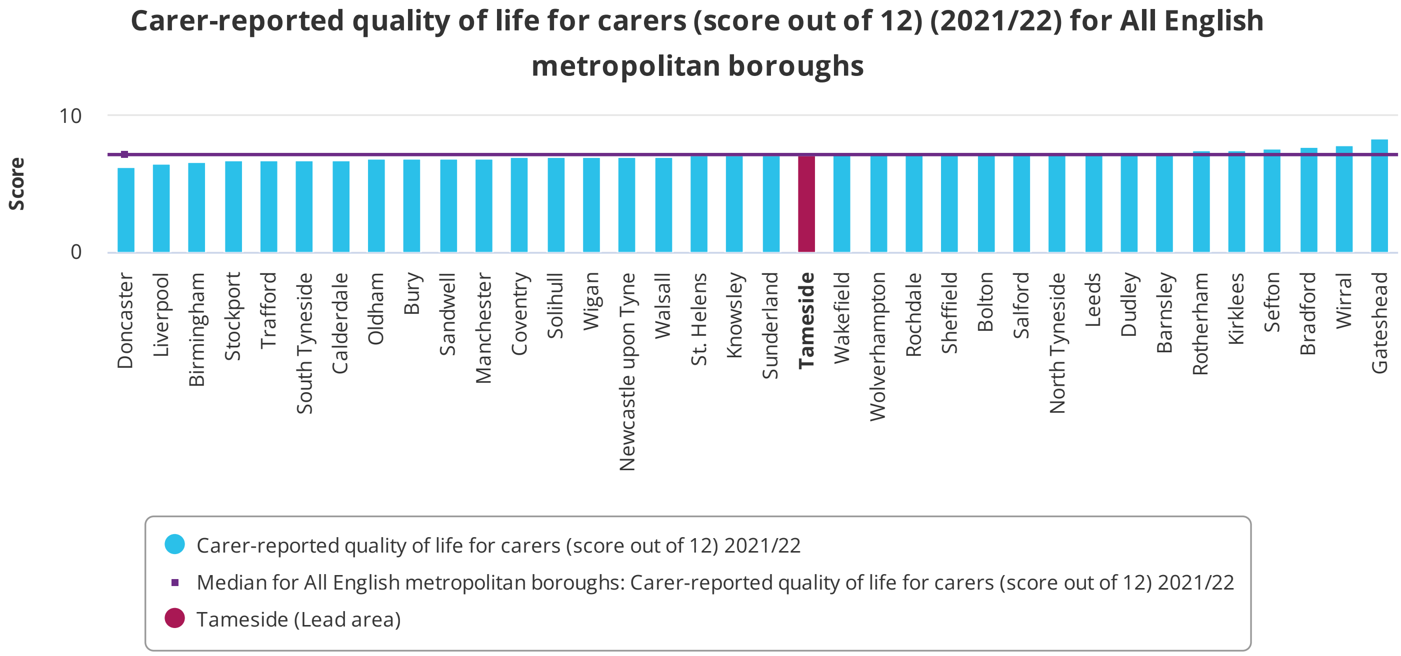
Quality of life of carers

This measure gives an overarching view of the quality of life of carers, based on outcomes identified through research that carers themselves think are important, and to which adult social care contributes. It is drawn from the biennial Survey of Adult Carers in England (SACE), which seeks the opinions of carers aged 18 or over who are caring for a person aged 18 or over, on a number of topics that are considered to be indicative of a balanced life alongside their unpaid caring role.

This measure combines carers' responses to six questions measuring different outcomes related to their overall quality of life. The questions relate to: occupation, control, personal care, safety, social participation and encouragement and support.

It should be noted that, while the measure gives an overall indication of the reported outcomes for carers, government statisticians note that it does not, at present, identify the specific contribution of councils' adult social care services towards those outcomes. Therefore, comparisons between authorities are not necessarily meaningful.

In 2021/22, the carer-reported quality of life for carers score for Tameside was 7.2%, which was above the All English metropolitan boroughs median score of 7.2.



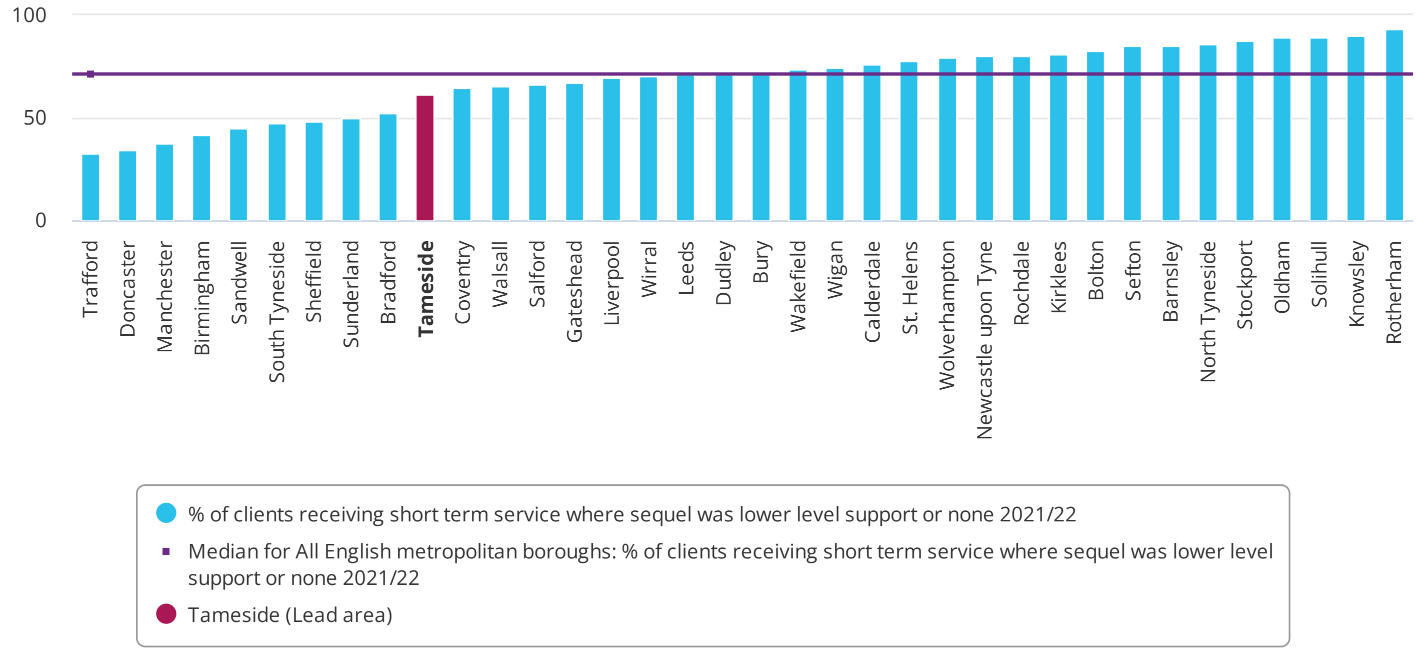
Source:
NHS England, Measures from the Adult Social Care Outcomes Framework, England, Carer-reported quality of life for carers (score out of 12) , **Data updated:** 13 Nov 2023

Outcome of short-term services

This chart shows the proportion of new clients who received short-term services during the year, where no further request was made for ongoing support afterwards, or support was provided at a lower level. Since short-term services aim to re-able people and promote their independence, this measure aims to provide evidence of a good outcome in delaying dependency or supporting recovery – short-term support which results in no further need for services.

In 2021/22, the proportion of those that received short-term service, where no further request was made for ongoing support afterwards, or support of a lower level, for Tameside was 61.8%, which was below the All English metropolitan boroughs median proportion of 71.5%.

Proportion of those that received short-term service during the year where sequel was either no ongoing support or support of a lower level (2021/22) for All English metropolitan boroughs



Source:
NHS England, Measures from the Adult Social Care Outcomes Framework, England, Proportion of those that received short-term service during the year where sequel was either no ongoing support or support of a lower level , **Data updated:** 24 Oct 2022

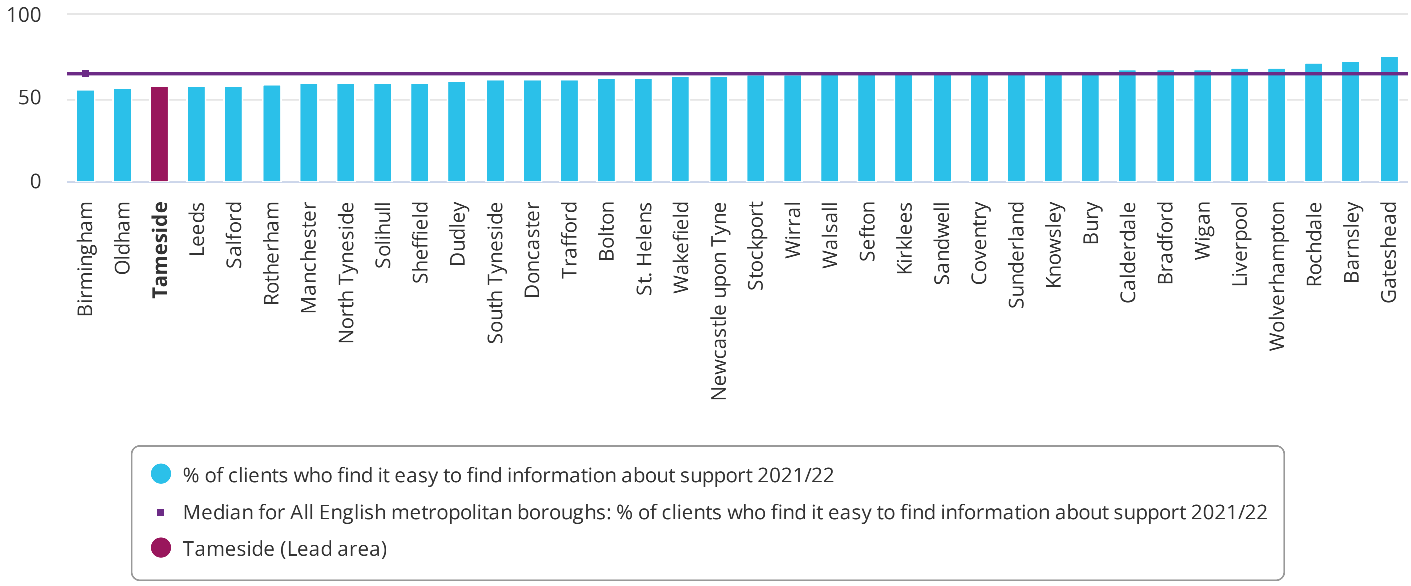
Ease of finding information: for people who use adult social care

It is important that people know what social care choices are available to them locally, what they are entitled to, and who to contact when they need help. This is because information is a key factor in early intervention and reducing dependency. Improved and/or more information can help people who use adult social care have greater choice and control over their lives. In turn, this may help to sustain caring relationships through, for example, reduction in stress, improved welfare and physical health improvements.

The chart below shows social services users' experience of access to information and advice about social care in the past year. It was taken from the Adult Social Care Survey, which allows people to say how easy or difficult it was to find information and advice about support, services or benefits.

In 2021/22, the proportion of people who use care services and find it easy to find information about services, support or benefits for Tameside was 57.7%, which was below the All English metropolitan boroughs median proportion of 64.3%.

Proportion of people who use care services who find it easy to find information about services (2021/22) for All English metropolitan boroughs



Source:
NHS England, Measures from the Adult Social Care Outcomes Framework, England, Proportion of people who use care services who find it easy to find information about services , **Data updated:** 13 Nov 2023

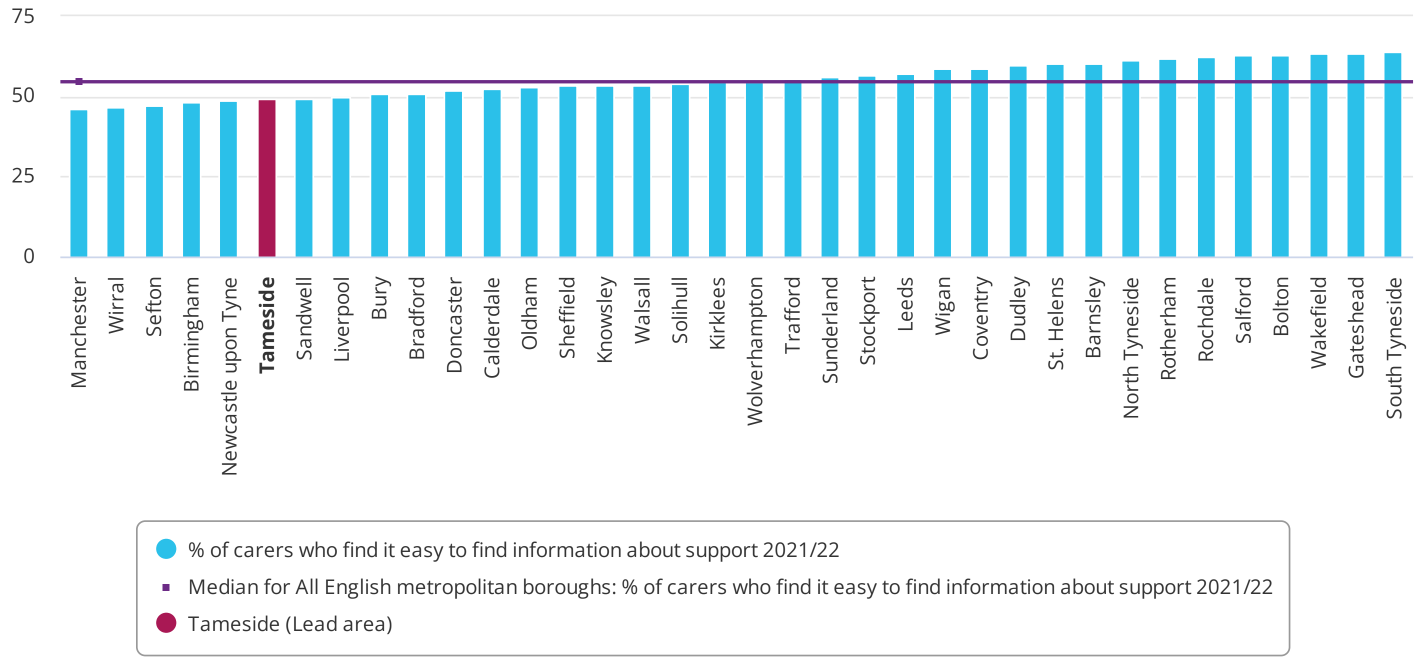
Ease of finding information: for carers of people who use adult social care

As for users of social care services, it is important that carers know what social care choices are available to them locally, what they are entitled to, and who to contact when they need help. This is because information is a key factor in early intervention and reducing dependency. Improved and/or more information can help carers and the people they support have greater choice and control over their lives. In turn, this may help to sustain caring relationships through, for example, reduction in stress, improved welfare and physical health improvements.

The chart below shows the experience of carers in accessing information and advice about social care in the past year. It was taken from the Carers Survey, which allows people to say how easy or difficult it was to find information and advice about support, services or benefits.

In 2021/22, the proportion of carers who find it easy to find information about support for Tameside was 49.4%, which was below the All English metropolitan boroughs median proportion of 54.6%.

The proportion of carers who find it easy to find information about support (2021/22) for All English metropolitan boroughs



Source:
NHS England, Measures from the Adult Social Care Outcomes Framework, England, The proportion of carers who find it easy to find information about support , **Data updated:** 13 Nov 2023

Skills Metrics

The Oflog Dashboard shows data about the skills, qualification and training of residents for mayoral combined authorities only. The charts below show that data broken down for individual authorities.

Councils know how vital it is for residents to have the skills to get on in life and in the workplace. They have a direct role to ensure there are a sufficient number of post-16 places, help 16- and 17-year-olds that have left learning to reintegrate into education, employment or training, and provide adult and community education.

But this is not the full picture. Across any one council area, many other organisations provide skills and training from schools, further education colleges, universities, adult education centres, independent training providers and national agencies, each of whom are in most cases funded by national government. Knowing what is on offer and how to access it can be confusing, so councils are keen to coordinate provision.

While they have no formal coordination role, councils can use their convening power, local leadership, knowledge and governance mechanisms (e.g. employment and skills boards) to encourage collaboration between organisations. Devolved areas like mayoral combined authorities and the Greater London Authority have devolved functions over the adult education budget (AEB) and join up provision through systems leadership across their area. Many councils and devolved areas also have discretionary or devolved employment and skills services to help connect provision.

Because of this complicated picture, it is often **not appropriate to conclude the performance of a council simply based on a comparison of its data with others** of the same type, as it is important to understand the wider range of organisations delivering skills, the characteristics of the area and its population as well.

Further education and skills achievements per 100,000 population aged 19 to 64

This chart shows the rate of the population aged 19 to 64 per 100,000 in a council area who are estimated to have achieved a further education qualification or above. The learners are those who participated in a funded further education and skills course (including apprenticeships) at any point during the full academic year (August to July). The learners counted are a total of those doing Basic Skills (English and maths), Level 2, Full Level 2 (equivalent to a National Vocational Qualification at Level 2, or 5 GCSEs), Level 3, Full Level 3 (equivalent to a National Vocational Qualification at Level 3, or 2 A-Levels), Level 4+, apprenticeships and courses with 'No level assigned'. Learners undertaking more than one course will appear only once in the total; and the location is based upon the home postcode of the learner. Figures exclude learners where the location is outside of England or unknown; and privately funded training.

The data in this chart includes apprenticeships, which are paid jobs that incorporate on-the-job and off-the-job training leading to nationally recognised qualifications. Completing an apprenticeship is known to be beneficial to an individual's future employment, earnings and career development when compared with apprentices who do not complete them.

There are some factors which are associated with the likelihood of an apprenticeship being completed, and they may extend to other further education qualifications and skills. Factors which make apprenticeship completion more likely include: the sex of the apprentice (women are more likely to complete an apprenticeship than men), an apprenticeship with a large employer, training from public sector organisations, the focus of the apprenticeship (those studying for selected technical subjects are more likely to complete them) and living in an area with a high local unemployment rate.

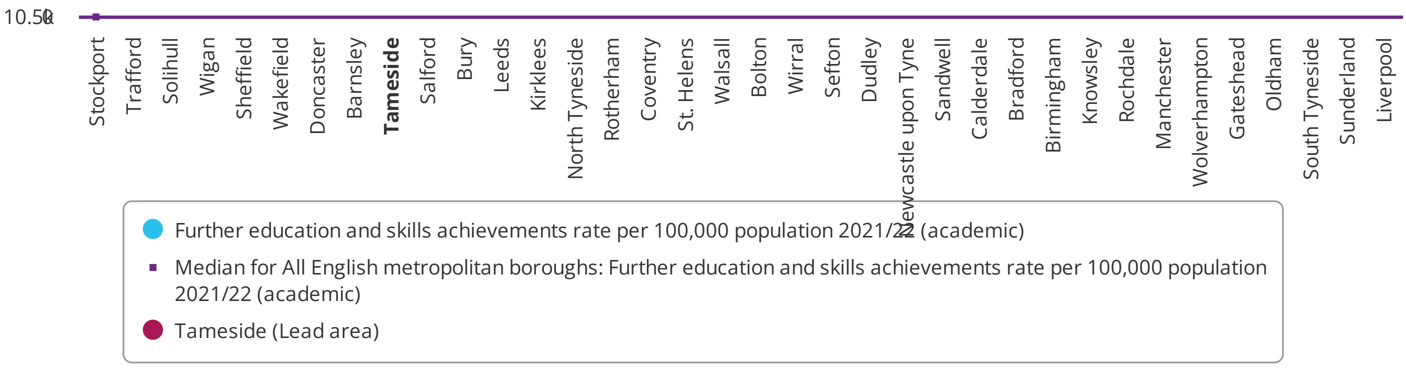
Factors which make completion less likely include living in a deprived area and/or sparsely populated area where transport may be an issue in terms of sufficiency or affordability. Some of these characteristics are outside of a councils' control, and should be considered when comparing one council's results with another.

For more information about the factors affecting the completion of apprenticeships, see:

Grieg, M. (2019), Factors affecting Modern Apprenticeship completion in Scotland - International Journal of Training and Development

In 2021/22 (academic), the rate of the population aged 15-64 per 100,000 population in a council area who are estimated to have achieved a further education qualification or above for Tameside was 3,108, which was below the All English metropolitan boroughs median rate of 3,673 per 100,000 population.

Further education and skills achievements rate per 100,000 population (2021/22 (academic)) for All English metropolitan boroughs

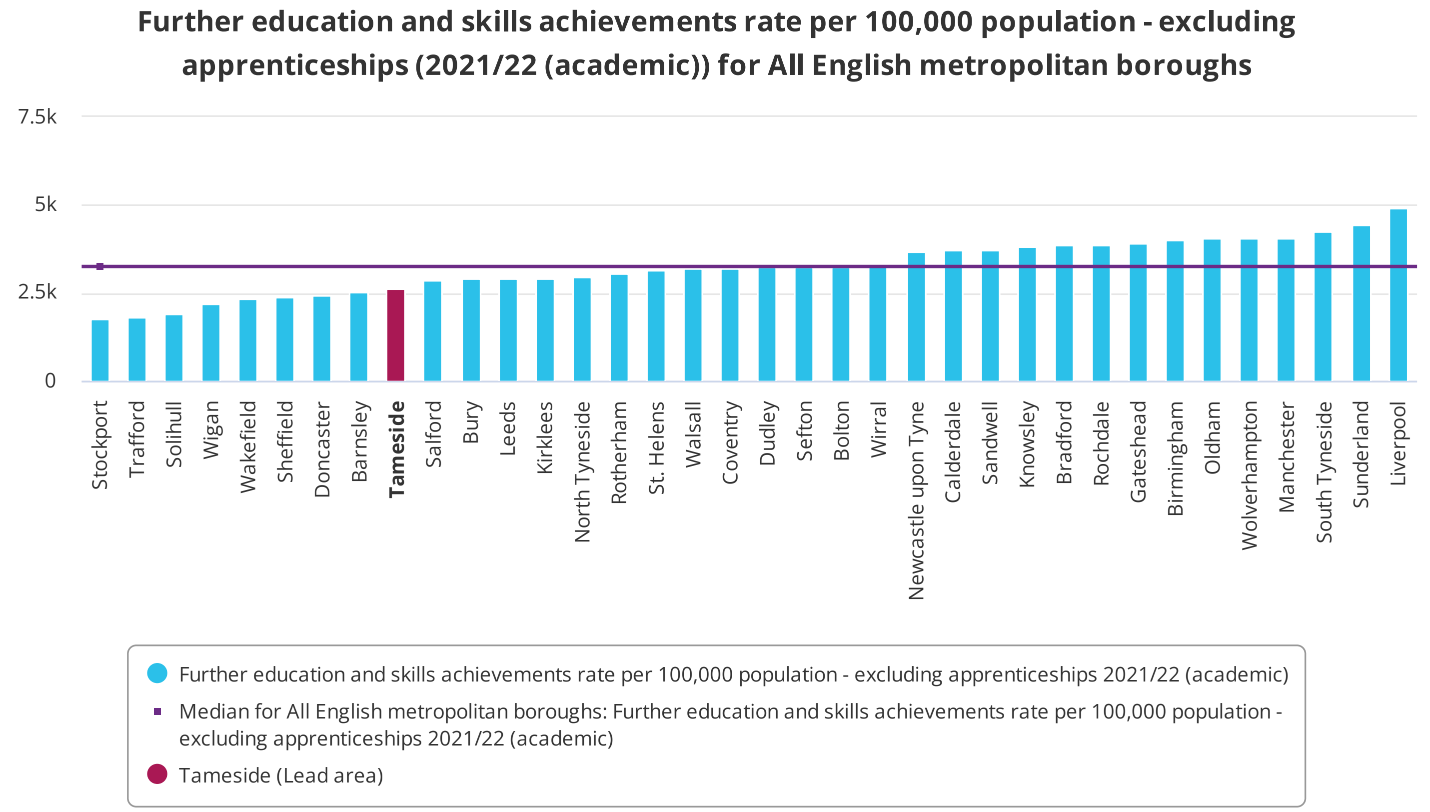


Source:
Department for Education, Further education and skills, Further education and skills achievements rate per 100,000 population , **Data updated:** 24 Jul 2023

Further education and skills achievements per 100,000 population aged 19 to 64 (excluding apprenticeships)

This chart shows the rate of the population aged 19 to 64 per 100,000 in a council area who are estimated to have achieved a further education qualification, but excludes apprenticeships. The apprenticeships data represents a sizeable proportion of the total achievement figure for an area, so excluding apprenticeships gives a better indication of the other further education achievements. For councils in a mayoral combined authority, funding has often been targeted at other further education, so this is of particular interest.

In 2021/22 (academic), the rate of the population aged 19-64 per 100,000 population in a council area who are estimated to have achieved a further education qualification excluding apprenticeships for Tameside was 2,616, which was below the All English metropolitan boroughs median percentage of 3,229 per 100,000 population.



Source:
Calculated by LG Inform, N/A, Further education and skills achievements rate per 100,000 population - excluding apprenticeships , **Data updated:** 27 Nov 2023

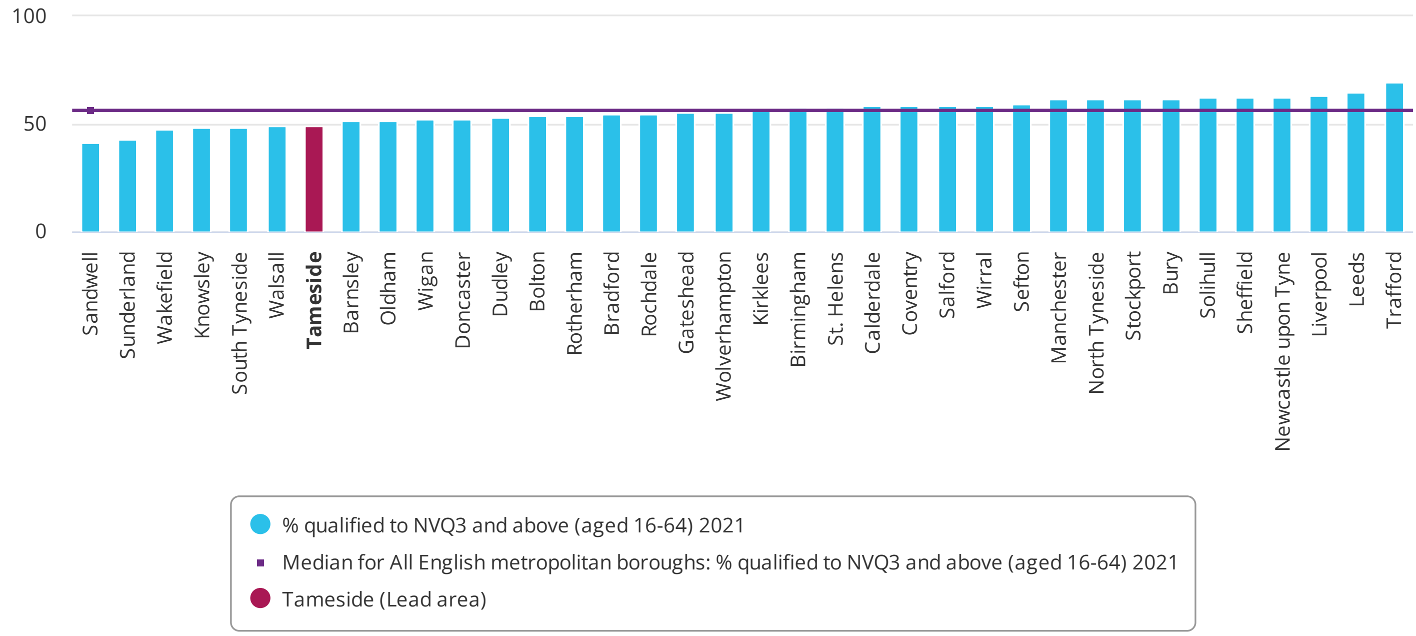
Proportion of adults with a Level 3 qualification or higher

This chart shows the percentage of the population in an area aged 16-64 that hold a qualification at Level 3 or above. People are counted as being qualified to level 3 or above if they have achieved either at least 2 A-levels grades A-E, or 4 A/S levels graded A-E, or any equivalent (or higher) qualification in the Qualifications and Credit Framework.

Data is taken from the Annual Population Survey (APS) which is a continuous household survey, covering the UK with a sample size of approximately 320,000 respondents, and estimates are made on the basis of this for each council area. However, in some cases, particularly for district councils, the estimate is based on fairly small numbers of respondents. For this reason, the figure should not be considered as an exact one.

In 2021, the proportion of the population (aged 16-64) that hold a qualification at Level 3 or above for Tameside was 49.0%, which was below the All English metropolitan boroughs median proportion of 56.0%.

Proportion of population qualified to at least Level 3 or higher (aged 16-64) (2021) for All English metropolitan boroughs



Source:
Nomis, Annual Population Survey, Proportion of population qualified to at least Level 3 or higher (aged 16-64) , **Data updated:** 13 Nov 2023

Finance Metrics

The charts below show information about council finances. They provide contextual information on local authority funding, the constraints they face and their overall financial resilience.

The first two charts show data about council reserves.

Reserves exist because councils are responsible for setting and managing their own budgets and for forward planning, which means they have to prepare for future eventualities. The ability to hold reserves means councils are not under pressure to spend money during a single financial year in order to get it used up – it can be carried forward into the following year. The reserves represent amounts carried forward from one year to the next.

Councils hold reserves for three main purposes:

- To provide for financial risks, so that any unbudgeted future events can be funded without the need for immediate cuts in services. This is the equivalent of household savings set aside 'for a rainy day'
- To set aside funding for future projects. Not everything the council wants or needs to do can start immediately and some programmes take more than one year. Reserves enable councils to set money aside to ensure these priorities can be funded.
- Because funding has been provided for specific purposes - often by central government. This can be called 'ringfencing'. The money can only be used for that purpose and, unless it can be spent immediately, it needs to be set aside for later.

Councils often 'earmark' reserves for specific purposes, or have those purposes decided for them (in the case of ringfenced money). They also leave a proportion of reserves 'unallocated' or 'non-ringfenced' because some financial risks cannot be foreseen and money needs to be kept aside for these eventualities.

It is largely up to councils how much they keep in reserves and how much they earmark. Councils may therefore have different approaches to how they distinguish between 'earmarked' and 'unallocated' reserves. The level of a council's reserves will also depend upon its needs, the risks it faces and what it wants to do. For example, a council with ambitious plans may have higher risk, and so keep a higher level of reserves; while one with policies that largely avoid risk may have lower levels. It can also depend upon the decisions the council has made in the past. The level of reserves that need to be held is therefore largely a matter of judgement.

Councils need to keep a prudent level of reserves to provide for risks, although it is difficult to judge this without knowing the future. A level that is 'too high' would lock away public money that could possibly be spent in other ways, but councils with 'too low' a level are taking a chance that nothing will happen which costs them the whole of their reserves.

One of the biggest financial risks facing councils is that government funding is only announced one year at a time. Councils could keep lower levels of reserves if they were given certainty of funding for a period into the future.

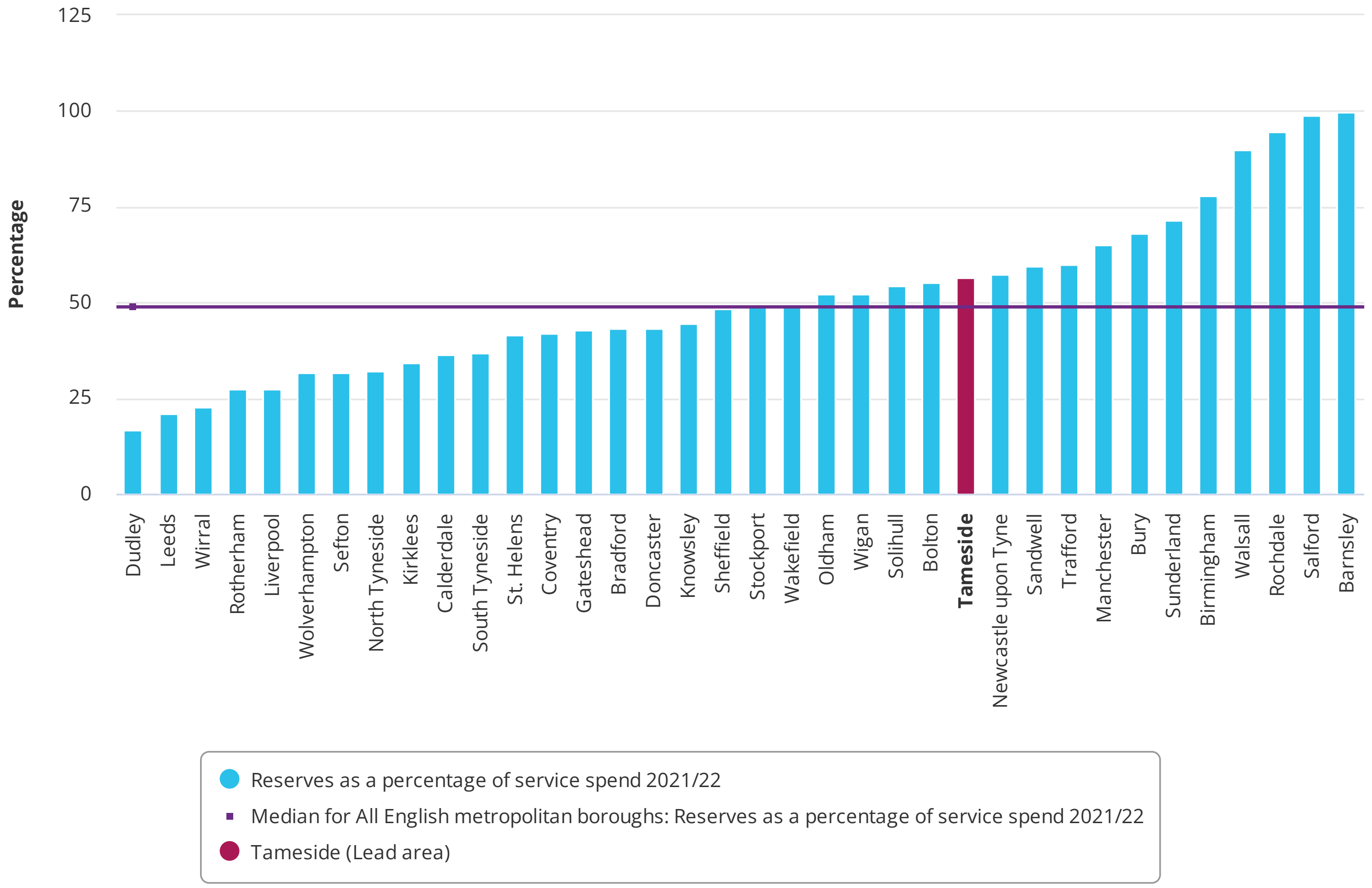
Reserves as a proportion of service expenditure

The following chart shows reserves as a proportion of 'service expenditure'. 'Service expenditure' is one of the ways in which council spending can be expressed, and is the total of all expenditure on services provided by the council after deducting grants provided by government departments, specifically to run a particular service, and any income generated by those services, such as charges for use of leisure facilities or planning fees.

Total reserves are the sum of 'unallocated' reserves (those that have been put aside for unspecified, unexpected expenses) plus 'earmarked reserves' (those that the council has set aside for specific purposes, such as a planned project, or because the purposes was decided for them by the government department which awarded them the funding - in the case of ringfenced money). For more information about reserves and how councils use them, see the introduction to the 'Financial Metrics' section.

In 2021/22, the reserves as a proportion of 'service expenditure' for Tameside was 56.5%, which was above the All English metropolitan boroughs median proportion of 48.7%.

Reserves as a percentage of service spend (2021/22) for All English metropolitan boroughs



Source:
Calculated by LG Inform, N/A

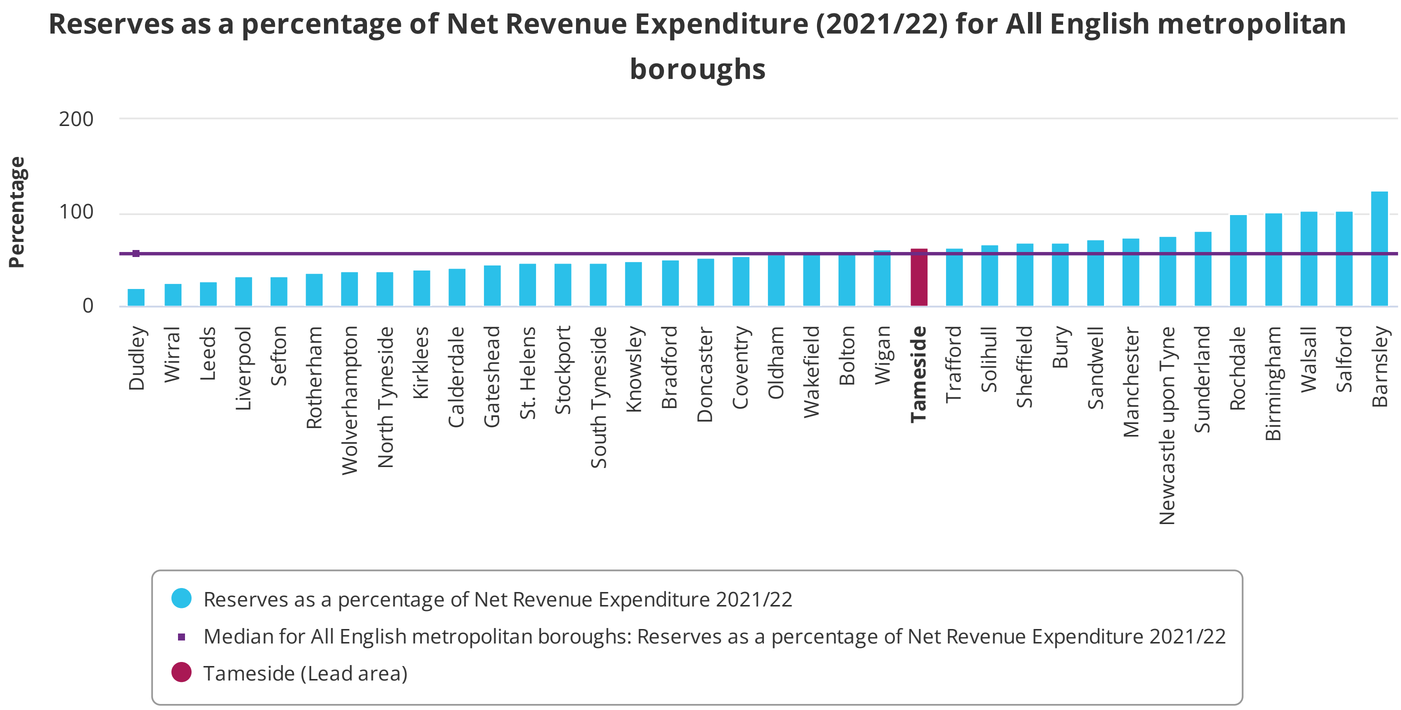
Reserves as a proportion of net revenue expenditure

The following chart shows total reserves as a proportion of 'net revenue expenditure'. 'Net revenue expenditure' is one of the ways in which council spending can be expressed, and is the total of all expenditure on services provided by the council, plus certain types of other expenditure councils incur such as the costs of administering housing benefits on behalf of the Department for Work and Pensions, the costs of borrowing, income from investments, surpluses and deficits from trading activities and amounts paid to other local public bodies in some parts of the country (for example, parish councils and waste disposal authorities). It also deducts grants provided by government departments specifically to run particular services and any income generated by those services, plus any other government grants. 'Net revenue expenditure' is then funded each year by Council Tax, business rates, use of reserves (where appropriate) and – for some councils - the general grant from government which is called 'Revenue Support Grant'.

'Net revenue expenditure' is arguably a more relevant figure against which to compare levels of reserves than 'Service Expenditure', because the reserves will reflect risks relating to the whole of the council's expenditure not just its services.

Total reserves are the sum of 'unallocated' reserves (those that have been put aside for unspecified, unexpected expenses) plus 'earmarked reserves' (those that the council has set aside for specific purposes, such as a planned project, or because the purposes was decided for them by the government department which awarded them the funding - in the case of ringfenced money).

In 2021/22, the total reserves as a proportion of 'net revenue expenditure' for Tameside was 62.7%, which was above the All English metropolitan boroughs median proportion of 55.2%.



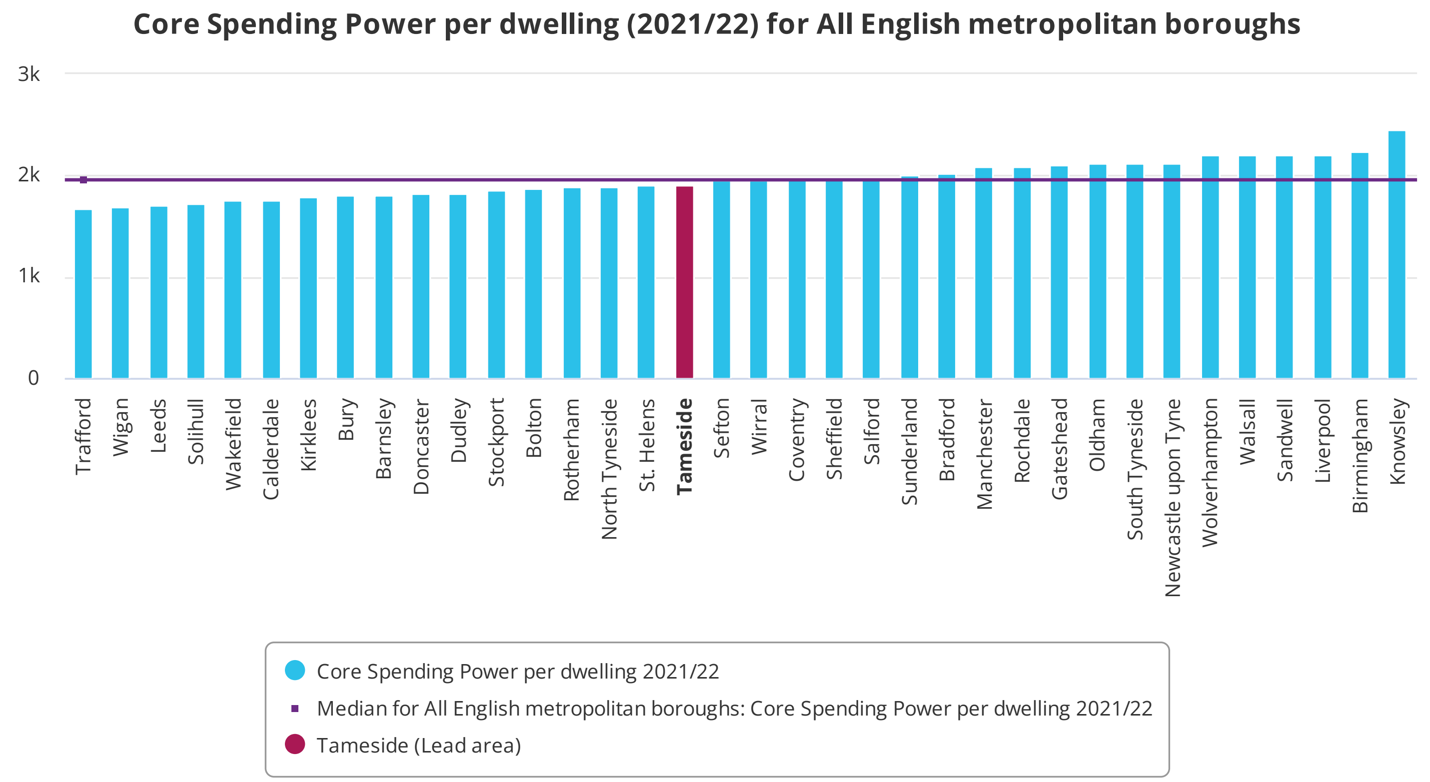
Source:
Calculated by LG Inform, N/A, Reserves as a percentage of Net Revenue Expenditure , **Data updated:** 23 Nov 2023

Total core spending power per dwelling

Core Spending Power is described by the government as a measure of the resources available to councils to fund service delivery. It combines income from Council Tax and business rates (as estimated by the government) with many of the revenue grants that government departments provides to councils. Core Spending Power is largely out of the control of the council and may be thought of as the amount of money made available by the government, which is a combination of grants provided by the government and local taxes (Council Tax and Business Rates) that the government permits councils to raise and retain. Core Spending Power excludes several important sources of income such as Dedicated Schools Grant. An explanation of Core Spending Power and what is included within it can be found here:

Explanatory note on core spending power

In 2021/22, the total core spending power per dwelling for Tameside was £1,905, which was below the All English metropolitan boroughs median of £1,954.



Source:
Calculated by LG Inform, N/A, Core Spending Power per dwelling , **Data updated:** 06 Jul 2023

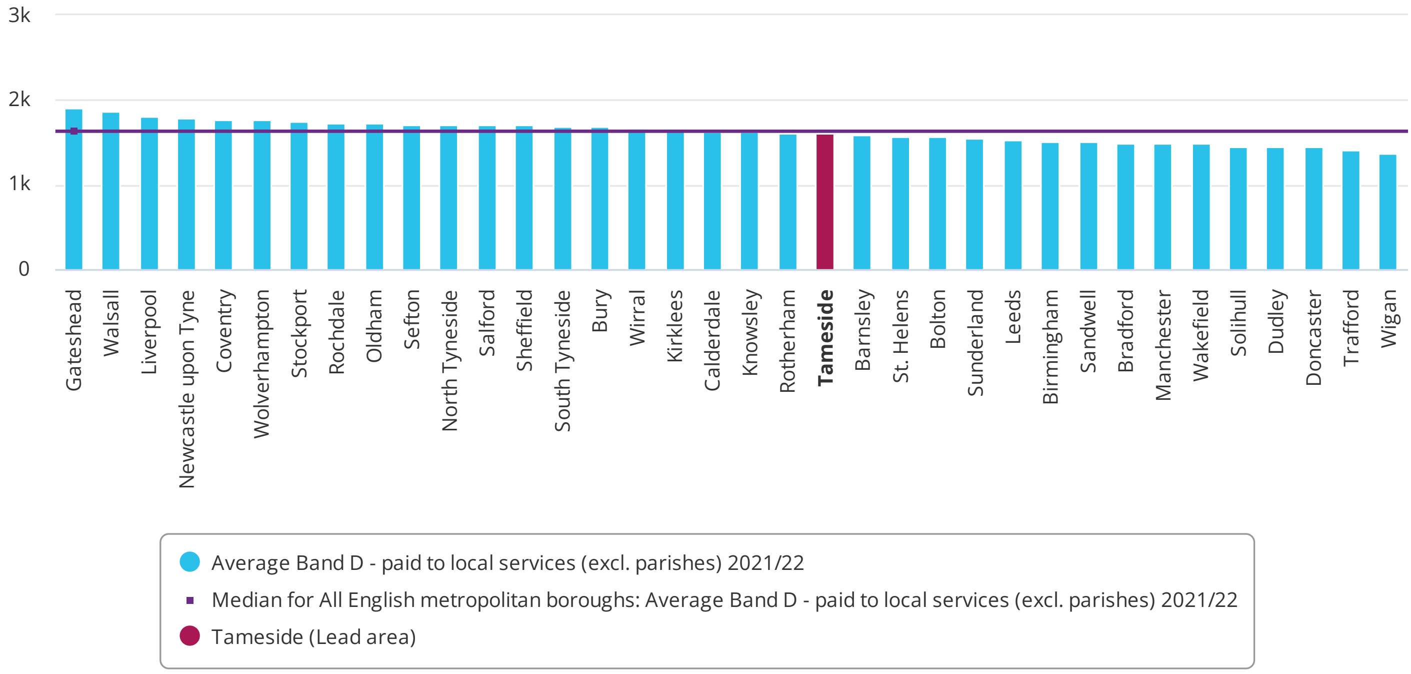
Level of Band D Council Tax rates

Band D Council Tax is set each year by the council. The 'Band D' formula theoretically allows comparison between authorities on how much Council Tax would be paid by a couple living in a medium-sized property. Band D Council Tax is the aggregate of Council Tax decisions by all 'precepting' authorities in the area, although excluding parish and town council in this case. For example, in many rural areas, it is the total of Band D tax set by the district council, the county council, the police and the fire authority.

The original conception of Band D Council Tax was that if all councils provided the same level of service to local residents, Band D council tax should be the same everywhere, with different levels of government grants providing for councils with different needs. It is arguable how much this was ever true, but it certainly isn't the case now. Council Tax bandings have not been reviewed for over thirty years and the distribution formula for grants has not be amended for many years, so it is no longer possible to say with certainty that a council with a lower Council Tax is more efficient than one setting a higher rate.

In 2021/22, the average council tax Band D bill for Tameside was £1,604, which was below the All English metropolitan boroughs median bill of £1,624.

Council tax average Band D tax bill - amount paid to local services (excl. parishes) (2021/22) for All English metropolitan boroughs

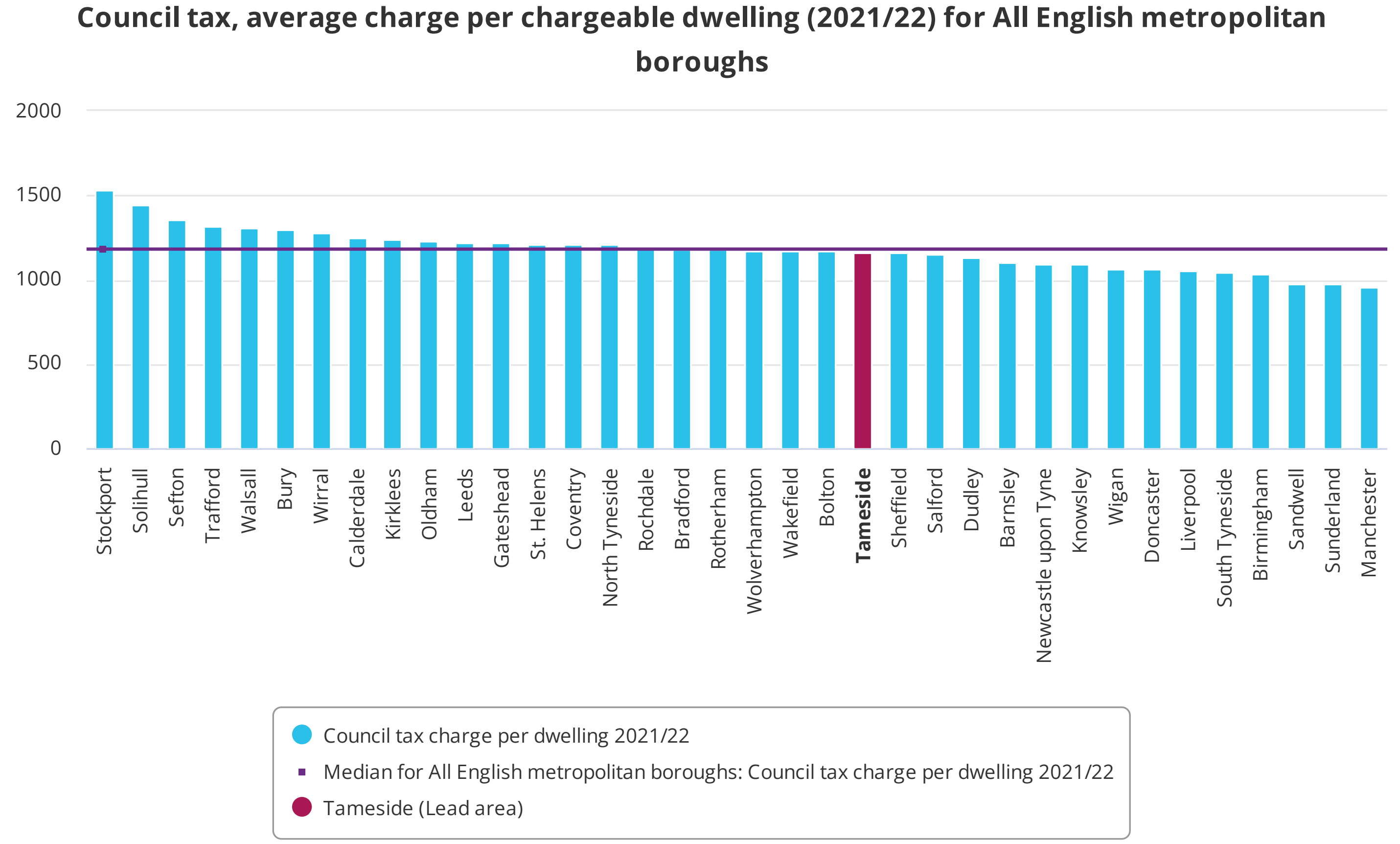


Source:
Department for Levelling Up, Housing & Communities, Council Tax levels set by local authorities, Council tax average Band D tax bill - amount paid to local services (excl. parishes) , **Data updated:** 23 Mar 2023

Council Tax revenue per dwelling

This is a broad measure of how much Council Tax on average a resident in a particular area pays, before local discounts and council tax support. This measure differs from the Band D Council Tax rate because not all properties belong to the 'Band D' category for a medium sized, medium value dwelling. In practice, some authorities have a majority of lower valued properties while others contain a lot of higher valued residences. Generally speaking this reflects the nature of the area and its property. It is important to note that the majority of bandings were based on valuations in 1991.

In 2021/22, the average council tax a resident pays, before local discounts and council tax support, for Tameside was £1,165, which was below the All English metropolitan boroughs median of £1,178.



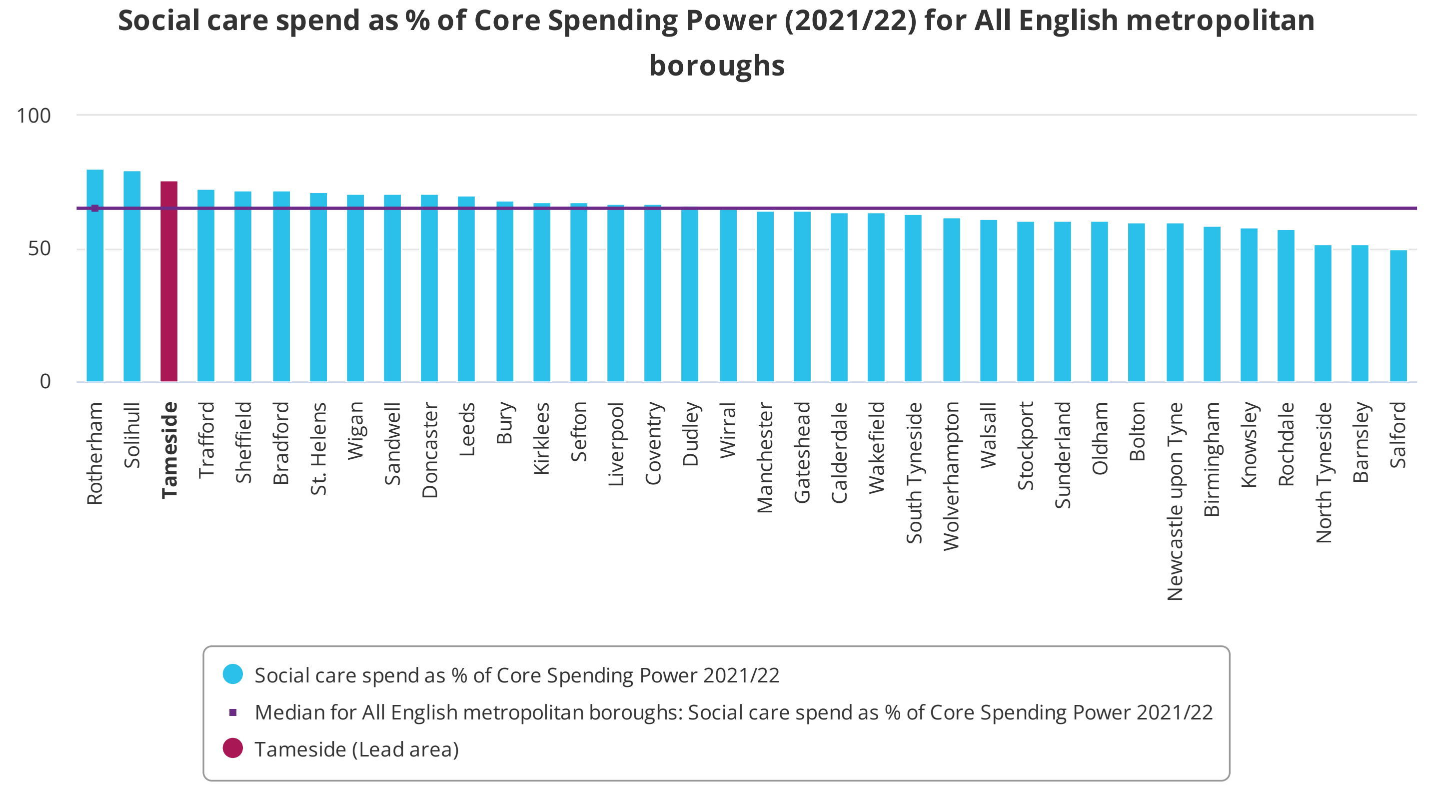
Source:
Department for Levelling Up, Housing & Communities, Council tax, Council tax, average charge per chargeable dwelling , **Data updated:** 29 Mar 2023

Social care spend as percentage of core spending power

Core Spending Power is described by the government as a measure of the resources available to councils to fund service delivery. Where a council is a social care providing authority (counties and single tier authorities), a proportion of that funding will need to be allocated to provide social care for adults and children. This chart shows that proportion (although the chart below may be empty of your council's data if you have selected a district authority: you may change the report, to show your county council's data, by using the modifier at the top of the report).

Social care is generally regarded as a 'demand led' service, insomuch as the cost of providing these services is strongly influenced by the number of eligible residents living in the area – for example the size of the elderly population or the number of vulnerable children. The proportion of core spending power allocated to social care spending is a measure of how much a council has allocated to these services but also an indication of how much funding it has available for other services.

In 2021/22, the level of social care spend as a percentage of Core Spending Power for Tameside was 75.8%, which was above the All English metropolitan boroughs median of 65.1%.



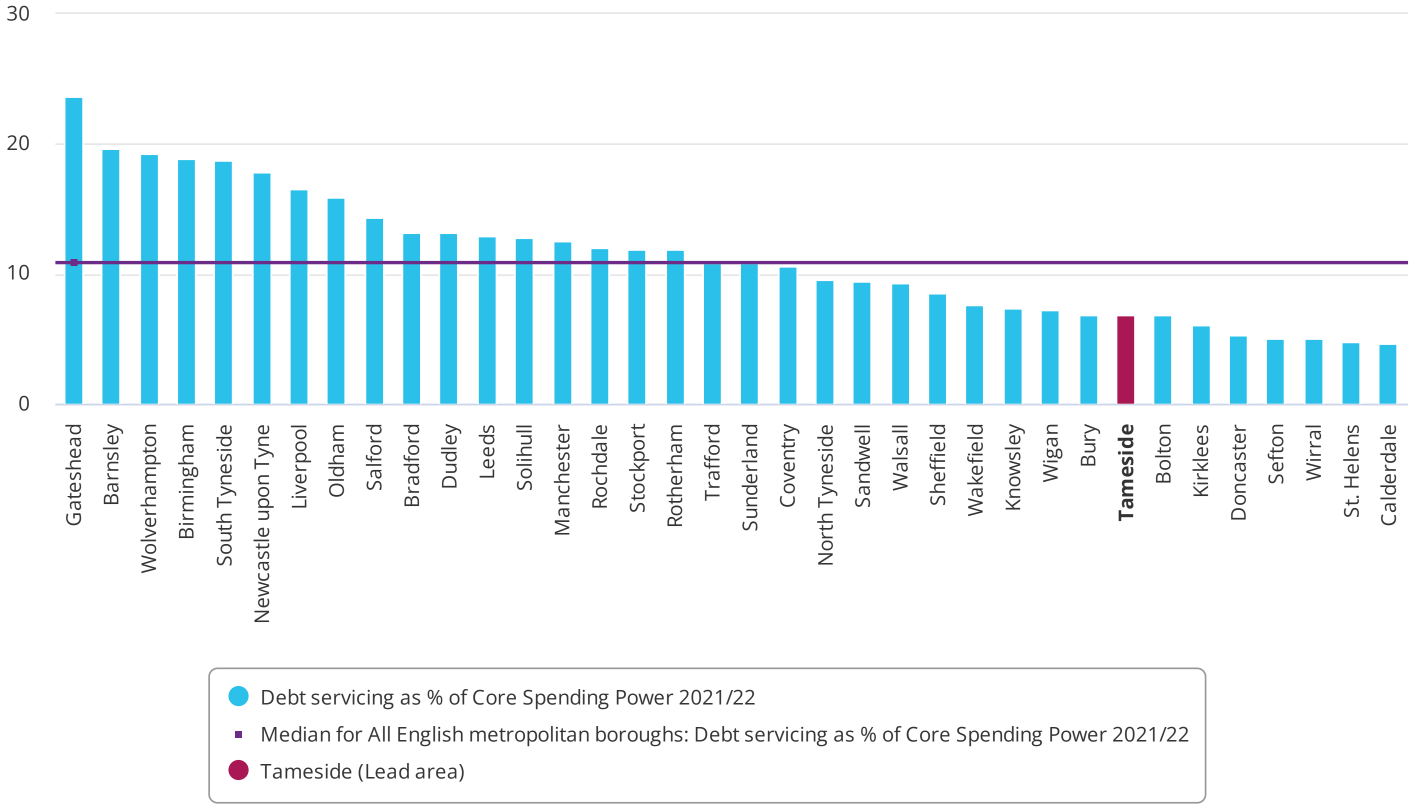
Source:
Calculated by LG Inform, N/A, Social care spend as % of Core Spending Power , **Data updated:** 23 Nov 2023

Debt servicing as percentage of core spending power

Capital expenditure is expenditure which has an impact over more than one year – for example building a road or a community centre which is going to last many years. Where a council finances capital spending by borrowing or credit, it will incur costs on its budget over the period of the loan or credit arrangement. These figures demonstrate how much the council is currently paying in relation to servicing its debt compared with its Core Spending Power, recognising the fact that current residents are getting the benefit of investments in assets made several years ago.

In 2021/22, the level of debt servicing as a percentage of Core Spending Power for Tameside was 6.9%, which was below the All English metropolitan boroughs median of 10.9%.

Debt servicing as % of Core Spending Power (2021/22) for All English metropolitan boroughs



Source:
Calculated by LG Inform, N/A, Debt servicing as % of Core Spending Power , **Data updated:** 23 Nov 2023

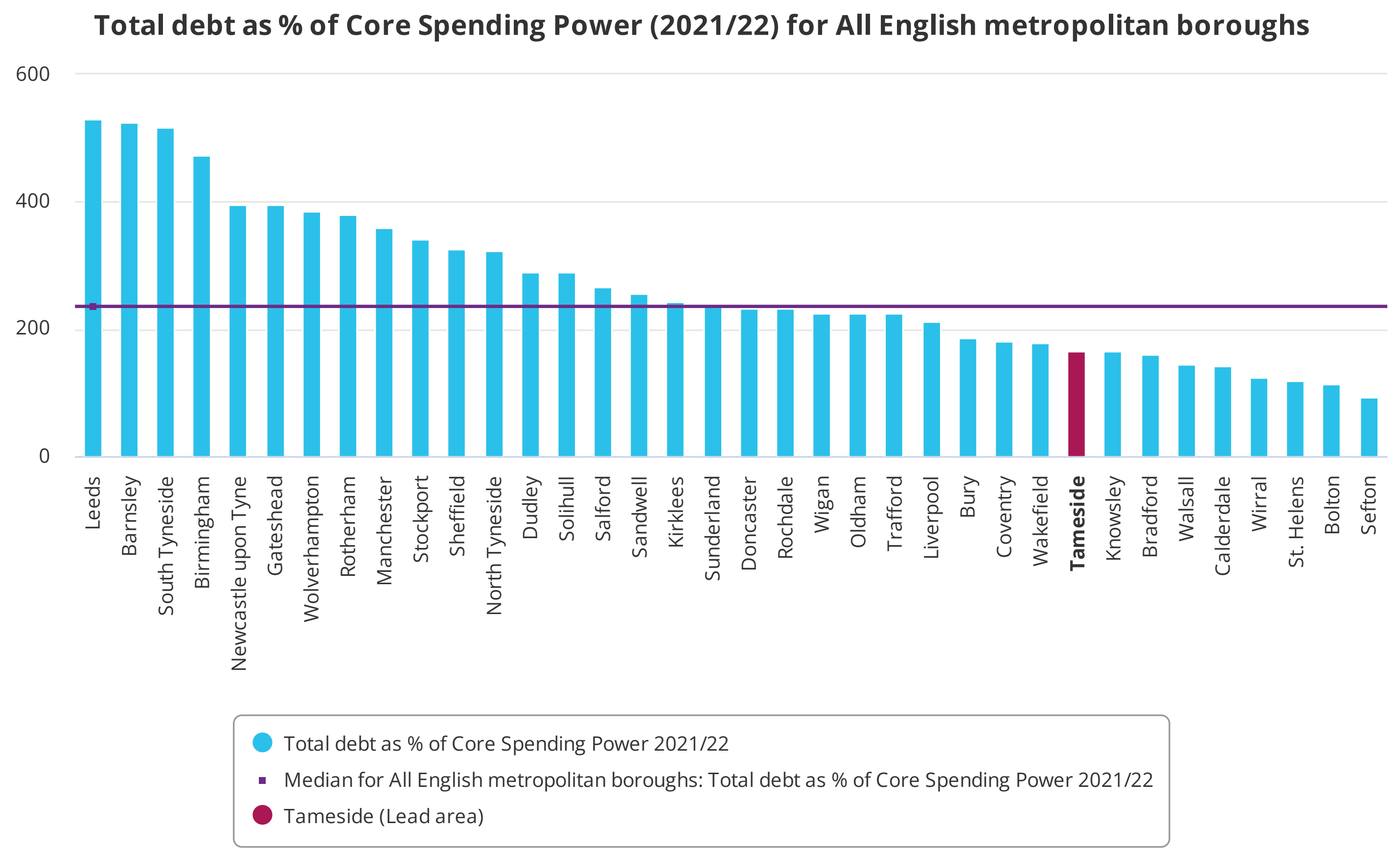
Total debt as percentage of core spending power

'Total debt' is Capital Financing Requirement, a measure of capital indebtedness that the council has built up over many years of capital financing decisions, but based on a methodology. (It is perhaps more accurate to describe this as the amount of capital expenditure that has not yet been funded by capital receipts, capital grants or revenue contributions and which therefore will need to be funded in future years. As such is some kind of measure of capital indebtedness, but arguably not a perfect one.

Core Spending Power is a measure of the funding the government makes available to councils for service delivery but it excludes several important elements that may be contributing to the servicing of debt including schools grants, investment income, service income and housing rents.

In 2021/22, the total debt as a percentage of Core Spending Power for Tameside was 166.0%, which was below the All English metropolitan boroughs median percentage of 235.0%.

Note the metric on total debt as a percentage of core spending power used by Oflog uses different financial years for the denominator and numerator, whereas LG Inform uses the same financial year so the numbers will differ slightly.



Source:
Calculated by LG Inform, N/A, Total debt as % of Core Spending Power , **Data updated:** 22 Nov 2023

Budget Reduction Register

Dept	Service area	Opportunity	2024/25 budget reductions (£m)	2025/26 budget reductions (£m)	2026/27 budget reductions (£m)	Total 3yr budget reductions (£m)
Adult Social Care	**Social care**	Maximising independence	-0.400	-1.100		-1.500
Adult Social Care	**Social care**	Reviews of provision	-1.000			-1.000
Adult Social Care	**Social care**	Resettlement programme		-0.500		-0.500
Adult Social Care	**Social care**	Over-arching commissioning strategy for key services	-0.800			-0.800
Children's Services	**Children's social care**	Demand management	-3.000	-6.000	-6.000	-15.000
Children's Services	**Early help**	Early help model reset	-0.562			-0.562
Children's services	**Population health investment**	Family drug & alcohol courts		-0.150		-0.150
Children's Services	**SEND**	Home-To School Transport	-0.500	-0.200		-0.700
Corporate	**Cross-cutting**	Strategic review of fees and charges	-0.550			-0.550
Corporate	**Cross-cutting**	Procurement pipeline - key opportunities	-0.140	-0.140		-0.280
Corporate	**Cross-cutting**	Post held vacant no longer required	-0.115			-0.115
Corporate	**Cross-cutting**	Contributions from External Funding	-0.075			-0.075
Corporate	**Exchequer**	Exchequer Systems improvement + behaviour change programme	-0.219	-0.192	-0.178	-0.589
Corporate	**Governance**	Treasury Investment Income	-2.700	1.700	1.000	0.000
Place	**CCTV**	Use of TMBC dark fibre network	-0.030			-0.030
Place	**Culture**	Cultural services - budget efficiencies	-0.072	-0.020		-0.092
Place	**Highways**	Highways - budget efficiencies	-0.019	-0.156		-0.175
Place	**Homelessness**	Prevention and housing supply improvements	-1.150	-1.220	-0.300	-2.670
Place	**Parking**	Parking strategy implementation	-0.268			-0.268
Place	**Parking**	Parking - infrastructure improvements	-0.137	-0.115		-0.252
Place	**Waste**	Waste review	-0.808	-0.798		-1.606
Population health	**Population health**	Contract price reductions	-0.099			-0.099
Population health	**Population health**	Service redesign	-0.045			-0.045
Total			**-12.689**	**-8.891**	**-5.478**	**-27.058**

Report to:	**EXECUTIVE CABINET**
Date:	20 December 2023
Executive Member:	Councillor Jacqueline North – First Deputy, Finance, Resources and Transformation
Reporting Officer:	Ashley Hughes – Director of Resources Ilys Cookson – Assistant Director, Exchequer
Subject:	**INCOME COLLECTION PERFORMANCE, RECOVERY AND DEBT**

Report Summary:

Tameside's collection and recovery performance over the last 5 years is comparable to its Greater Manchester neighbours at 93.80% average in year Council Tax collection against a Greater Manchester average of 94.57%, and 95.88% in year Business Rates collection against a Greater Manchester average of 95.12%.

Even with an in-depth and strong recovery process for debt, there are occasions when debts become irrecoverable and recommended to be written off.

As part of good financial management, debt that is deemed to be irrecoverable should be written off the balance sheet periodically. The Councils' Risk Management and Audit service recommendations accords with the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice which confirms that debts should be written off at the point they are judged to be uncollectible.

Whilst small scale debt write offs have been actioned across Council Tax, Business Rates and Sundry Debtors, there remains a significant balance of debt that is now deemed irrecoverable. This position is based on an analytical review of all aged debt as at 30 September 2023.

Timely write off of debt deemed to be irrecoverable also allows the Council to focus its finite staffing and financial resources towards collection of debt with the greatest chance of recovery.

This is not to say that debt will be written off, as there is a full recovery process, inclusive of legal proceedings, before a write off is recommended.

The totals being recommended to be written off across three debt classes of Council Tax, Business Rates and Sundry Debt is £10.905m.

The Council does hold provisions for bad debt for all three debt classes and these are currently greater than the values proposed for write off.

This report sets out the recovery processes for Council Tax, Business Rates and Sundry Debts, provides collection performance over previous years, and details the reasons why some debts are irrecoverable.

Historic irrecoverable arrears from 2000/1 are contained within this report and approval is sought to write off bad debt for Council Tax,

	Business Rates, Sundry Debts (including adult social care debts) from 2000/1 to 2017/18. The implications of holding irrecoverable debt and increased provisions are detailed in this report, and the report highlights the current process by which bad debt is written off, with a new process being proposed for approval.
Recommendations:	That Executive Cabinet be recommended to approve: 1) The write off of irrecoverable debts totalling £10.905m analysed as: a. £8.742m of Council Tax debt between the period of 2000/01 and 2017/18; b. £0.382m of Business Rates debts and; c. £1.781m Sundry debts. 2) As of December 2023, debt write offs are processed quarterly under the following circumstances: a. The age of the debt is more than 6 years old, and; b. The debt is deemed irrecoverable, and; c. no payment has been received within 90 days, and recovery has been exhausted. 3) Bad debt less than 6 years old that can be deemed irrecoverable due to extenuating circumstances also be written off on a quarterly basis, from December 2023, as part of good financial management and outlined in the CIPFA Code of Practice. 4) Section 28 of the Council Financial Regulations be amended for the proposed debt write off amendments. 5) The proposed quarterly write offs to form part of the financial monitoring reports to Executive Cabinet as part of streamlining the reporting process with details captured in relevant appendices to the monitoring reports.
Policy Implications:	In line with Council policy.
Financial Implications: (Authorised by the statutory Section 151 Officer & Chief Finance Officer)	The Council does not have General Fund revenue budgets for the writing off of bad debt. The correct accounting treatment is to set aside a sum of money in a provision by debt class. These provisions form part of the Council's balance sheet in the Annual Statement of Accounts. The Council holds £24.108m in bad debt provisions and the proposed write offs total £10.905m, therefore there is sufficient levels of provision held so as not to cause a pressure to the General Fund as a result of the decisions in this report. The provisions are analysed in the table below:

Debt Class	Write Offs Proposed (£m)	Available Provision as at 31/03/2023 (£m)	Remaining Provision after write off (£m)
Council Tax	8.742	14.703	5.961
Business Rates	0.382	3.350	2.968
Sundry Debt	1.781	6.055	4.274
TOTAL	**10.905**	**24.108**	**13.203**

Council Tax and Business Rates are managed within the Collection Fund. All income collected is held in this account and, on an annual basis, the Council's share is transferred into the Revenue Budget. Local taxation is a key component of the funding for the revenue budget.

Council Tax is collected by raising debts against the accounts of individual households. These debts remain on account until paid or written off.

The Council has policies and procedures in place to maximise debt collection. However, where there is a risk of uncollected debts, funding for this is set aside in a provision. The provision is reviewed annually and amended to reflect the level of outstanding debt, its age and level of risk associated with non-collection.

Provisions for bad debt are recalculated annually, based on the age and total value of outstanding debts due, any upward changes in provisions will be a cost to the Collection Fund and if this causes a deficit it would create a pressure in the General Fund in the following year. The Council holds a Collection Fund reserve to manage cash flow peaks and troughs as a mitigating action to ensure the General Fund is protected from any potential significant changes in collection that may arise.

If approved, the debt will be removed from the payee account, and the appropriate adjustments will be made in the Council's accounts to reflect the write offs.

As part of setting its budget and Medium-Term Financial Strategy (MTFS) the Council takes debt write offs into account when calculating available resources to support expenditure. The decision to write off the irrecoverable debt in this report should not adversely impact future MTFS iterations nor the ability of the Council to set a balanced budget for 2024/25.

Regular review of debt, and writing off where appropriate, is part of good financial management. The decision to write off debts of a significant age, where the debts are irrecoverable under the circumstances set out in this report, will ensure the Council is able to target its scarce resources into maximising collectible debt recovery.

Legal Implications: (Authorised by the Borough Solicitor)

Council Tax and business rates deliver a critical revenue to enable the council to deliver its statutory functions. Therefore, write off is considered as a last resort only. Similarly, all other debts are pursued as far as possible as any non-payment has an impact on the council's financial position. Officers and Members have a duty to ensure that every reasonable avenue is explored before any debt is written off. However, it is inevitable that the Council like any organisation will experience a degree of bad debt. Once that debt becomes persistent then it can start to impact on the council's overall financial management. Therefore, this report is seeking to write off some aged debts as set out in the recommendations.

Risk Management:

The risks are set out in Section 6 of this report.

Background Information:

The background papers relating to this report can be inspected by contacting Ilys Cookson.

Telephone: 0161 342 4056

e-mail: ilys.cookson@tameside.gov.uk

1. INTRODUCTION

1.1 A significant part of the Council's overall budget is received through Council Tax, Business Rates and Sundry Debts, therefore collection and recovery is an essential part of the Council's overall budget management, particularly in the current challenging financial climate. However, a portion of these payments will still not be made on time, if at all, and so the Council as 'keeper of the public purse' has a fiduciary duty to pursue any debts owed rigorously whilst having regard to the guidance on the need to consider evidence, reasonableness, and appropriateness of collection.

1.2 Tameside has a history of collecting more Council Tax than the amount predicted for budget requirements with an average of 97.5% over a 4-year collection period, and an average of 93.80% collected in the year that the Council Tax was due compared to a Greater Manchester local authority average of 94.57%, after considering deprivation levels and differing Council Tax Support schemes. Business Rates collection in Tameside equally compares favourably with 95.88% collected in the year that Business Rates are due compared to 95.12% Greater Manchester local authorities' average.

1.3 By law the financial implications of recovery, collection and irrecoverable monies are factored into the Council's overall budget position, and in accordance with the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice, the Council maintains provisions for write-offs in respect of Council Tax, Business Rates and Sundry Debt invoices.

1.4 The provisions are subject to annual changes based on need, but kept under review throughout the year, and the bad debt provision is money set aside on the balance sheet for future need arising from historic events such as historic uncollected debts and which is therefore already accounted for in the budget for ceased bad debt accounts over 6 years old from 1999/2000 to 2017/2018 that require writing off the system. Therefore, the balance sheet is artificially high, and needs to reduce to be more reflective of the overall current position with respect to collectible debt.

1.5 The collection of monies is a statutory duty in accordance with legislation pertaining to each function. It is essential that all monies owed to the Council are collected in a timely manner using legally permitted processes, and it is considered good financial management to direct resource to the collection of debts which have a possibility of recovery.

1.6 This report details the recovery processes relating to debt type, provides data in relation to recovery and highlights that there are a number of different circumstances where the Council, by law, is unable to recover debts, in addition to those cases where recovery has been exhausted. In these cases, the debts become irrecoverable i.e., bad debts. A new process to write off irrecoverable monies in a timely and automated manner is also proposed.

2 COUNCIL TAX

2.1 In March each year the service sends out most of the Council Tax Bills, however bills are also sent out throughout the year as changes occur. The Debt Recovery Policy, approved by Executive Cabinet in November 2021, and which details the recovery processes used, which follow legislation pertaining to recovery of monies: Debt-Recovery-Policy.pdf (tameside.gov.uk). Data detailed in Appendix One puts into context the number of accounts and amount of money to be collected.

2.2 The Department for Levelling Up, Housing and Communities, (DLUHC), estimates that nationally Council Tax arrears have reached £5.5 billion. The Council's Debt Recovery Policy available on the Council's website details the legislative process by which the Council can recover monies owed in respect of Council Tax, Business Rates and Sundry Debts.

2.3 Council Tax recovery utilises both Magistrates Courts and Enforcement Agent recovery as set out in the Local Government Finance Act (Administration and Enforcement) Regulations 1992, which details the method and timescales for the statutory recovery of Council Tax. Only when recovery is exhausted is the debt recommended for write-off.

2.4 Recovery of monies owed continues, regardless of the financial year in which the debt falls, and arrears continue to be recovered until all arrears are paid, or the debtor's circumstances are such that the debt becomes irrecoverable by law or recovery is exhausted. Appendix Three details the circumstances in which a debt cannot legally be recovered.

2.5 Table 1 below details the Council Tax cash collected in respect of previous years arrears in relation to the tax base requirements for the Councils overall budget purposes. It is important to note that due to proactive and robust collection of all arrears, over several years, that there has been a history of collecting more than the requirement predicted for Council budget requirements. It is anticipated that this trend will continue in future years as arrears continue to be collected for many years after the debt was first raised.

Table 1: 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%

2.6 Many taxpayers do pay regularly, and on time. The bar charts in Appendix One detail the Council Tax monies collected in respect of previous years arrears and shows a typical arrears collection picture that money continues to be collected and that arrears balances reduce over time. This demonstrates that money is still being collected from 2000/1 in respect of Council Tax.

2.7 Collecting money for any reason whether for public or private funds carries an element of bad debt i.e., debt which is uncollectible. The impact of not writing off debts that are irrecoverable can result in the following:

- Inflated and inaccurate levels of bad debt provision in the Councils budget
- Inflated and inaccurate levels of arrears

The CIPFA Code of Practice confirms that debts should be written off at the point they are judged to be uncollectible, and so to carry high levels of debt to be written off does not accord with good accountancy practices.

2.8 The reasons for bad debt relate solely to the circumstances of the debtor and / or the law states the debt cannot be recovered.

2.9 It can often take considerable time and resource to determine that the debt is uncollectible after numerous recovery attempts have taken place. Writing off Council Tax debt is subject to strict audit processes, which are evidenced on the Council's Capita systems. Every council will write off sums which are irrecoverable by law. The reasons for uncollectible debts are many, and in the main Council Tax uncollectible debts fall into the following categories, categorised by frequency:

- debt relief order
- individual voluntary arrangement (IVA)
- bankruptcy
- deceased and no estate
- absconded and
- uneconomic to collect.

2.10 Very few cases are written off due to the charge payer having absconded as both internal and external tracing methods are used. Whenever an absconder's whereabouts become known after a debt has been written off, there is a clear process to 'write back' the debt and continue recovery of the debt. Enforcement agents have been tasked with tracing absconders from 2018 onwards.

2.11 There are currently 104,975 live accounts on the Council Tax database as at 13 September 2023. However, there are many thousands of ceased accounts where a person's liability has ended. The vast majority of debts requiring write off cover multiple years and are closed/ceased accounts i.e., there is no ongoing Council Tax liability because the person has moved, no longer lives in Tameside or has died, or in a small number of cases absconded without trace.

2.12 The total amount of Council Tax irrecoverable debt from 2000/1 to 2016/17 is detailed in Table 2 below.

Table 2: Council Tax Irrecoverable Debt Number of Accounts and Value

Number of accounts	Council Tax 2000/1 to 2016/17 £m	Irrecoverable Debt due to:
31,079	8,742,820	• debt relief order • individual voluntary arrangement (IVA) • bankruptcy • deceased and no estate • absconded and • uneconomic to collect.

2.13 Given that some of the debt is over 20 years old and deemed irrecoverable, it is correct to write these debts off and direct scarce resources to work on the recovery of collectible debt.

3. BUSINESS RATES

3.1 Like Council Tax, most Business Rates bills are sent out at in March each year and bills are also sent out throughout the year as changes occur. For recovery and the law, please refer to the Council Tax section.

3.2 The Business Rates collectible debit reduced significantly in 2020/21 due to the continual award of reliefs set by the government, some reliefs were then extended into 2021/22 and 2022/23.

3.3 The bar charts in Appendix One detail the monies collected in respect of previous years Business Rates arrears and shows a typical arrears collection picture that money continues to be collected and that arrears balances reduce over time. This demonstrates that money is still being recovered from 2005/6 in respect of Business Rates.

3.4 Writing off uncollectible debt at the point that the deemed is judged to be uncollectible is recognised as good accountancy practise in accordance with the CIPFA Code of Practice. However, it can often take some considerable time to determine that the debt is uncollectible after numerous recovery attempts have taken place with both limited and non-limited businesses.

3.5 The reasons for uncollectible debts requiring writing off the system are many, and in the main Business Rates debts relate to dissolved companies, company voluntary arrangement (CVA) and bankruptcies, companies in administration, companies awaiting striking off the Companies House register, deceased and absconders. Processing systems do not hold a reason code for each irrecoverable debt. This means it is not possible to determine how many historic debts relate to deaths or absconded for example without interrogating each individual account. However, there is an evidence trail for each account where the debt is to be written off.

3.6 Enforcement agents have been tasked with tracing absconders from 2018 onwards. It must be borne in mind that where an absconder is traced then debt is written back onto the system and recovery of the debt recommences. Should any information come to light at a later date after a debt is written off, and which changes the status of the debt and deems it to be recoverable, then the process to write the debt back onto the system is straight forward and enables recovery of the monies owed to continue.

3.7 There are currently 7,834 live accounts on the Business Rates database as at 13 September 2023. However, there are many thousands of ceased accounts where a person's or a company liability has ended. One property address can have multiple accounts for example previous businesses in the property, however the vast majority of debts requiring write off cover multiple years when the business was active.

3.8 Tabe 3 below details Business Rates Irrecoverable Debts from 2006/7 to 2016/17.

Table 3: Business Rates Irrecoverable Debt Number of Accounts and Value		
Number of accounts	**Business Rates 2006/7 to 2016/17 £m**	**Irrecoverable Debt due to:**
192	0.381	• dissolved companies • company voluntary arrangement (CVA) • bankruptcies • deceased • absconded.

3.12 As some of these debts are now seventeen years old it is the right action to take to write these off as irrecoverable, and write off any debt at the point it is deemed irrecoverable in accordance with CIPFA Code of Practice and direct resource to the recovery of debts which have some prospect of being recovered. Like Council Tax should any information come to light at a later date after a debt is written off, and which changes the status of the debt and deems it to be recoverable, then the process to write the debt back onto the system is straight forward and enables recovery of the monies owed to continue.

4 SUNDRY DEBTS

4.1 In terms of Sundry Debts, the Council sets fees, and charges in respect of goods and services provided, and invoices are then raised throughout the year to collect monies due. The number of invoices raised and value each year, including recovery is detailed in Appendix One. In the last financial year 35,820 invoices were raised to the value of £502m. There are 106 different debt types and typical debt types, in order of volume of invoices raised, are as follows:

- Adults - social care fees / community alarms
- Estates - Market rents / commercial rents / ground rents/ hire charges / allotments /pest control charges / planning fees / licensing fees
- National Anti Fraud Network (NAFN)
- Engineers - trade waste / skips

4.2 The Debt Recovery Policy, details the recovery processes used: Debt-Recovery-Policy.pdf (tameside.gov.uk), and data detailed in Appendix One puts into context the number of accounts and amount of money to be collected.

4.3 Collection has increased significantly, in absolute terms, over recent years with

- Over £492.90m collected in Sundry Debts since 2016/17 (excluding adults social care debts and housing benefit overpayments) with an average of 98.32% cumulative collection.

4.4 As Sundry Debt invoices are raised throughout the year some monies outstanding will have only been invoiced in the last few months, so not necessarily in arrears. As with all debt types, recovery of monies takes place until the debt is paid in full or it cannot be collected by law due to an event taking place instigated by the debtor for example, bankruptcy, debt relief order, insolvency etc.

4.5 Unlike Council Tax and Business Rates the recovery of Sundry Debts is not contained in one specific piece of legislation. Specific legislation does exist in relation to the recovery of certain debt types only. For example, a land charge can take years to recover, which is usually at the point of house sale providing the Council is aware of the sale to ensure the solicitors are aware. Ground rents are equally difficult to recover, as they are often such low value that it is, in many cases, uneconomic to raise an invoice annually.

4.6 Each local authority generally determines the fees and charges applied to goods and services they provide. Fees and charges for goods and services in Tameside are set following approval of the Executive Cabinet Fees and Charges report and engrossed in the budget setting documentation at Full Council, prior to the commencement of each financial year.

4.7 As fees and charges are set locally no data comparisons exist across local authorities with which to compare.

4.8 Depending on debt type, regular invoices can be raised throughout the year for a pre-determined frequency for the same person for the same service, for example the invoice is raised throughout the year with commercial rents. In the case of a planning fee or licence, for example the invoice will be a one-off. Some invoices are also raised at the start of the financial year for the entire year for example community alarms, and trade waste.

4.9 Payment instalments also differ according to debt type with some being invoiced in arrears, to be paid immediately, some invoiced in advance to be paid by instalments throughout the year, and some are one-off invoices for immediate payment, however payment combinations and invoice raising can be any combination of these.

4.10 The most cost-effective process for providing goods and services is for services to request invoices be raised and paid in full before service is provided. This was introduced in April 2020 following the decision of the Executive Cabinet in December 2019 and has proved effective as the Sundry Debt Service challenge service areas that request an invoice to be raised where the debtor still owes money to the Council.

4.11 However, it is acknowledged that the above practice cannot be adopted for all debt types raised due to legal constraints. For example, where the Council provides services to another organisation under contract, as contract provision must continue regardless as to whether previous invoices are paid in full.

4.12 The recovery of monies relating to Sundry Debts and which includes Adults social care debts for care and support provided, and Housing Benefit overpayments are detailed in the corporate debt recovery policy Debt-Recovery-Policy.pdf (tameside.gov.uk), and data detailed in Appendix One puts into context the number of accounts and amount of money to be collected.

4.13 The reasons for bad debt relate to the circumstances of the individual debtor or company and the processing systems do not hold a reason code for each irrecoverable debt, however, there is an evidence trail for each account where the debt is to be written off.

4.14 The total Sundry Debt irrecoverable debts by type are detailed in Table 4 below.

Table 4: Sundry Debt Irrecoverable Debt Number of Accounts and Values

Number of accounts	Sundry Debt by type	Years to which debts relate	Debt value £m	Irrecoverable Debt Reason
501	General accounts	1999/2000 to 2016/17	0.364	• dissolved companies • company voluntary arrangement (CVA) • bankruptcies • deceased • absconded.
420	Adults social care	2006/7 to 2016/17	0.452	
2,324	Housing Benefit overpayments	2009/10 to 2016/17	0.965	

4.15 The oldest irrecoverable Sundry Debts are now more than twenty years old. It is the correct action to take to write these debts off as irrecoverable and focus scarce resource on the recovery of debts which have some prospect of being collected.

5 PROPOSED PROCESS

5.1 After reviewing historic debt across the Council it is clear that resources are best directed to collectible debts to ensure that bad debt provision and financial statements are current, and that a new process to write-off debt is required moving forward to ensure that debts at the point of them being deemed to be irrecoverable, are written off in compliance with CIPFA guidelines.

It is therefore proposed to write off the following:

Table 5: Summary of Irrecoverable Debt by Type

Debt Class	Write Offs Proposed (£m)
Council Tax	8.742
Business Rates	0.382
Sundry Debt	1.781
Total	**10.905**

5.2 **Current Process:** The review of historic debt also highlights that the current process requires revision. The current process is that a recovery report is compiled for every debt which requires a write off, which is then subject to agreed write off levels as determined by Risk Management and Audit Service, and subsequent manager authorisation before the debt can be written off the system. Higher value debts over £5,000 are authorised by the Exchequer

Assistant Director, Section 151 Officer and the First Deputy (Finance, Transformation & Resources). The process of drafting a recovery report applies to all debts.

5.3 The drafting of an individual report on every case for write off is very resource intensive and not always the priority in a demand-led service. The current process has meant that the Council Tax debts requiring writing off the system are not addressed in a timely manner as not all write-offs are actioned in the year that the bad debt arises due to the volume of accounts. This has been raised as a significant issue in the 2022 Council Tax Internal Audit report. As there are considerably fewer accounts in relation to Business Rates and Sundry Debts the issue of not being able to action in year is reduced i.e., Council Tax live accounts 104,975, Business Rates 7,834 live accounts, Sundry Debtors 14,356 live accounts as at 13 September 2023.

5.4 In response to the 2022 Council Tax Audit report there was agreement with the Section 151 Officer that historic uncollectible debts need to be written off the system. It was accepted that Exchequer collect in excess of targets set in the tax base each year, as detailed in Table 1 of this report, and writing off historic debt will also assist in data cleansing the Capita system for the significant number of ceased accounts that require write-off. Further detail on underlying debt classes can be found in Appendix Four.

5.5 **Proposed Process Moving Forward:** The current financial regulations do not specify the method by which debts are written off, however the drafting of individual reports for all cases is not common practice in other Greater Manchester local authorities other than for high value cases. The Section 151 Officer and Head of Assurance have agreed that a new automated process is required, subject to Elected Member approval, to:

- Write off all debts under £5,000 which cannot be recovered either because the law prevents collection or where the debt is deemed to be irrecoverable, up to the last 6 years 2017/18, (upon receipt of Section 151 Officer and First Deputy approval) automatically.
- Write off debts under £5,000 on a quarterly basis that are 6 years old, and where no payment has been received in the last 90 days (upon receipt of Section 151 Officer and First Deputy approval) automatically.
- All uncollectible debts over £5,000 are to be reported to Executive Cabinet on a quarterly basis for approval to be written off as part of the financial monitoring process in a single appendix to the report on the budget position.
- Amend Section 28 of the Financial Regulations following approval of the proposed change in processes for debt write off.
-

5.6 The Capita and Agresso processing systems produce reports of all debts written off by debt type, financial year, and value. The reports can be run at any time and checked against each account for Audit purposes and any evidence collated such as Debt Relief Orders and Individual Voluntary Arrangement will also be detailed on the document imaging system. The automatic writing off for all uncollectible debts up to the last 6 years (2017/18), and throughout the year as accounts are identified, accords with good accountancy practice, and enables the bad debt provision moving forward to be current. The same levels of authorisation will remain in place. Where a debt is identified throughout the financial year as being irrecoverable the appropriate level of authorisation will continue to be required.

6 RISKS

6.1 The key risk in not collecting any debt due to the Council in a timely manner is the impact on the Councils overall budget. Not writing off bad debt is also a risk on the Councils budget position as the collection of money for any reason carries an element of bad debt i.e., debt which is uncollectible. The impact of not writing off debts that are irrecoverable can result in inflated and inaccurate levels of bad debt provision in the Council's budget and an inflated and inaccurate level of arrears. It is therefore important that debts, which are irrecoverable, be written off subject to audit guidelines and in accordance with the Councils Financial Regulations and CIPFA Code of Practice.

6.2 All recovery action is undertaken within the shortest timescales possible and aged debt reports in respect of sundry debts arrears are available for Resource Management to discuss with service budget holders. Arrears continue to be collected many years after the debt was raised and are recovered against until the debt is paid in full, unless the circumstances warrant the debt to be written off in accordance with the law, or where the debtor has died with no monies in their estate, or the debtor absconded without trace. Enforcement action is used as a last resort however is necessary in terms of recovering monies owed.

6.3 Additional risks arise from the number of closed accounts that are held on the system for longer than is necessary and writing off bad debt cases will assist with data retention processes by ensuring that data is held only where necessary for the billing, administration, and recovery of monies.

7 CONCLUSION

7.1 The correct accounting practice is to write off debts at the point they are deemed irrecoverable in accordance with CIPFA Code of Practice. The debts as detailed in this report are more than 6 years old with no prospect of recovery and the appropriate action to take is to write off such debts. It is good financial practice to write off such debts and focus resource collectible debts.

7.2 Legislative recovery methods are followed for the recovery of Council Tax, Business Rates and Sundry Debts and further mechanisms are in place to prompt payments. The Councils Debt Recovery Policy sets out the recovery methods which are taken, according to debt type, to recover monies owed to the Council. Through every stage of the recovery process, regardless of debt type, consideration continues to be given to the debtor’s circumstances and appropriateness of recovery methods used.

7.3 Arrears continue to be collected for many years after the payment is due and which requires Council resource, the Court process and enforcement action. Debts continue to be collected from 2000/01, however, the costs of pursuing and recovering outstanding debt can be high and there will always be a balance to be struck to ensure that the cost of recovery does not exceed the value of the monies being recovered. Some debts cannot be recovered according to circumstances, as the law does not permit recovery in such cases as detailed in Appendix Two and Three.

7.4 Given the volume of income transactions due to the Council, it is inevitable that some debt cannot be collected for a variety of reasons and a level of write off is expected across all types of debt. In accordance with recommended accounting practice, the Council maintains a provision for write-offs in respect of council tax, business rates and sundry debt invoices. Evidence is held within the financial systems and document imaging systems of all debts written off.

7.5 The current process of an individual report for appropriate authorisation for every irrecoverable debt is resource intensive and not conducive to good accountancy practice as the CIPFA Code of Practice confirms that debts should be written off at the point they are judged to be uncollectible. A new process is proposed which is agreed upon with the Section 151 Officer which dispenses with the drafting of individual reports., Section 28 of the Financial Regulations will be amended to reflect the method and frequency by which bad debt will be written off.

8 RECOMMENDATIONS

8.1 As set out at the front of the report.

APPENDIX 1

BILLING, COLLECTION AND RECOVERY DATA FOR COUNCIL TAX, BUSINESS RATES AND SUNDRY DEBTS

Council Tax

Table 1: Council Tax as at March 2023	
Council Tax bills issued	102,158
Council Tax net collectible debit (net of exemptions, discounts, and Council Tax Support awards)	£136.688m
Total Council Tax Support (CTS) claimants	17,051 (of which 7,148 are pensionable age)
Value of Council Tax Support awarded	£15.474m (plus £0.301m Discretionary monies from central government)

Table 2: Council Tax cash collected by year			
Financial Year	**Council Tax Cash collected £m**	**% collected in year**	**% collected as at 01 September 2023**
2016/17	89.932	93.69%	97.34%
2017/18	94.724	93.40%	96.92%
2018/19	100.931	93.41%	96.59%
2019/20	107.537	93.52%	96.12%
2020/21	111.307	93.95%	96.27%
2021/22	117.718	94.03%	95.55%
2022/23	122.299	93.66%	95.02%
Total collected in last 7 years	**744.448**	**Average 93.67% collected in year**	**Average of cumulative collection rate over last 7 years 96.26%**

Table 3: Value of Single Person Discount Exercises by Year	
Year	**Increase to Council Tax Base £m**
2013/14	0.300
2015/16	0.630
2019/20	0.641
2020/21	0.549
2023/24	0.700

Table 4: Council Tax Reminders issued and value per year		
Financial Year	**Number of Reminders issued**	**Value of Reminders issued**
2019/20	39,849	£ 7,748,442
2020/21	32,685	£ 7,847,815
2021/22	39,308	£ 7,283,010
2022/23	32,652	£ 8,400,726
2023/24 as at 01 September 2023	21,273	£ 4,792,291

Table 5: Number of Council Tax summons issued by year and value		
Financial Year	**Number of Summons issued**	**Value of Summons issued**
2019/20	23,864	£16,401,945
2020/21	9,638	£6,952,371
2021/22	12,763*	£11,104,126
2022/23	14,351*	£12,693,990
2023/24 as at 01 September 2023	7,529	£3,589,890

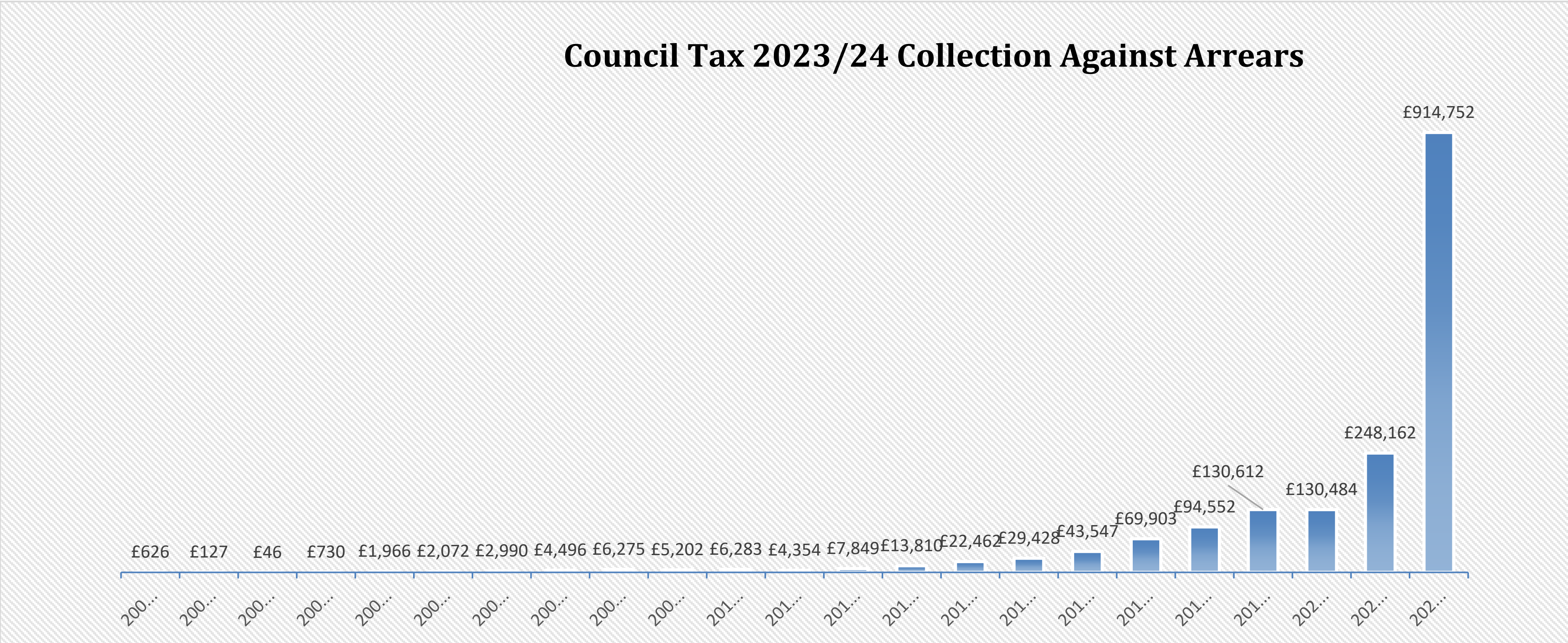
*Note: Some summons issued at the end of the financial year and the Liability Order was obtained at the beginning of the next financial year.

Table 6: Number of Council Tax Liability Orders Granted*		
Financial Year	**Number of Liability Orders granted**	**Value of Liability Orders granted**
2019/20	15,344	£10,889,716
2020/21	8,082	£7,721,271
2021/22	13,043**	£10,654,252
2022/23	14,594**	£12,101,274
2023/24 as at 01 September 2023	9,669	£9,203,328

* Note: The granting of a Liability Order for Council Tax enables the Council to recover the debt in other ways such as by attaching the debt to earnings or benefits to be deducted at source, or as a last resort to refer the debt to an enforcement agent for collection.

** Note: Some Liability Orders were issued at the start of the financial year although summonsed in the previous financial year.

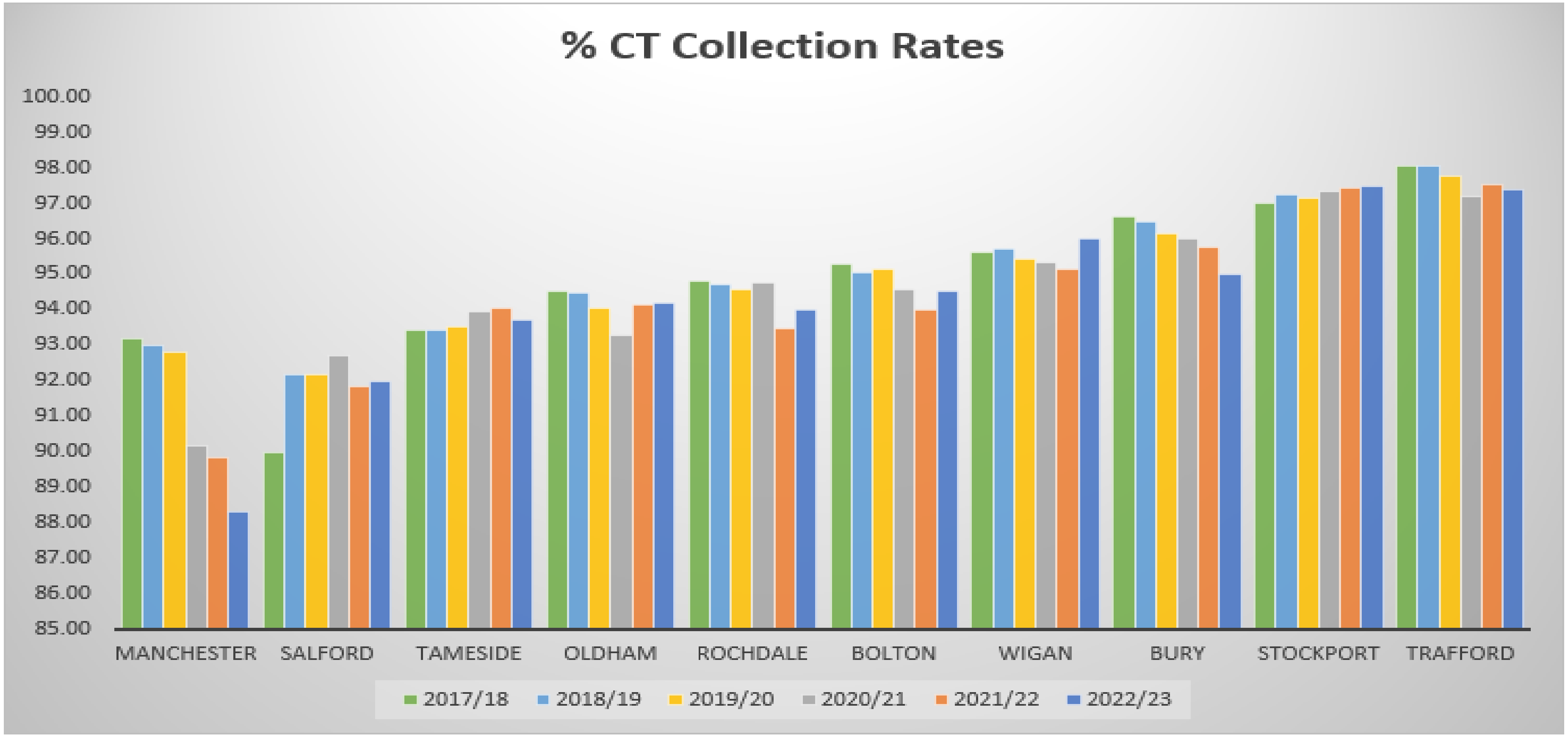
Table 7: Number of referrals to Enforcement Agents Council Tax		
Financial Year	**Number of debts referred to Enforcement Agent**	**Value of debts referred to Enforcement Agent**
2019/20	14,412	£10,198,287
2020/21	7,502	£6,857,663
2021/22	9,288	£8,511,589
2022/23	9,641	£7,666,378
2023/24 as at 12 September 2023	4,469	£2,570,582



The bar chart above details the monies collected in the current financial year in respect of previous years' arrears as at 11 September 2023. This demonstrates that money is still be collected from 2000/1 in respect of Council Tax.

The bar chart below details percentage of in-year collection for Council Tax compared to other Greater Manchester local authorities. This means that Council Tax is collected in the year that the Council Tax was due. It must be borne in mind that deprivation indices are a significant factor in the collecting of Council Tax and that more affluent areas, both locally and nationally, have better in-year collection rates.

The bar chart does not however detail the percentage of Council Tax collected as arrears for a particular year and in Tameside the Council has never been at risk of non-collection, because monies collected in arrears for a particular year exceed budget figure requirements as detailed in Table 1 in the main body of this report.



Business Rates

Table 8: Business Rates Bills as at March 2023	
Business Rates bills sent out	7,778
Value of Business Rates bills	£54.106m

Table 9: Business Rates cash collected by year			
Financial Year	**Cash collected**	**% collected in year**	**% collected as at 01 September 2023**
2016/17	£60.477m	96.42%	98.35%
2017/18	£57.569m	96.68%	98.64%
2018/l19	£57.320m	96.83%	98.46%
2019/20	£56.786m	97.01%	98.22%
2020/21	£29.672m	94.79%	97.60%
2021/22	£48.092m	96.44%	97.73%
2022/23	£53.163m	95.29%	95.77%*
Total collected in last 7 years	£363.079m	Average 96.21 % collected in year	Average of cumulative collection rate over last 7 years 97.82%

* Note: The % collected increases over time as arrears are collected.

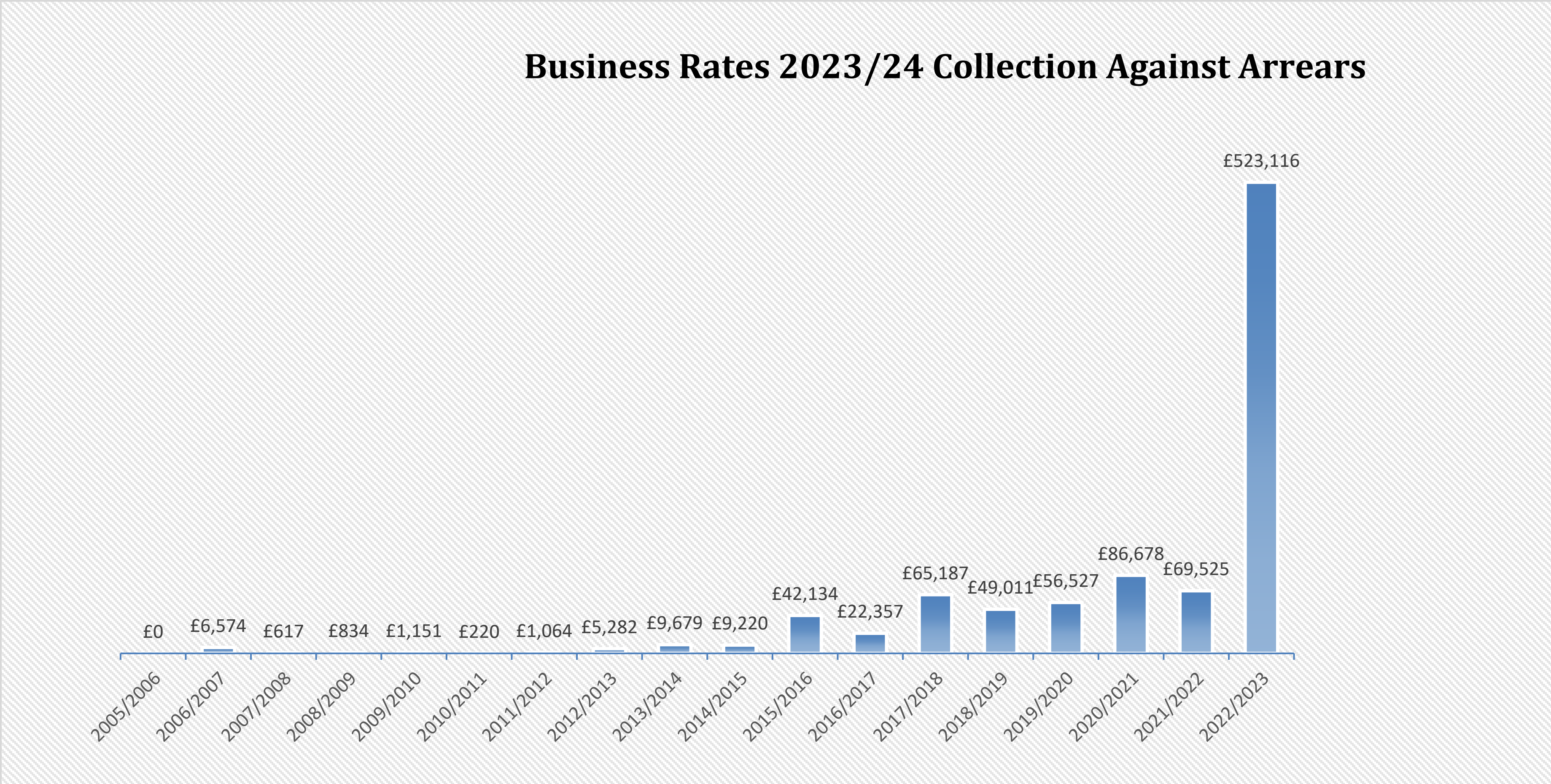
Table 10: Business Rates Reminders issued and value per year		
Year	**No of Reminders**	**Value of Reminders**
2019/20	1,884	£2,901,600
2020/21	2,197	£2,999,160
2021/22	2,850	£3,488,732
2022/23	2,558	£3,467,966
2023/24 as at 01 September 2023	2,175	£2,631,484

Table 11: Business Rates Summons issued by year		
Year	**No of Summons**	**Value of Summons**
2019/20	773	£4,492,492
2020/21	379	£1,986,138
2021/22	928	£6,005,864
2022/23	1,002	£4,818,269
2023/24 as at 01 September 2023	774	£3,217,106

Table 12: Number of Business Rates Liability Orders Granted*		
Year	**No of Liability Orders**	**Value**
2019/20	469	£2,438,171
2020/21	201	£1,071,518
2021/22	554	£2,873,796
2022/23	539	£2,352,994
2023/24 as at 01 September 2023	554	£2,144,551

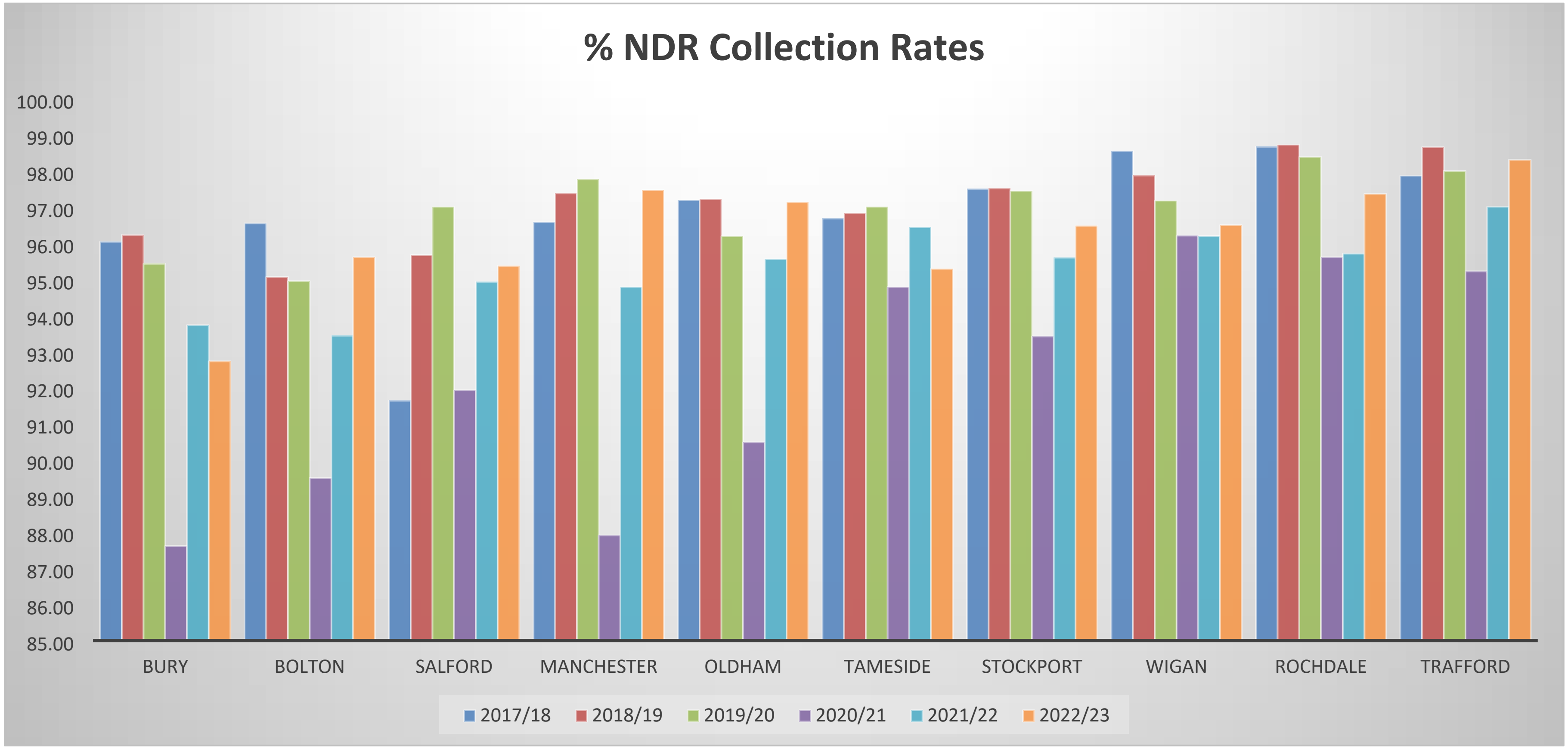
* Note: The granting of a Liability Order for Business Rates enables the Council to pursue the debt in other ways such as by referral to enforcement agent. The attachment of the debt to benefits or to earnings is not permissible where the debt relates to Business Rates.

Table 13: Number of referrals to Enforcement Agents (Business Rates)		
Financial Year	**Number of debts referred to Enforcement Agents**	**Value of debts referred to Enforcement Agents**
2019/20	702	£2,783,306
2020/21	69	£209,392
2021/22	347	£1,792,685
2022/23	294	£1,369,911
2023/24 as at 12 September 2023	407	£1,643,816.74



The bar chart above details the monies collected in the current financial year in respect of previous years' arrears as at 11 September 2023. This demonstrates that money is still be collected from 2005/6 in respect of Business Rates.

The bar chart below the percentage collection of Business Rates in the year that the Business Rates were due. The number of businesses and size of business is a factor in collecting rates and multi-national companies and high street stores are generally better in terms of prompt payment when compared to sole traders or small and medium enterprises. The chart below does not detail comparative information on the collection of arrears as this information is not available, however the bar chart above demonstrates that Business Rates continue to be collected from 2005/6.



Sundry Debts:

Table 14: Total invoices and value raised by year:		
Financial Year	**No of invoices raised**	**Value of invoices**
2016-17	41,404	£43.943m
2017-18	38,335	£47.960m
2018-19	38,023	£69.071m
2019-20	37,383	£75.977m
2020-21	31,217	£90.640m
2021-22	33,520	£92.453m
2022-23	35,820	£81.985m
Total issued in last 7 years	**255,702**	**£502.027m**

Table 15: Sundry Debt collection by year		
Financial Year	**Collected**	**% collected as at 12 September 2023**
2016/17	£43,732,484.91	99.52%
2017/18	£47,292,022.62	98.61%
2018/19	£68,455,442.28	99.11%
2019/20	£75,095,528.29	98.84%
2020/21	£89,647,150.33	98.91%
2021/22	£90,474,362.32	97.86%
2022/23	£78,211,315.88	95.40%*
Total collected in last 7 years	**£492,908,306.63**	**Average cumulative collection rate of 98.32%**

*Recovery is generally considered exhausted at the end of a 6-year period where no monies paid. Therefore, the amount collected in respect of 2022/23 is estimated to increase in the next 4 years.

Table 16: Sundry Debt recovery by Year		
Financial Year	**First Reminder**	**Final Reminder**
2019-20	6,469	3,803
2020-21	4,588	2,756
2021-22	4,368	2,479
2022/23	7,421	5,121
2023/24 as at 31 August 2023	1,550	1098

Table 17: Number of referrals to Enforcement Agents (Sundry Debts)		
Financial Year	**Number of debts referred to Enforcement Agent**	**Value of debts referred to Enforcement Agent**
2018/19	236	£96,026.29
2019/20	716	£481,400.04
2020/21	576	£254,643.66
2021/22	428	£743,762.95
2022/23	1189	£1,459,569.12
2023/24 As at 31 August 2023)	288	£560,123.95

APPENDIX TWO

BACKGROUND INFORMATION

1. Bill Reductions:

Council Tax: Outstanding balances in respect of Council Tax can, in specific circumstances, be reduced where an applicable statutory discount, or exemption, are awarded providing eligibility is met. Exemptions and discounts are detailed on the Council's website as follows: Council Tax – Discounts and Exemptions (tameside.gov.uk)

The Council Tax Support (CTS) scheme is a means tested benefit funded from Council budget and supports the most financially vulnerable residents. Being assessed as eligible to receive CTS is dependent on income, capital, assets and savings, household composition and Council Tax band. All working age claimants, including those receiving the maximum welfare benefits from the Department of Work and Pensions (DWP) must pay at least 25% of their Council Tax due if they are in receipt of CTS which is capped at property Band A. The effect of being in receipt of CTS is that there is a reduced amount of Council Tax payable.

Business Rates: Accounts can, subject to eligibility criteria, receive a number of reliefs as determined by central government, all of which have the effect of reducing the amount payable. The reliefs currently available are as follows:

- Transitional Relief
- Small business rates relief
- Retail discount
- Nursery Relief
- Public Toilet relief
- Relief for Local Newspapers
- Discretionary relief
- Charitable relief

There is a Business Rates local discretionary relief available to charities, non-profit organisations and Community Amateur Sports Clubs (CASC's), subject to application and eligibility as determined by Executive Cabinet and detailed on the Council's website: Guidance Notes for Rate Relief Form (tameside.gov.uk) . Many business ratepayers seek to reduce rateable values by using rating agents who act on their behalf in appealing to the Valuation Office Agency (VOA). The VOA notifies the Council of the outcome of an appeal. The two largest assessments in Tameside are IKEA and Asda, both in Ashton. Like the majority of multi-national businesses, their premises are subject to continual appeal often resulting in a reduction in rateable value and a lower amount of rates payable. The outcome of appeals of this nature cannot be predicted.

Sundry Debts: There are no reductions available in respect of Sundy Debtor accounts as there are 106 different debt types and typical debt types are as follows:

- Adults social care services
- Trade waste
- Allotments
- Community alarms
- Commercial Rents
- Hire charges
- Pest control charges
- Licensing fees
- Planning fees
- Market rents
- Ground rents

2. Payments:

A range of methods of payments are available, including Direct Debit, on-line or telephone payments by credit or debit card, standing order, BACS payments, cash at Post Offices and Payzone outlets. Direct Debit is the preferred method of payment due to the low transaction costs. Many charge payers do pay regularly and on time, however some do not, and this is where the most resource is required.
Direct Debit is encouraged, and cash payers are targeted by direct debit campaigns (a letter going out with the bill or recovery document) to take this up as this is the cheapest method of collecting money.

3. Help and Support:

The service is keen to encourage payment at every opportunity and frequently signpost customers experiencing financial difficulties and other problems to appropriate agencies. The majority of monies owed are recovered in the year that the debt is raised; however, it is inevitable that some individuals, businesses and organisations do not pay on time and are subject to recovery action in accordance with legislation appropriate to the debt type.

Help and support is available direct from Exchequer Services and Customer Services offer face-to-face support on customer queries predominantly regarding Benefits and Council Tax recovery. Help and support is also available from Welfare Rights colleagues. The majority of contacts from customers are made directly with Exchequer by phone, email or webchat. Phone and webchat contact is detailed as follows:

Table 1: Telephone and webchat contact 2022/23	
Web Chat	Calls
12,175	148,025

Welfare Rights also support customers with benefit queries and those in arrears with Council Tax, Business Rates, or a sundry debt, or where there is an overpayment to be recovered. Problem debt cases are referred to Welfare Rights by Exchequer where financial advice and support is required. A budgeting support leaflet is also sent with recovery documents to assist residents who may have difficulty in paying, by signposting to relevant advice agencies.

4. Avoidance:

A number of common avoidance tactics are used by individuals and frequently by businesses, none of which are unique to Tameside. Rate avoidance affects the whole country. The Government have consulted on this matter twice and the last time in July 2019 from the Local Government Association. So far, there has been no change to any legislation to prevent avoidance practices, however a further consultation from DLUHC is planned this year. A typical avoidance tactic is where companies open, trade for a period, and then cease to operate for a very short period and 'dissolve' the company then open up again often under the same name as before, however the company will have been dissolved and so by law any arrears they may owe has to be written off. Such companies may change the company name with Companies House, yet the trading name will remain the same. Unfortunately, this is not an illegal process. Companies House position is clear their role is for the registration of company business, incorporation and dissolution of limited companies and will not enter any communication regarding recovery of any monies or conduct relating to monies owing.

Other common avoidance scams are for landlords of business premises to create a fictitious tenant or shell company. While lease agreements are requested at the point of registration to determine liability for payment, this is not sufficient deterrent to the most unscrupulous landlords or property owners.

Equally with both Council Tax and sundry debt recovery there is an element of deliberate avoidance, and it is common that there are several people who attempt to gain a reduced Council Tax bill by claiming that they live alone yet live with another adult and make a claim for Single Person Discount (SPD). A number of successful Single Person Discount review exercises have been undertaken in recent years to determine those that may have claimed falsely or those where an SPD is no longer due i.e., where a child becomes an adult in the same household for example. Such exercises see the removal of the discount from the account and the full Council Tax falls due. The latest exercise completed in June 20223 resulted in an increase of £0.700m to the Council Tax base.

5. Recovery:

The process is that for all debts recovery documents are issued on a weekly / monthly cycle. The actual processes of recovery are detailed in the Council's Debt Recovery Policy and the additional recovery processes introduced to support residents paying monies owed as follows:

- Reminder contact by text
- Consideration of ability to pay
- Encouragement to pay by direct debit
- Encouragement to sign up to self service
- In-house welfare team (Arrears Support Team) for difficult cases
- Support and signposting
- Budgeting Advice Leaflet

The work involved in pursuing monies owed is considerable and reflects that in the last year over a third of all residents received a Council Tax Reminder notice. The tables in Appendix One highlight the volume of recovery documents that are sent out each year.

Where Council Tax or Business Rates remain unpaid in accordance with the bill issued and arrears are not brought up to date a summons may be issued, and which incurs an additional £86.00 summons cost for Council Tax and £129.00 for Business Rates. Appendix One details the number and value of summons and Liability Orders issued by year. Both Council Tax and Business Rates matters are heard in Magistrates Courts.

The Magistrates usually grant a Liability Order for non-payment and this in effect gives authority to recover monies in alternative ways such as by attaching the debt to a person's benefit or earnings; however, the latter cannot be undertaken for Business Rates. The DWP may also attach any debts that they are recovering to a person's benefit, and this takes priority. Some cases have numerous debts attached to their benefit and which take many years to clear and, the standard deduction rate of £3.70 a week has not changed for many years resulting in people starting each financial year in arrears.

The debt, post Liability Order, may also be referred to an enforcement agent for collection. While this is a last resort, such measures are necessary in the recovery of unpaid monies owed. The tables below detail information on referrals to Enforcement Agents for Council Tax and Business rates debts.

Enforcement agent fees and the amount of deductions under an attachment of benefit or earnings are set in legislation. Current enforcement agent fees and attachment deductions are detailed in the Debt Recovery Policy Debt-Recovery-Policy.pdf (tameside.gov.uk). The conduct of enforcement agents is set in legislation and each enforcement agent must be certified by Magistrates to enable them to work for the local authority. Strict codes of conduct are in place for enforcement agents employed under a Greater Manchester framework agreement, which is in addition to our local code of conduct to be adhered to by every enforcement agent engaged.

Sundry debt reminders issued vary from day 10 to day 20 depending on debt type, and Final Notices from day 20 to day 45. A decision on further recovery varies from day 30 to day 55. In addition to the above, there are seven different recovery routes for the following types of debt:

- Community Alarm
- Companies
- Deceased
- Small Balances
- Markets
- Social Services
- Trade Waste

Recovery action data relating to sundry debts is detailed in Appendix One.

6. Legally Unenforceable Debts:

The following section highlights debts where recovery is not legally enforceable:

Council Tax legally unenforceable debts:

- Debt Relief Order - Charge payer seeks via application from Official Receiver
- Bankruptcy Order - Charge payer made bankrupt
- Individual Voluntary Arrangement (IVA) – Charge payer sets up an arrangement with the insolvency practitioner
- Statute Barred- where part of debt or all of debt has never been subject to a Liability Order being granted and must be written off as the debt is over 6 years old, however reminder notices may have been issued.

Business Rates legally unenforceable debts:

- Company dissolved – company is liquidated which in some cases can take several years to be finalised
- Company voluntary arrangement (CVA) – debtor seeks application from insolvency practitioner
- Debt Relief Order - Charge payer seeks via application from Official Receiver
- Bankruptcy Order - Charge payer made bankrupt
- Individual Voluntary Arrangement (IVA) – Charge payer sets up with insolvency practitioner
- Statute Barred- where part of debt or all of debt has never been subject to a Liability Order being granted and must be written off as the debt is over 6 years old, however reminder notices may have been issued.

Sundry Debts legally unenforceable debts:

- Debt Relief Order - Charge payer seeks via application from Official Receiver
- Bankruptcy Order - Charge payer made bankrupt
- Individual Voluntary Arrangement (IVA) – Charge payer sets up an arrangement with the insolvency practitioner
- Statute Barred- where part of debt or all of debt has never been in recovery must be written off as the debt is over 6 years old. (All recovery processes are automated)
- Company dissolved – company is liquidated which in some cases can take several years to be finalised
- Company voluntary arrangement (CVA) – debtor seeks application from insolvency practitioner

APPENDIX THREE

IRRECOVERABLE DEBTS BY LAW FURTHER INFORMATION

Individual Voluntary Arrangement (IVA)
Any arrears and any liability for an individual who has received a bill for the financial year in which a person is subject to an IVA must be written off and cannot be legally recovered. Confirmation of the IVA being granted is required as evidence from insolvency practitioners or from customers direct. Copy bills are sent to insolvency practitioners to confirm the debts owed to the Council.

Debt Relief Order (DRO)
This pertains to individuals and affects the arrears accrued only up to the point of the Debt Relief Order being granted. We receive notice from either the customer of from insolvency practitioners and legally the debts accrued up to the DRO being granted cannot be recovered.

Bankruptcy
Any arrears and any liability for an individual, who has received a bill for the financial year in which a person is made bankrupt, must be written off and cannot be legally recovered. Confirmation of the bankruptcy order being granted is required as evidence from insolvency practitioners or from customers direct. Copy bills are sent to insolvency practitioners to confirm the debts owed to the Council.

Company Voluntary Arrangement (CVA)
Any arrears and any liability for a company which has received a bill for the financial year in which the company is subject to the CVA must be written off and cannot be legally recovered. Confirmation of the CVA being granted is required as evidence from insolvency practitioners. Copy bills are sent to insolvency practitioners to confirm the debts owed however dividends from insolvency practitioners are rarely received. Where dividends are received then balance of the debt is reduced accordingly.

Dissolved
Companies go through the process of liquidation in order to dissolve the company and assets are often sold prior to the company being dissolved. The process can take years to conclude during which time the Council has to continue to try to recover accruing arrears. Extensive searches are undertaken where a company ceases trading and prior to official notice of the date of dissolve being made publicly available on Companies House website.

Statute barred
This term relates to not being able to recover any debt which is more than 6 years old and has not had any recovery action taken to recover that debt within the 6-year period. The exception is where a Liability Order granted in a Magistrates Court or County Court Judgement has been granted within the 6-year period, in which case the debt can continue to be recovered. Debts accrued prior to the Care Act 2014 relating to Adults Social Care Debts have a statute barred limit of 3 years.

Additional irrecoverable debts

Deaths
Where a person dies leaving debts we are notified by either the next of kin or the Registrars Service. Enquiries are made to identify the Executors and payment is requested via sending of copy bills/invoices. Written confirmation and evidence by way of funeral bills and copies of closing bank and building society statements are required in order to determine that there are insufficient monies in the estate to pay any monies owed. Wherever there is doubt or no information is provided by the Executor we contact the Probate Office to determine if there are any monies in the deceased estate. Where no estate exists or the estate has been used to pay funeral expenses with nothing left then the debt should be considered to be written off as there is no prospect of recovering the monies owed.

Gone Away
Tracing procedures commence on any individual who we become aware of that has left a property without providing a forwarding address and where money is owed. Quite often information is available to identify the individuals' new address whether by notice from solicitors, landlords, letting agents, and using existing internal systems. However, where these prove futile, extensive searches then are invoked and also credit reference agencies such as Experian via the National Anti-Fraud (NAFN) in addition to Companies House for businesses. Enforcement Agents also provide a cost-free tracing service where the debtor has arrears which warrant enforcement action. Such searches are not an exhaustive list, and all searches are resource intensive. Searches yield the best results where the debtors date of birth and national insurance number are known, however not all debtors' details are known to this extent. Wherever debt is written off processing systems, and a person is subsequently traced at a later date, then the debt can be written back onto the system.

APPENDIX FOUR

IRRECOVERABLE DEBT BY TYPE

Table 1: COUNCIL TAX

Total debts under £1,000, over £1,000 and total number of irrecoverable debts by financial year as at 11 September 2023

Financial year	No of debts	Value of debt	No of debts <£1,000	Value of debts <£1,000	No of debts >£1,000	Value of debts >£1,000	Value of irrecoverable debt
2000/01	3	£495.75	3	£495.75	0	£0.00	£387.13
2001/02	6	£2,117.62	6	£2,117.62	0	£0.00	£1,258.89
2002/03	11	£4,094.08	11	£4,094.08	0	£0.00	£2,446.41
2003/04	15	£5,630.23	15	£5,630.23	0	£0.00	£1,648.26
2004/05	26	£7,766.15	26	£7,766.15	0	£0.00	£2,328.67
2005/06	39	£10,127.35	39	£10,127.35	0	£0.00	£2,876.95
2006/07	433	£136,410.93	430	£133,315.16	3	£3,095.77	£122,067.08
2007/08	536	£165,882.96	530	£159,245.22	6	£6,637.74	£148,225.94
2008/09	729	£239,116.83	715	£222,754.71	14	£16,362.12	£211,426.87
2009/10	924	£300,393.60	897	£267,300.55	27	£33,093.05	£267,826.92
2010/11	1,142	£375,468.34	1,115	£344,625.30	27	£30,843.04	£327,799.81
2011/12	1,355	£463,912.63	1,327	£431,707.37	28	£32,205.26	£403,460.05
2012/13	1,743	£576,602.37	1,706	£533,010.06	37	£43,592.31	£506,404.97
2013/14	3,508	£1,064,956.08	3,403	£937,800.49	105	£127,155.59	£952,490.66
2014/15	4,154	£1,338,001.29	4,027	£1,189,069.87	127	£148,931.42	£1,175,500.70
2015/16	4,802	£1,669,467.49	4,581	£1,418,592.04	221	£250,875.45	£1,363,557.35
2016/17	5,381	£2,100,274.71	5,063	£1,723,863.59	318	£376,411.12	£1,555,595.26
2017/18	6,272	£2,623,108.53	5,753	£1,993,118.48	519	£629,990.05	£1,697,518.10
Totals	**31,079**	**£11,083,826.94**	**29,647**	**£9,384,634.02**	**1,432**	**£1,699,192.92**	**£8,742,820.02**

In terms of analysis of the Council Tax debts the following points should be noted:

- Of the £11.08m total debt over 6 years old, £8.74m is deemed to be irrecoverable by law or where recovery is exhausted. The remaining £2.34m is currently at an active recovery stage and/or payment is being made. However, some, but not all, of these may ultimately be deemed irrecoverable at a future point in time.
- Many debts are below £1,000 and the average debt per account where there is a balance of less than £1,000 is £316.
- The average debt per account over £1,000 is £1,186.
- There are 31,079 debts which can span several years for one account i.e., where a debtor has more than one year's arrears.
- In 2013/14 the number of Council Tax accounts with a debt to be written off almost doubles when compared to 2012/13. The Council Tax Support scheme was introduced in 2013/14 where Council Tax Support claimants had to pay a percentage of their Council Tax liability and the Adult Social Care precept introduced in 2016/17. From 2000/1 to 2017/18 Council Tax has increased and a Band D Council Tax has increased by £535.14.
- The amount of bad debt to be considered for write off is less than 1% of all Council Tax collected over the same period.

Evidence is held within the financial systems and document imaging systems for all debts written off. Where information comes to light after a debt is written off that deems the debt to be recoverable again then the debt is written back onto systems and recovery continues.

Table 2: BUSINESS RATES

Total debts under £1,000, over £1,000 and total irrecoverable debts by financial year as at 11 September 2023

Financial year	No of debts	Value of debt	No of debts <£1k	Value of debts <£1k	No of debts >£1k	Value of debts >£1k	Value of Irrecoverable debt
2005/06	1	£810.60	1	£810.60	0	£0.00	£810.60
2006/07	1	£837.40	1	£837.40	0	£0.00	£837.40
2007/08	9	£8,482.73	6	£3,163.48	3	£5,319.25	£8,482.73
2008/09	12	£22,103.77	7	£2,693.47	5	£19,410.30	£22,103.77
2009/10	8	£14,759.04	5	£2,608.08	3	£12,150.96	£14,759.04
2010/11	4	£12,892.91	0	£0.00	4	£12,892.91	£12,892.91
2011/12	8	£17,633.62	4	£2,380.34	4	£15,253.28	£17,633.62
2012/13	13	£20,224.45	5	£1,624.34	8	£18,600.11	£20,224.45
2013/14	18	£32,118.73	7	£2,468.68	11	£29,650.05	£32,118.73
2014/15	17	£40,184.28	8	£3,214.63	9	£36,969.65	£40,184.28
2015/16	24	£40,767.34	11	£3,685.07	13	£37,082.27	£40,767.34
2016/17	28	£74,423.49	11	£5,309.60	17	£69,113.89	£74,423.49
2017/18	49	£96,371.69	26	£12,021.36	23	£84,350.33	£96,371.69
Totals	**192**	**£381,610.05**	**92**	**£40,817.05**	**100**	**£340,793.00**	**£381,610.05**

Table 3: SUNDRY DEBTS

Total Sundry debts over £1,000, over £1,000 and total number of irrecoverable debts by financial year as at 31 August 2023

Financial year	No of invoices	Value of debt	No of debts <£1,000	Value of debts <£1,000	No of debts >£1,000	Value of debts >£1,000	Value of irrecoverable debt
1999/00	15	£52,905.05	0	£0.00	15	£52,905.05	£52,905.05
2000/01	0	£0.00	0	£0.00	0	£0.00	£0.00
2001/02	3	£639.44	3	£639.44	0	£0.00	£639.44
2002/03	7	£30,977.91	5	£333.97	2	£30,643.94	£30,977.91
2003/04	0	£0.00	0	£0.00	0	£0.00	£0.00
2004/05	3	£1,325.47	3	£1,325.47	0	£0.00	£1,325.47
2005/06	7	£4,519.42	6	£1,205.92	1	£3,313.50	£4,519.42
2006/07	10	£767.37	10	£767.37	0	£0.00	£767.37
2007/08	16	£2,052.00	16	£2,052.00	0	£0.00	£2,052.00
2008/09	19	£2,340.88	18	£1,240.00	1	£1,100.88	£2,340.88
2009/10	28	£26,452.88	24	£3,648.62	4	£22,804.26	£26,452.88
2010/11	11	£4,911.06	10	£649.77	1	£4,261.29	£4,911.06
2011/12	10	£107.43	10	£107.43	0	£0.00	£107.43
2012/13	23	£547.91	23	£547.91	0	£0.00	£547.91
2013/14	40	£13,910.51	37	£1,591.35	3	£12,319.16	£13,910.51
2014/15	45	£3,448.65	45	£3,448.65	0	£0.00	£3,448.65
2015/16	53	£10,599.42	48	£3,984.72	5	£6,614.70	£10,599.42
2016/17	106	£39,873.71	93	£6,223.12	13	£33,650.59	£39,873.71
2017/18	105	£169,257.96	91	£11,457.49	14	£157,800.47	£169,257.96
Totals	**501**	**£364,637.07**	**442**	**£39,223.23**	**59**	**£325,413.84**	**£364,637.07**

Table 4: ADULT SOCIAL CARE DEBTS

Total Adults debts over £1,000 and number of irrecoverable debts under £1,000 by financial year as at 31 August 2023

Financial year	No of invoice	Value of invoices	No of invoices <£1,000	Value of invoices <£1,000	No of invoices >£1,000	Value of invoices >£1,000	Value of irrecoverable debt
2006/07	1	£21,660.00	0	£0.00	1	£21,660.00	£21,660.00
2007/08	0	£0.00	0	£0.00	0	£0.00	£0.00
2008/09	0	£0.00	0	£0.00	0	£0.00	£0.00
2009/10	0	£0.00	0	£0.00	0	£0.00	£0.00
2010/11	5	£14,195.81	0	£0.00	5	£14,195.81	£14,195.81
2011/12	20	£32,455.81	6	£2,995.65	14	£29,460.16	£32,455.81
2012/13	21	£49,179.07	9	£3,740.46	12	£45,438.61	£49,179.07
2013/14	13	£12,024.14	9	£4,349.79	4	£7,674.35	£12,024.14
2014/15	19	£9,419.82	18	£7,698.22	1	£1,721.60	£9,419.82
2015/16	36	£25,610.11	34	£9,927.06	2	£15,683.05	£25,610.11
2016/17	75	£103,706.66	64	£23,863.31	11	£79,843.35	£103,706.66
2017/18	230	£183,932.27	190	£65,493.33	40	£118,438.94	£183,932.27
Totals	**420**	**£452,183.69**	**330**	**£118,067.82**	**90**	**£334,115.87**	**£452,183.69**

Table 5: HOUSING BENEFIT OVERPAYMENTS

Total Housing Benefit overpayment debts over £1,000, over £1,000 and total number of irrecoverable debts by financial year as at 31 August 2023

Financial year	No of debts	Value of debt	No of debts <£1,000	Value of debts <£1,000	No of debts >£1,000	Value of debts >£1,000	Value of irrecoverable debt
2009/10	66	£215,456.62	23	£9,506.28	43	£205,950.34	£67,938.15
2010/11	40	£72,140.13	19	£5,707.09	21	£66,433.04	£28,593.21
2011/12	114	£222,459.75	69	£27,083.58	45	£195,376.17	£101,909.07
2012/13	166	£394,446.15	97	£34,376.24	69	£360,069.91	£78,646.19
2013/14	206	£363,660.65	127	£46,370.66	79	£317,289.99	£108,205.89
2014/15	450	£757,973.83	272	£96,503.06	178	£661,470.77	£181,733.49
2015/16	485	£744,273.89	291	£87,858.28	194	£656,415.61	£197,980.69
2016/17	311	£362,009.67	214	£70,451.31	97	£291,558.36	£72,313.13
2017/18	486	£510,886.29	373	£129,149.46	113	£381,736.83	£127,646.39
Totals	2,324	£3,643,306.98	1,485	£507,005.96	839	£3,136,301.02	**£964,966.21**

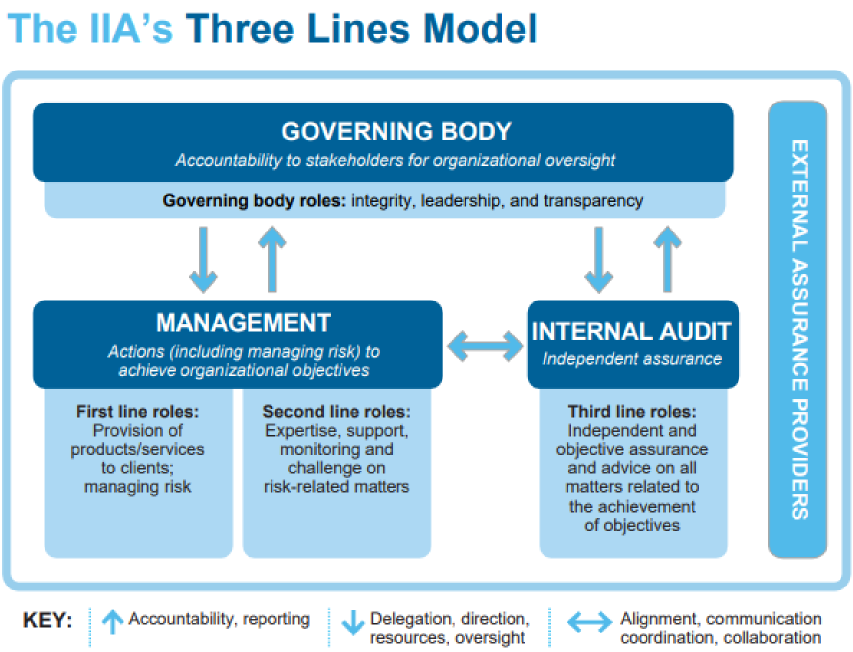
This page is intentionally left blank

Report to:	**EXECUTIVE CABINET**
Date:	20 December 2023
Executive Member:	Cllr Jacqueline North – First Deputy (Finance, Resources & Transformation)
Reporting Officer:	Carol McDonnell – Head of Assurance
Subject:	**RISK MANAGEMENT POLICY & STRATEGY**
Report Summary:	To present the Council's refreshed Risk Management Policy & Strategy, attached at **Appendix 1**, for approval.
Recommendations:	To approve the Risk Management Policy & Strategy.
Corporate Plan:	The Risk Management Policy & Strategy aims to effectively manage potential threats and opportunities to the Council achieving its strategic objectives, and therefore manages the risks of not achieving the corporate plan.
Policy Implications:	The Council's systems for managing risk are set out in the Risk Management Policy & Strategy which have been updated in this report.
Financial Implications: (Authorised by the statutory Section 151 Officer & Chief Finance Officer)	The Local Government (Accounts and Audit) Regulations require local authorities to have arrangements in place for the management of risk. Refreshing the Risks Management Policy & Strategy enables the Council to effectively fulfil this remit.
Legal Implications: (Authorised by the Borough Solicitor)	As above.
Risk Management:	Failure to effectively manage risk comprises the Council's ability to meet its strategic objectives.
Access to Information:	Not confidential
Background Information:	The background papers relating to this report can be inspected by contacting Carol McDonnell, Head of Assurance. Telephone: 0161 342 3231 e-mail: Carol.McDonnell@tameside.gov.uk

1. INTRODUCTION

1.1 The Local Government (Accounts and Audit) Regulations requires local authorities to have arrangements in place for the management of risk. The purpose of risk management is to effectively manage potential opportunities and threats to the Council achieving its objectives. Part of the remit of the Audit Panel is to 'monitor the effective development and operation of risk management'.

1.2 Current best practice integrates the disciplines of risk management and internal audit into a model of assurance. This model is intended to give assurance to those 'charged with governance' that the Council's major / significant risks are being effectively managed as well as providing early 'red flags' where attention is needed. The Institute of Internal Audit's 'Three lines' model best demonstrates this below:



1.3 At a meeting of the Audit Panel on 1 August 2023, the Panel were advised that the 'Three Lines' had been introduced as part of a number of enhancements to the Council's risk management arrangements as part of the Council's wider embedding of the assurance model, and the Panel were subsequently presented with the refreshed Risk Management Policy & Strategy on 21 November 2023.

2. EMBEDDING ASSURANCE

2.1 Good progress against the action plan reported to the Audit Panel in August 2023 has been made. This is set out as below:

Improvement Required	Action / Responsibility / Timescale	Quarter 2 Update (September 2023)
Directorate risk registers are not routinely in place.	Quarterly directorate risk registers (including escalating and de-escalating) risks from the strategic risk register will be put in place. Risk, Insurance and Information Governance Manager / Directors September 2023	Each Directorate has an updated Directorate Risk Register including the 'Three Lines' in place. **Implemented**

Improvement Required	Action / Responsibility / Timescale	Quarter 2 Update (September 2023)
There is no strategic risk management group or risk champions to promote and embed risk management across the organisation.	Each director will be asked to propose a champion from their directorate and a risk management group will be convened to meet quarterly. Risk, Insurance and Information Governance Manager / Directors September 2023	Risk Champions (RC) from each Directorate are now in place. Meetings are convened Quarterly. In addition, a training session was held at the first RC meeting which took place in September 2023. **Implemented**
Risk management arrangements for project and programmes require review.	Usually, Prince2 principles include a sound basis for risk management at this level. It is proposed that those responsible for major programmes / projects are included within the risk management group above. Risk, Insurance and Information Governance Manager / Directors September 2023	Programme and Project representatives are included in the above. **Implemented**
The risk policy / procedure needs to be updated to reflect changes and a programme of training is required.	The risk policy / procedure will be reviewed to accommodate the proposed changes and an appropriate programme of training put in place. The approach to risk appetite is to be developed. Risk, Insurance and Information Governance Manager December 2023	The risk management policy and strategy has been refreshed. See 2.2 below. **Implemented**

2.2 The risk management policy and strategy 2021-23 has been refreshed. Key changes to the document detailed at **Appendix 1** are:

- Update of role titles e.g., Head of Assurance, Assurance Team and complete refresh of roles and responsibilities at Appendix A in line with best practice.
- Inclusion of new governance arrangements now in place e.g., Assistant Directors Delivery Group, Strategic Risk Management Group.
- Update of risk management arrangements at 3.2 of the document to include the four T's (tolerate, treat, transfer, terminate) and a working description of the 'Three Lines approach'.
- A new risk appetite statement at Appendix 3.

3. RECOMMENDATIONS

3.1 As set out at the front of the report.

This page is intentionally left blank

APPENDIX 1

RISK MANAGEMENT POLICY AND STRATEGY 2023 - 2025

Tameside Metropolitan Borough

CONTENTS

RISK MANAGEMENT POLICY STATEMENT

1. DEFINITION OF RISK MANAGEMENT

"All activities of an organisation involve risks. Risk management aids decision making by taking account of uncertainty and its effect on achieving objectives and assessing the need for any actions". To control the risks an appropriate risk management process should be in place which requires "identification and analysis of risks, evaluating their likelihood and potential impact to determine the most effective methods of controlling them, or responding to them. It is a means of maximising opportunities and minimising the costs and disruption to an organisation caused by undesired events".

2. POLICY STATEMENT

The Council recognises that it has a responsibility to reduce and control risks effectively in order to manage its assets and liabilities, protect its employees and community against potential losses, minimise uncertainty in achieving its goals and objectives and maximise the opportunities to achieve its vision.

The Council is aware that risks can never be eliminated fully and it has in place a strategy that provides a structured, systematic and focused approach to managing risk. However, risk management is not about being 'risk averse', it is about being 'risk aware'. Some amount of risk taking is inevitable and necessary if the Council is to achieve its objectives. By being 'risk aware', the Council is in a better position to avoid threats, take advantage of opportunities and ensure its objectives and goals are realised.

Risk management is an integral part of the Council's corporate governance arrangements and has been built into the management processes as part of the Council's overall framework to deliver continuous improvement.

3. OBJECTIVES

The objectives of the Council's risk management strategy are to: -

- Effectively manage potential threats and opportunities to the Council achieving its strategic objectives;
- Minimise the impact and/or likelihood of risks occurring in order to prevent death, injury, damage and losses, and reduce the cost of risk;
- Minimise the impact and/or likelihood of risks that could damage the reputation of and public confidence in the council;
- Raise awareness of risk management to all members and staff, making it an integral part of their thinking and actions and integrate risk management into the culture of the Council and its processes;
- Ensure a robust framework is in place to identify, assess and manage the risks facing the Council;
- Anticipate and respond to changing social, economic, environmental and legislative requirements;
- Inform policy and operational decisions by identifying risks and their likely impact and thereby improve use of resources.

These objectives will be achieved by: -

- Establishing clear roles, responsibilities and reporting lines within the Council for risk management;
- Maintaining risk registers at Strategic and Service levels, with risks linked to the Council's strategic, operational and partnership objectives;
- Reporting of risks to Service Management, Assistant Director Delivery Group (ADDG), Single Leadership Team (SLT) and the Audit Panel to ensure risk management is an integral part of Council management and decision-making;
- Ensuring the knowledge and skills of those engaged with the risk management process meet best practice by providing risk management training and awareness sessions;
- Purchasing insurance for those risks, which cannot be avoided or reduced further, always retaining risk where this is economically attractive;
- Effective communication with, and the active involvement of, employees in the risk management process, and
- Monitoring arrangements on an ongoing basis.

The Risk Management Strategy details how the above points are managed and implemented within the Council.

4. RESPONSIBILITY FOR RISK MANAGEMENT

The Council recognises that it is the responsibility of all members and employees to have regard for risk in carrying out their duties. If uncontrolled, risk can result in a drain on resources that could better be directed to front line service provision and to the meeting of the Council's objectives and community needs.

RISK MANAGEMENT STRATEGY

1. INTRODUCTION

The Council provides a wide range of services. It is important that risks are managed effectively to prevent death, injury, operational disruption, reputational damage, and protect and preserve our assets from loss or damage that may affect our ability to provide the services to the residents of the Borough.

The aim of this Risk Management Strategy is to provide an effective framework whereby, having identified and evaluated its risks, the Council can design and implement appropriate measures to reduce the impact of those risks, where it would be cost-effective to do so. The explicit and measured acceptance of residual risk represents the Council's risk appetite; the objective is not to eliminate risk totally from service delivery and central support activities but to manage them.

The following methodology describes how to manage the threats and enhance the opportunities to support the efficient achievement of the aims and objectives of the Council: -

- Identify all potential areas of loss;
- Analyse the likelihoods and impacts of these risks;
- Work out how to mitigate or control the potential losses; and
- Continually review what is done to make sure actions are effective.

2. THE BENEFITS OF RISK MANAGEMENT

Effective risk management will deliver a number of tangible and intangible benefits to individual services and to the Council as a whole: -

- **Improved strategic management**
  - Greater ability to deliver against objectives and targets
- **Improved operational management**
  - Reduction in interruptions to service delivery
  - Reduction in managerial time spent dealing with the consequences of a risk event having occurred
  - Improved health and safety of those employees and those affected by the Council's undertakings
  - Increased effectiveness of change projects and programmes
- **Improved financial management**
  - Better informed financial decision making
  - Enhanced financial control
  - Reduction in financial costs associated with losses due to service interruption, compensation payments and litigation etc.
  - Reduction in insurance premiums
- **Improved customer services**
  - Minimal service disruption to customers and a positive external image as a result of all of the above.

3. THE RISK MANAGEMENT PROCESS

The purpose of the strategy is to ensure a consistent and structured approach to risk management across the whole Council and that the objectives identified in the Risk Management Policy are achieved. This will be delivered by the following: -

3.1 Roles and Responsibilities

Identifying and allocating roles and responsibilities for Risk Management is essential if the strategy is to be developed, implemented, embedded and reviewed effectively. All roles are outlined in **Appendix A**.

3.2 Arrangements for Managing Risks

To manage risks effectively, they need to be systematically identified, analysed, controlled and monitored. The Risk Management Guidelines including the Risk Register Template are detailed in **Appendix B** but a summary of the Council's arrangements is as below.

Risk Identification - Risk cannot be managed unless it is first identified. The aim of risk identification is to identify possible risks that may affect, either negatively or positively, the objectives of the business. Answering the following questions identifies the risk: What can happen? Why can it happen? What are the risks of doing/not doing something?

Risk Assessment and Prioritisation - The risk analysis step will assist in determining which risks have a greater consequence or impact than others, which allows senior management to focus resources on those risks that would significantly impact the Council. Risk analysis involves combining the possible consequences, or impact, of an event, with the likelihood of that event occurring. The result is a 'level of risk'.

Risk Scoring - The methodology for scoring individual risks can be found at Appendix B.

Actions to Mitigate the Risk - This step is about deciding whether risks are acceptable or need treatment.

Risk Acceptance - A risk may be accepted for the following reasons:

Tolerate the risk:

- The cost of treatment far exceeds the benefit, so that acceptance is the only option
- The level of the risk is so low that specific treatment is not appropriate with available resources
- The risk is such that there is no treatment available, for example this action is common for large external risks for which the Council has little or no control.

NB Even when these risks are tolerated, they should still be monitored because future changes may occur that make the risk no longer tolerable.

Treat the risk - Risk treatment involves identifying options for treating or controlling risk, in order to either reduce or eliminate negative consequences, or to reduce the likelihood of an adverse occurrence. When implementing the mitigating actions, it is important to ensure that adequate resources are available, a timeframe has been defined and responsibilities have been assigned for monitoring progress against the actions. Escalation to SLT may be required if these are out of your control or need to be shared with other services. Most strategic and directorate risks are examples of this.

Transfer the Risk - Transference is a risk management strategy which involves the transfer of the impact and management of the risk to someone else. Purchasing insurance is a common example of transferring risk from an individual or entity to an insurance company.

Terminate the risk - Terminating Risk is the simplest and most often ignored method of dealing with risk. It is the approach that should be most favoured where possible and simply involves risk elimination. This can be done by altering an inherently risky process or practice to remove the risk. The same can be used when reviewing practices and processes in all areas of the business. An example of this would be stopping a high-risk operation or activity.

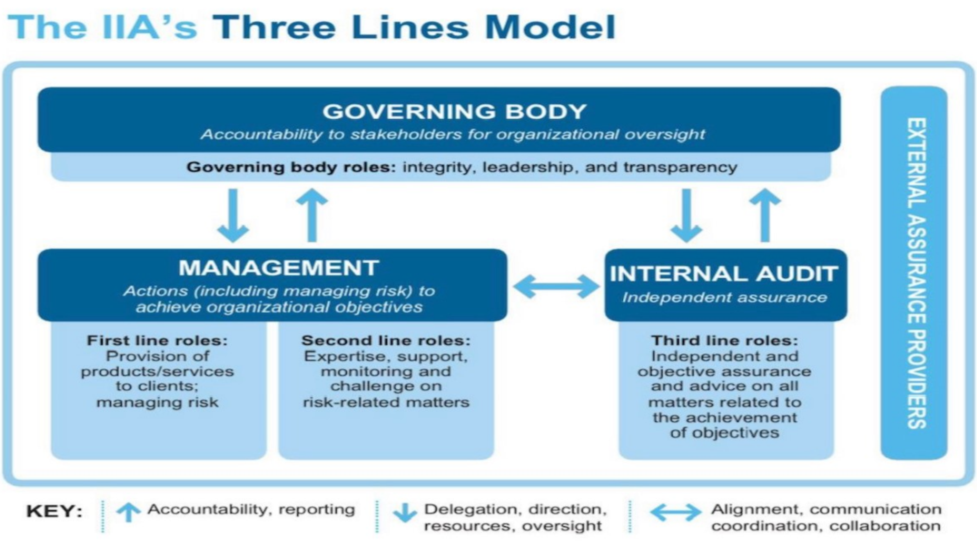
If an item presents a risk and can be changed or removed without it materially affecting the business, then removing the risk should be the first option considered; rather than attempting to treat, tolerate or transfer it.

Three Lines of Assurance

Strategic and directorate risk registers are produced by assessing the risk factors that could potentially impact on the Council's ability to deliver its strategic plan. This assessment ensures that there is the right balance of measures in place to control the potential risk to the Council's objectives. Risks are assessed based on their likelihood of occurrence and potential impact.

By multiplying these scores together, each risk receives a score. The 3 lines of assurance against each risk are then considered as follows:

- 1st line – the day to day operations of the internal control systems to mitigate the risk.
- 2nd line – management oversight and monitoring of controls in place to mitigate the risk.
- 3rd line – independent assurance from internal / external audit and other assurance sources of controls in place to mitigate the risk (e.g. OFSTED, CQC).



Where risks are outside of the risk appetite or target, they are required to be actively managed to bring them back within tolerance or target.

3.3 Monitoring Risks

Progress in managing risks will be monitored and reported on by the following: -

- **Assurance Team**

The risks recorded in the Risk Register Templates will be reviewed and challenged by the Assurance Team to ensure that risks have been captured in relation to the specific service area or unit and also to identify any potential areas, which require support or training.

- **SLT and ADDG**
  SLT and ADDG will receive quarterly reports on the Strategic Risk Register and any significant operational/service risks and call managers to account to challenge and learn from risk management experience across the council. This is informed by directorate risk champions who form the Strategic Risk Champions Group.
- **Audit Panel**
  The Audit Panel receives quarterly progress reports including the Strategic Risk Register providing an update for members on risk management activities to enable them to challenge the risk management process in place in order to ensure that risks are being properly managed across the Council.

Internal Audit will carry out reviews of the Council's risk management arrangements to provide independent assurance as to their effectiveness. In view of the Head of Assurances key role in risk management, the audit will be undertaken by an Independent of the audit function.

Internal Audit has adopted a risk based approach and is therefore giving assurance that risks are being identified, assessed and managed constantly throughout the year whilst delivering the Annual Audit Plan. Their work is identified in the 3rd line of assurance.

The Head of Assurance reviews the Strategic Risk Register as part of the audit planning process to ensure that the strategic risks are used to inform the Internal Audit Plan.

3.4 Training and Communication

Training in risk management methodology and techniques will be provided to those officers with direct responsibility for and involvement in leading and directing the risk management process across the Council, i.e. representatives from: -

- Assurance Team
- Corporate Risk Champions Group
- Assistant Director Group
- Service Unit Managers
- Single Leadership Team

Risk Management training will be provided for all managers/officers responsible for managing risks via risk workshops and/or by one to one support sessions to further embed the risk management process.

The Assurance function will also provide advice and support to managers, for specific projects or undertakings to ensure the management of risks and discuss any implications for insurance cover as some policies have specific requirements that have to be adhered to.

Risk awareness is a built in part of the audit process as all audits are undertaken on a risk basis and therefore the management of risks is a continual process.

Risk Management awareness sessions for all members and in particular the members of the Audit Panel will be reviewed and delivered in consultation with Training and Organisational Development.

3.5 Review of Risk Management Strategy

This strategy will be reviewed biennially to ensure that it is still relevant, meets the requirements of the Council, its staffing structures and services and takes into account the dynamic nature of risk management.

4. RISK APPETITE

Risk appetite can be defined as "the amount and type of risk that an organisation is prepared to seek, accept or tolerate".

Generally organisational attitudes to risk, including public sector organisations, can be said to range across a spectrum of attitudes and appetites.

It is important to note that risk appetites may often vary across different types of risk at different times, and may even vary across directorates. An organisation's overall risk appetite can often be a composite or aggregate of these different risk appetites or be individual dependent on the risk.

The Council's current approach to risk appetite is set out in the appetite statement at **Appendix 3.**

5. RISK MATURITY

The effectiveness of the Council's risk management systems, in identifying and managing their principal business risks, can be assessed against the five levels of risk maturity. These are as follows.

- Risk Naïve - No formal approach developed for risk management.
- Risk Aware - Scattered silo based approach to risk management.
- Risk Defined - Strategy and policies in place and communicated. Risk appetite defined.
- Risk Managed - Enterprise wide approach to risk management developed and communicated.
- Risk Enabled - Risk management and internal control fully embedded in the operations.

The Council's aim is to be risk managed.

6. PARTNERSHIPS

Working in partnership usually means that organisations will commit some level of resources, which may be significant, in terms of officer time or direct financial funding to develop and subsequently deliver the desired outcome.

Due to this level of commitment partnerships need to carefully consider the allocation of risks and ensure that these are duly recorded in case of future challenge. The Risk Register Template can be adopted for this purpose.

By using an identified Risk Management Strategy within a partnership, this will allow the risks of the Council to be mitigated as much as possible and support the objectives of the partnership towards a successful outcome.

7. INSURANCE COVER

The Assurance function procures insurance cover on behalf of the Council to allow the transfer of certain risks. Consultation takes place annually at the renewal stage with appropriate service area officers to ensure that the covers required are still relevant and that asset valuations included in the schedules are kept up to date and remain appropriate.

Advice and guidance is provided to managers/officers as and when required in relation to insurance risk transfer.

8. CONCLUSION

Risk Management is an important aspect to the effective overall management of the Council. It can benefit the achievement of objectives, whilst protecting the Council and community against preventable hazards.

In addition to offering cost savings it can also encourage innovation with undertakings on the basis that risks are identified and are reduced to acceptable levels, to ensure positive outcomes can be achieved.

Many of the skills and resources needed to manage risk effectively already exist within the Council. This strategy offers a structured approach, to assist with the process and support the application of the risk management methodology.

ROLES AND RESPONSIBILITIES

Group	Role
Elected Members of the Council	All Members have strategic responsibility for risk management as part of their responsibility for governing the delivery of local services. The Council approves the Annual Governance Statement which includes commentary on risk management, how it has been applied during the year and how effective the arrangements are. Members should seek to explore and understand service risks in the process of formulating policy and decision making. All decisions put before Members include information on the risk impact of making these decisions, and the risk of not making the decision.
Audit Panel	Have overall responsibility for the direction of Risk Management Strategy. Members have responsibility for embedding risk management throughout the Council, including developing, approving, and challenging the Risk Management Framework. Approve the Risk Management Policy & Strategy. Consider the effectiveness of the Council's risk management arrangements as part of seeking assurance on the overall governance and control environment. Seek assurance that action has been taken on risk- related issues identified by Internal and External Audit. Ensure that the Council's Annual Governance Statement, properly reflect the risk environment and any actions required to improve it. Attend risk management training
Chief Executive	Has the responsibility for maintaining a sound system of internal control which manages the key risks to the achievement of the Council's policies, aims and objectives. Also has a key role to play in promoting and supporting the Risk Management Strategy.
Single Leadership Team	Contribute towards the identification and management of strategic and cross cutting opportunities and threats facing the Council. Receive and consider reports on key strategic risks, including the Annual Governance Statement Review and approve the Strategic Risk Register on a regular basis. Promote the integration of risk management principles and risk awareness into the culture of the Council and its partners.

Group	Role
Assistant Director Delivery Group	Own and address the management of Directorate risks. Ensure the risk management framework is operational and embedded within each Directorate. Escalate relevant risk up to the SLT for inclusion in the strategic risk register. Ensure risk management is a regular item on directorate team meetings. Nominate a Risk Champion from the Directorate Management Team to sit on the Strategic Risk Management Group.
Heads of Service / Service Unit Managers	Identify, analyse, and profile service risks, including new and emerging risks. Regularly update and maintain service and project risk profiles and risk registers. Ensure risk management is a regular item at team meetings. Maintain awareness of and promote the approved risk management policy and strategy to all staff and partners, where relevant. Ensure that risk management is incorporated into service plans, business plans and performance management. Ensure compliance with all risk management procedures which are integrated within corporate procedures and strategies. Own and address the management of risks on the Departmental Risk Registers. Ensure high risks are raised with the Director and considered for the Directorate Risk Register. Development, implementation, and review of mitigation plans. Identify training needs and ensure these are met. Encourage staff to develop and maintain a positive risk management approach.
Head of Assurance, Risk & Insurance and Information Governance Manager	To advise where necessary all the above groups. To maintain the corporate policies and procedures in respect of risk management. To facilitate the reporting of progress in respect of risk management. To report to the Audit Panel on the Council's Risk Management arrangements and via the Annual Governance Statement.
Internal Audit	Provide an independent review of the corporate approach to risk management and compliance with it. Contribute to the accuracy and integrity of the strategic risk register (as part of the risk-based approach to audit), with particular regard to the effectiveness of mitigating actions and fraud risk. Uses the Council's risk registers to formulate the annual audit plan and employs a risk-based approach to auditing.

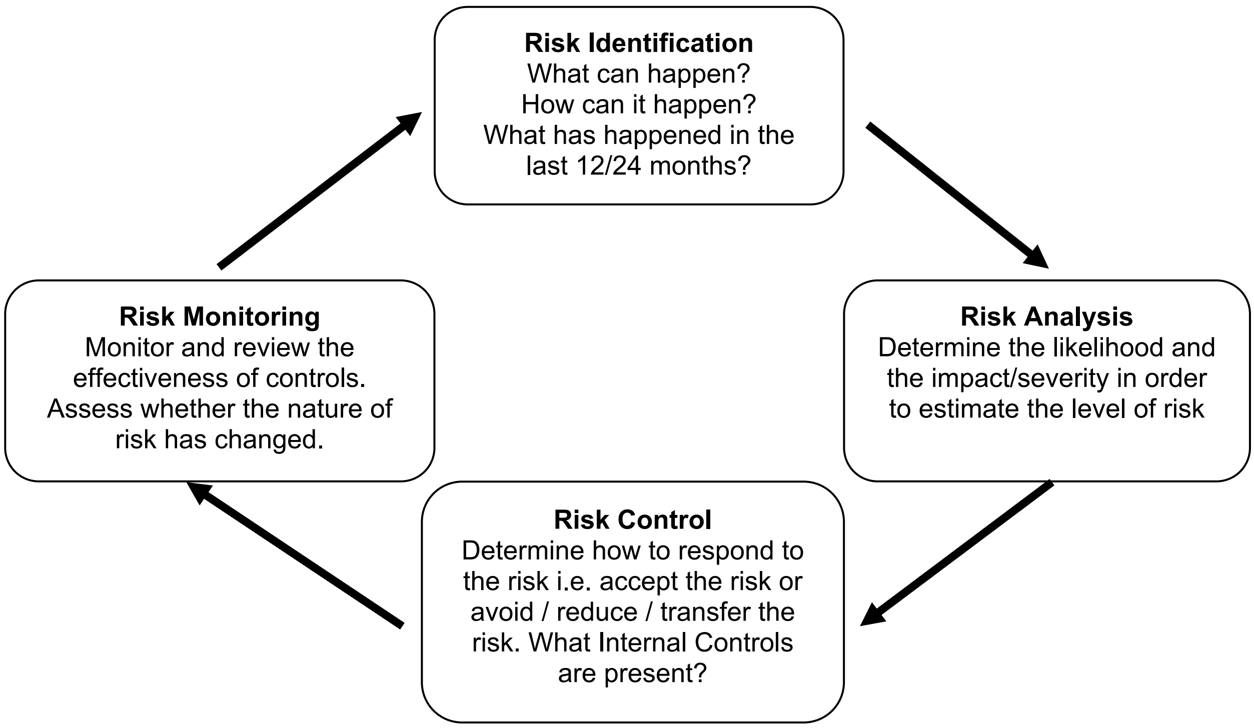
Group	Role
Strategic Risk Management Group	Have oversight of the arrangements in place in respect of the management of all risks on the Strategic Risk Register and Directorate Risk Registers. To review and make recommendations to Directorate, ADDG and SLT in respect of risk management. To oversee and agree changes and additions to existing corporate policies, guidelines, and procedures in respect of risk management.
All Employees	Maintain an awareness of risks and contribute to the control / action process as appropriate. Complete all allocated risk management training.

RISK MANAGEMENT GUIDELINES

1 RISK MANAGEMENT CYCLE

1.1 The 4 stages in the risk management cycle are illustrated in the diagram below:

The Risk Management Cycle



2 RISK REGISTER

2.1 A risk register template has been developed in Excel for completion and it is attached below.

Copy of Resources Directorate Risk Regis

2.2 The Risk Register requires the following:

- Risk link to the corporate / directorate plan
- Reference number for identification
- Risk description
- Risk scores (inherent, residual and target)
- Risk owner
- The three lines of assurance against the risk
- Actions, responsibilities and timescales where the risk is not at target, or within appetite.
- Red, Amber, Green (RAG) rating of current risk status.

2.3 The risk rating is arrived at by multiplying the impact score by the likelihood score. The cell within the spreadsheet is formatted so that the cell will be colour coded as shown below.

			IMPACT				
			Insignificant (Negligible) 1	Minor 2	Medium 3	Major 4	Major Disaster 5
LIKELIHOOD	Almost Certain	5	5	10	15	20	25
	Very Likely	4	4	8	12	16	20
	Likely	3	3	6	9	12	15
	Unlikely	2	2	4	6	8	10
	Very Low	1	1	2	3	4	5

Inherent, Residual and Target Risk Scores

These must be captured for every risk.

The Inherent Risk Rating is the gross score calculated on the basis that no control measures have been put in place, or that all controls are failing.

The Residual Risk Rating is the net score taking the positive effect of all current existing controls into consideration.

The Target Risk Rating is the net score to bring the risk within appetite i.e. where the risk score needs to be had all mitigations been effective.

The reduction in the Residual Risk Rating in comparison to the Inherent Risk Rating is a measure of the effectiveness of risk management controls.

2.4 Risk Scoring Descriptors

Guidance on how to assess and determine which score to assign to both the impact and likelihood of each risk is provided below.

Impact Scores

1	Very Low	No injuries beyond ‘first aid’ level, No significant disruption to service capability, Unlikely to cause any adverse publicity, Low impact on a strategic objective, Low impact on an operational objective, Can be easily remedied, Low stakeholder concern, Damage to an individual’s property without any injury.
2	Minor Impact	Minor disruption to the achievement of a strategic objective, Minor disruption to the achievement of an operational objective, Short term effect which may be expensive to recover from. Creates minor stakeholder concern, Minor injury to an individual or several people.
3	Moderate Impact	Medical treatment required - long-term injury, Short-term loss disruption of service capability, Needs careful public relations, No more than 10 people involved, High potential for complaint, litigation possible, Breaches of regulations/standards, Delays the achievement of a strategic objective, Delays the achievement of an operational objective, Medium term effect on recovery, Creates moderate stakeholder concern, Severe injury to an individual or several people.

4	High Impact	Extensive, permanent injuries, long-term sick, Medium-term loss of partnership capability, Adverse local publicity, Up to 50 people involved, Litigation to be expected, Breaches of the law punishable by fines only, Major delay in the achievement of a strategic objective, Major delay in the achievement of significant operational objective(s), Significant delays in recovery. Creates significant stakeholder concern, Major injury to an individual or several people.
5	Severe Impact	Death, Adverse national publicity, More than 50 people involved/affected, Litigation almost certain and difficult to defend, Breaches of law punishable with imprisonment, Prevents the achievement of a strategic objective, Prevents the achievement of significant operational objective(s), Very difficult and possibly long term recovery, Creates major stakeholder concern.

Likelihood Scores

Grade Descriptor	**1**	**2**	**3**	**4**	**5**
Percentage	<15%	15-39%	40-59%	60-79%	>80%
Probability	Only occur in exceptional circumstances	Unlikely to occur	Reasonable chance of occurring	More likely to occur than not	Almost certain or happening now

2.5 Updated copies of Risk Registers need to risk.management@tameside.gov.uk so that a central depository can be maintained.

2.5 Risk Registers need to be regularly reviewed once completed to ensure they are still relevant and to capture any changes to risk to risk rating or the controls in place. Where proposed actions are identified to further mitigate a risk these need to be monitored more closely to ensure the desired outcome is achieved.

2.6 Risk registers relating to specific programmes or projects (including service redesigns) need to be revisited on a regular basis to ensure that the risks are managed. These risks will be captured by the accepted programme / project approach engaged for the project e.g. Prince 2.

3 SUPPORT AVAILABLE

3.1 Support and further guidance on preparation of risk registers, or any aspect of risk management, is available from the Assurance Service.

3.2 Support can be tailored to meet the specific needs of individual Services, teams and managers. To discuss your requirements please contact the Risk, Insurance and Information Governance Team on risk.management@tameside.gov.uk.

RISK APPETITE STATEMENT

Risk Appetite Definition

Risk appetite is best summarised as *"the amount and type of risk the Council is willing to secure its strategic objectives".*

Why is Risk Appetite Important?

Clearly defining the council's appetite for risk provides guidance to all officers, managers, members and partners on the level of risk which can be accepted by the council and the level of risk which needs to be avoided or reduced by way of mitigation as a priority in the pursuit of our objectives.

The benefits of adopting a risk appetite include:

- Supporting informed decision-making
- Reducing uncertainty
- Improving consistency across governance mechanisms and decision-making;
- Supporting performance improvement
- Focusing on priority areas within an organisation
- Informing spending review and resource prioritisation processes.

Risk Appetite Statement

The Council aims to be risk aware, but not overly risk averse and to actively manage business risks to protect and grow the organisation. To deliver its strategic aims, the organisation recognises that it will have to take and manage certain risks.

Risk Appetite	Description
Averse	Avoidance of risk and uncertainty in achievement of key deliverables or initiatives is key objective. Activities undertaken will only be those considered to carry virtually no inherent risk.
Minimalist	Preference for very safe business delivery options that have a low degree of inherent risk with the potential for benefit/return not a key driver. Activities will only be undertaken where they have a low degree of inherent risk.
Cautious	Preference for safe options that have low degree of inherent risk and only limited potential for benefit. Willing to tolerate a degree of risk in selecting which activities to undertake to achieve key deliverables or initiatives, where the Council has identified scope to achieve significant benefit and/or realise an opportunity. Activities undertaken may carry a high degree of inherent risk that is deemed controllable to a large extent.
Open	Willing to consider all options and choose one most likely to result in successful delivery while providing an acceptable level of benefit. Seek to achieve a balance between a high likelihood of successful delivery and a high degree of benefit and value for money. Activities themselves may potentially carry, or contribute to, a high degree of residual risk.
Eager	Eager to be innovative and to choose options based on maximising opportunities and potential higher benefit even if those activities carry a very high residual risk.

Appetite levels will be varying, for example, for certain risk categories our risk appetite will be cautious whereas the Council may be open/eager for risk and willing to carry risk in the pursuit of important objectives. The risk appetite for each category will influence the acceptance of a particular risk and the extent of the mitigation that is required.

The Council's upper limit appetite levels for these principal categories of risk are as follows:

- **Governance Risks** – The council has a **Minimalist** appetite for risks arising from unclear plans, priorities, authorities and accountabilities, and/or ineffective or disproportionate oversight of decision-making and/or performance.
- **Service Provision/Business Continuity Risks** – The council has a **Cautious** appetite for Risks arising from inadequate, poorly designed or ineffective/inefficient internal processes resulting in fraud, error, impaired customer service (quality and/or quantity of service), non-compliance and/or poor value for money.
- **Legal & Regulatory risks** – The council has a **Minimalist** appetite for risks arising from a defective transaction, a claim being made (including a defence to a claim or a counterclaim) or some other legal event occurring that result in a liability or other loss, or a failure to take appropriate measures to meet legal or regulatory requirements or to protect assets (for example, intellectual property).
- **Financial risks** – The council has a **Cautious** appetite for risks arising from not managing finances in accordance with requirements and financial constraints resulting in poor returns from investments, failure to manage assets/liabilities or to obtain value for money from the resources deployed, and/or non-compliant financial reporting.
- **Project/Programme risks** – The council has a **Cautious/Open** appetite for risks that change programmes and projects are not aligned with strategic priorities and do not successfully and safely deliver requirements and intended benefits to time, cost and quality.
- **Reputational risks** – The council has a **Minimalist** appetite for risks arising from adverse events, including ethical violations, a lack of sustainability, systemic or repeated failures or poor quality or a lack of innovation, leading to damages to reputation and or destruction of trust and relations

REPORT TO:	**EXECUTIVE CABINET**
DATE:	20 December 2023
SUBJECT:	**GM CHILDREN'S SOCIAL WORKER WORKFORCE PLEDGE**
LEAD OFFICER:	Tracy Brennand, Assistant Director, People and Workforce Development
REPORT SUMMARY:	The report outlines: • The introduction of the GM Pledge which sets out a series of commitments relating to the use of agency Children's Social Workers across Greater Manchester with the ultimate aim of providing stability for vulnerable children and young people and tackling the high use of agency workers. • Recommendations for the adoption and implementation of the GM Pledge in Tameside Council, effective from 1 November 2023.
RECOMMENDATIONS:	That Executive Cabinet be recommended to agree: (i) That all commitments contained within the GM Pledge (*Appendix 1*) are adhered to and implemented in the timeframes set out within this report. (ii) That the organisation continues to engage with the requirements and agreements set out within the GM Pledge for an initial 12 month period with review at that time.
REASON FOR RECOMMENDATION:	Across the region there are significant numbers of children who are experiencing changes of Social Worker. Local authorities in Greater Manchester have come together with a collective ambition to improve the experience and lives of children and families by providing a stable workforce. This, in turn, will support our organisation to reduce the costs associated with employee turnover and high numbers of agency workers. The GM Pledge also contributes towards tackling children's social care budget pressures caused by the high cost of agency staff. It is recognised that a collective approach is required to tackle this issue.
ALTERNATIVES CONSIDERED:	The current difficulties with recruitment of permanent Social Workers has led to rise in the use of agency workers across Children's Social Care. Other local authorities are facing the same challenges. The result is a market that allows agency workers to move easily between organisations, often for higher rates of pay. The commitments within the GM Pledge aim to address this situation by primarily introducing standard rates across GM authorities. An alternative to this approach is to continue to face rising challenges associated with the use of agency Social Workers. This includes lack of continuity of care for children and families within Tameside and excessive costs.
FINANCIAL IMPLICATIONS: **(Authorised by Section 151 Officer)**	Difficulties with permanent recruitment have resulted in high levels of agency social workers at Tameside. There are currently61 agency social workers with a full year forecast spend of £3.890m against a budget of £3.225m, giving an overspend of £0.665m. This is a pressure felt nationally along with GM colleagues. The Independent Review of Children's Social Care found Agency Social Workers caused a pressure of over £100m nationally and 44% of respondents

stated that there was never or rarely sufficient social workers in the right places to effectively support children, resulting in greater risk for children and families, higher caseloads and increased waiting lists and delays leading to higher costs.

Role	No.	Hourly Rate Tameside Current £	Hourly Rate GM Pledge Max £	Risk £	FYE Risk £	Saving / Cost Avoidance £
Team Manager	1	40	46	6	10,656	
	2	42	46	4	14,208	
	8	45	46	1	14,208	
	1	48	46	0	0	-3,552
	1	52	46	0	0	-10,656
	13				**39,072**	**-14,208**
Senior Practitioners / Practice Managers	2	37	43	6	21,312	0
	1	42	43	1	1,776	0
	2	45	43	0	0	-7,104
	5				**23,088**	**-7,104**
Social Worker	21	35	40	5	186,480	0
	3	38	40	2	10,656	0
	18	40	40	0	0	0
	1	42	40	0	0	-3,552
	43				**197,136**	**-3,552**
	61				**259,296**	**-24,864**

There are currently 5 Social Workers who are being paid above the maximum rates in the GM Pledge, who if moved to the threshold would realise a full year cost reduction of £0.027m. There is a risk that current or new social workers would look to receive the maximum rate. If all currently social workers did this there would be a full year increase of £0.282m. Contract negotiations would be expected to maintain the majority of social workers below these maximum levels.

By looking to control the market this should reduce the turnover of permanent and agency staff, improving the level of care provided to children and decrease the overspend on agency social workers. It is recognised this will take time to embed and realise cost benefits as a result of the pledge.

LEGAL IMPLICATIONS:

(Authorised by Monitoring Officer)

There are no legal issues arising from the proposals contained in the report. Whilst any agency contract has to comply with the Agency Worker Regulations 2010 and associated Guidance the recommendations of the report do not contravene the requirements of the Regulations.

RISK MANAGEMENT:

The GM Pledge is overseen by Directors of Children's Services who are responsible and accountable for ensuring that service managers, HR, Managed Service Providers and agency suppliers implement the GM Pledge in a timely and appropriate manner. The outcomes of the GM Pledge will be monitored and reviewed by the Director of Children's Services alongside the Assistant Director People and

Workforce Development.

EQUALITIES:

The aim of the GM Pledge is to create a stable workforce and drive an overall reduction in the use of agency workers for the benefit of children and families in Tameside. An assessment has been made of impact to existing agency workers and this will be managed as set out within the report. Changes will apply across the agency workforce and will not impact any individual based on personal characteristics.

LINKS TO CORPORATE PRIORITES:

The GM Pledge is being introduced with the primary purpose of improving the experience and outcomes for children and families within our social care service. This is a key priority within our Corporate Plan. The GM Pledge will specifically contribute towards providing the best start in life for children, and creating resilient families and supportive networks.

ACCESS TO INFORMATION

The background papers relating to this report can be inspected by contacting the report writer Jennifer Tyson (Head of HR Strategy and Operations)

Telephone: 0161 342 2938 / 07812 538136

E-mail: jennifer.tyson@tameside.gov.uk

Details of appendices attached to the report:

Appendix 1 – GM Pledge

Appendix 2 – Manager's briefing

Appendix 3 – Frequently Asked Questions

1 INTRODUCTION

1.1 Senior leaders across all 10 Greater Manchester boroughs including Chief Executives, Directors of Children's Services, HR Directors and the GM Children's Board have agreed to introduce a GM Pledge in Children's Social Care from 1 November 2023.

1.2 Local government is facing significant recruitment challenges across all areas, with a particular challenge relating to the recruitment and retention of Social Workers. This has led to a buoyant agency market which allows agency workers to demand higher pay rates, and to move easily between organisations. The result is instability for children and families, instability within the workforce, and rising cost pressures.

1.3 The GM Pledge sets out a series of commitments related to the use of agency social workers across Greater Manchester with the ultimate aim of providing stability for vulnerable children and young people through a reduction in the use of agency workers.

2 OBJECTIVES OF THE PLEDGE

2.1 Across the region there are significant numbers of children who are experiencing changes of Social Worker. Local authorities across Greater Manchester have come together to realise a collective ambition to improve the experience and lives of children and families through the provision of a stable workforce.

2.2 This, in turn, will support Tameside Council to reduce the costs associated with employee turnover and high numbers of agency workers. The GM Pledge also contributes towards tackling children's social care budget pressures caused by the high cost of agency staff.

2.3 The GM Pledge recognises the need to respond to these challenges collectively and in co-operation, providing clear protocols and mechanism of control.

3 SCOPE

3.1 The GM Pledge covers agency workers within Children's Social Care professional teams. Job titles vary across local authorities but for clarity the following roles within Tameside will be included:

- Team Managers
- Senior Practitioners
- Practice Managers
- Social Workers
- Independent Reviewing Officers

3.2 All 10 local authorities that make up Greater Manchester are signed up to the GM Pledge. This includes the following local authorities alongside Tameside Council:

- Bolton
- Bury
- Manchester
- Oldham
- Rochdale
- Salford
- Stockport
- Trafford
- Wigan

4 PLEDGE AIMS

4.1 The following aims have been set out and will be monitored throughout the initial 12 month period to measure success and outcomes:

- To provide better care and support for vulnerable children and young people - an over reliance on agency social workers rather than permanent employees means that children and families may have a more unstable social care experience, which can leave them feeling frustrated and unsupported.
- The increasing use of agency social workers is contributing to workforce challenges across Greater Manchester and proving to be costly to local authority budgets.
- Agency social workers also cost more to the local authority than a permanent social worker reducing levels of resource that may otherwise be available for wider services.
- To reduce the excess cost and profiteering of some agencies so that vital funds can be reinvested back into support for children and families.
- Setting shared standards around things like references and experience will also improve the quality of workers.
- By working together across Greater Manchester on the Pledge, local authorities will be able to hold one another to account and provide mutual support and assistance to other GM local authorities.

4.2 The introduction of the GM Pledge will also help meet the potential national rules on the use of agency staff recommended as part of the Independent Review of Children's Social Care commissioned by the Government in 2021.

5 GOVERNANCE

5.1 The GM Pledge is collectively overseen by Directors of Children's Services across Greater Manchester local authorities who are responsible and accountable for ensuring that service managers, HR, Managed Service Providers and agency suppliers implement the GM Pledge in a timely manner within each local authority.

5.2 Directors of Children's Services will be supported by Assistant Directors of Children's Services, Principal Social Workers, workforce leads and Senior HR representatives from across the region.

5.3 Progress updates will be shared with GM Directors of Children's Services and GM HR Directors Groups on a quarterly basis and discussed sub-regionally. Performance monitoring will be a discussed on a quarterly basis.

5.4 Directors of Children's Services commit to the GM Pledge for a minimum period of 12 months. Annual reviews will be conducted, with the first review commencing following 12 months of the launch of the Pledge (or earlier if needed) to support iterations and improvements. The rates and process will be reviewed by Directors of Children's Services and HR Directors (Assistant Director of People and Workforce Development).

6 COMMITMENTS WITHIN THE GM PLEDGE

6.1 By introducing the GM Pledge each local authority will agree the following:

- Agency social workers (as identified in Section 3.1) will be paid in line with agreed maximum rates of pay (Section 7.1)
- A common referencing standard will be adopted ensuring that a reference is completed on termination of engagement for each agency worker

- Candidates leaving a permanent contract in any GM authority will not be able to take up an agency role within another GM authority for a minimum of 6 months
- Each authority will refrain from headhunting employees from other GM authorities, unless for promotional opportunities
- Authorities will work closely with the agency supply chain to better enable their support of permanent recruitment activities across GM
- Authorities will hold one another to account and provide mutual support and assistance to other GM local authorities e.g. short term provision of staff or leadership advice and support in specific areas
- Provide accurate and complete data to the GMCA's HR metrics service on a quarterly basis
- In order to qualify for agency appointments, candidates must demonstrate a minimum of 2 years' post-qualified experience within Children's Services Social Work (irrespective of their pathway to the profession). Authorities will not engage agency workers with less than 2 years' post-qualifying experience (Tameside do not currently engage any agency workers in this category)

6.2 In addition, each local authority has a right to instate a 3 week notice period for agency workers covered within the GM Pledge. This is a commitment from both the agency worker and the local authority to provide a notice period of 3 weeks. The intention is to minimise immediate or quick departures and the associated impact on children and the permanent workforce.

7 RATES OF PAY

7.1 The table below shows the hourly rates of pay that apply for each agency social work role within Tameside. The rates apply to professional social care roles and case holding roles. Job titles are provided below as an example but may change from time to time and the grade levels should be used as a guide. It should also be noted that the GM Pledge rates are ***maximum*** levels and the current rates should apply in the first instance:

Substantive Job Role Grades (Social Work Qualified)	**Current agency hourly rate within Tameside (per hour)**	**Updated maximum hourly rate agreed as part of the GM Pledge (per hour)**
Grade J *Example job titles include:* • *Team Managers* • *Independent Reviewing Officers*	£40.24	Up to £46
Grade I *Example job titles include:* • *Senior Practitioners* • *Practice Managers*	£37.22	Up to £43
Grade H *Example job titles include:* • *Social Workers*	£35.21	Up to £40

7.2 The rates are inclusive of Employer's National Insurance and holiday pay. The rates exclude agency fees, which remain unchanged as a result of this work.

7.3 The rates have been arrived at by analysis of data collected from Greater Manchester authorities outlining the most common pay rates, as well as in collaboration with neighbouring regions to ensure the rates are competitive within the market.

7.4 All engagements within Tameside should be made at existing hourly rates which are currently in place. Where there is difficulty in obtaining an agency worker within the current rate, managers can increase the rate up to the maximum amount shown. This will be communicated to all recruiting managers as part of implementation which is set out in the following sections of this report.

7.5 The local pay rates will be uplifted in line with the NJC Pay Award which is effective from 1 April each year. This will ensure that our local rate remains competitive.

8 IMPLEMENTATION

8.1 The GM Pledge will be implemented from 1 November 2023. Directors of Children's Services will sign the pledge at the meeting of the GM Children's Board on 17 November and report to the meeting of the Greater Manchester Combined Authority at the end of November 2023.

8.2 An overview of the GM Pledge has been provided to trade unions and details will continue to be shared on an ongoing basis.

9 COMMITMENTS EFFECTIVE FROM 1 NOVEMBER 2023

9.1 From 1 November all new agency engagements for the roles identified above will be made in line with the agreed rates of pay and should not exceed the maximum rates identified.

9.2 Tameside Council is part of a collaborative GM contract with Reed Talent Solutions (Reed) for the provision of agency workers. From 1 November Reed will update the agency booking system (XMS) to ensure maximum rates are set. This will ensure that all bookings via Reed are within the agreed ranges.

9.3 Reed have communicated the details of the Pledge and required commitments with their suppliers. Suppliers will be asked to confirm that any agency worker provided has had a gap of at least 6 months if they were employed at a local authority within Greater Manchester prior to becoming an agency worker.

9.4 Reed will ensure that the requirement for a 3 week notice period is communicated to agency workers at the start of their engagement. Whilst it remains possible to terminate an agency contract where issues are identified, in most cases this will help to ensure a lead in time to allow for handover of cases where required.

9.5 All recruiting managers will be required to complete a timely and accurate reference form for each agency worker at the end of the agency engagement using the new template that will be emailed to the recruiting manager and returned to Reed.

10 EXISTING AGENCY WORKERS

10.1 Where existing agency workers are paid above the maximum pay rate for the role, it is expected that local authorities will be compliant in 6 months of the Pledge being launched. The Council will therefore be required to bring rates of pay in line with the agreed rates by 30 April 2024 to be within 6 months of the commitment coming into effect.

10.2 As of 24 October 2023 there are 65 live agency engagements in social work qualified roles covered by the GM Pledge. There are 6 engagements paid at rates that exceed the GM Pledge updated maximum agreed rate.

10.3 All 6 engagements currently paid above the capped rate are due to end on 31 December

2023. As at 1 November 2023 no changes will be made to existing rates and the agency workers will continue to be paid the rate agreed at the point of engagement. However, if any of the 6 engagements are extended beyond 31 December 2023, the agency worker will be re-engaged on the revised pay rates not exceeding the maximum hourly rate from 1 January 2024 onwards.

10.4 Upon the launch of the GM Pledge, briefing sessions will be held with agency workers who may be impacted by the introduction of maximum pay rates.

11 COMMUNICATION

11.1 A communication plan has been created and will be agreed with the Director of Children's Services and Assistant Director of People and Workforce Development. The plan will ensure that all senior managers and recruiting managers across Children's Social Care are fully informed of the changes, their responsibilities and the commitments made.

11.2 The following activities will be undertaken as part of the communications plan:

- Resources and key contact details will be made available on the GMCA website from 1 November 2023
- Presentation at Children's Services Directorate Management Team
- Briefings with recruiting managers to provide an overview of responsibilities and changes
- The GM Pledge, briefing slides and FAQs will be made available internally on the Intranet and links provided for the wider Children's Social Care workforce
- General communications with agency workers will be provided by suppliers under the Reed umbrella.
- Individual briefings with agency workers will be undertaken by Children's and People and Workforce Development where the worker is on a rate exceeding the maximum level to provide information if the engagement is extended and to clarify this will be on a rate within the agreed levels.

12 RECOMMENDATIONS

12.1 As set out at the front of the report.

PART A

The Greater Manchester Pledge

1. Introduction

This Greater Manchester Pledge (“GM Pledge”) is designed to address challenges related to the workforce of Children’s Social Work Professionals with focus on the supply and quality of agency workers through evidenced protocols, adopted by other regions over many years, and a commitment to transparent and co-operative working.

2. Objectives of the Pledge

Across the region we have significant numbers of children who are experiencing changes of social worker, it is our collective ambition to improve the experience and lives of our children and families by providing a stable workforce. This, in turn, will support the Local Authorities by reducing the costs associated with staff turnover and high numbers of agency staff. The GM Pledge also contributes towards tackling children’s social care budget pressures caused by the high cost of agency staff.

The GM Pledge recognises the need to respond to these challenges collectively and in co-operation, providing clear protocols and mechanism of control.

3. Scope

The GM Pledge covers agency staff within the Childrens Social Work Professional Workforce, including Children’s Social Workers, Senior Social Workers, Advanced Practitioners, Independent Reviewing Officers, Assistant Team Managers and Team Manager roles (or equivalent) within the following Local Authorities:

- Bolton
- Bury
- Manchester
- Oldham
- Rochdale
- Salford
- Stockport
- Tameside
- Trafford
- Wigan

(“the Local Authorities”)

4. Effective Date

The GM Pledge comes into effect on 1st November 2023.

5. Governance & Resources

The GM Pledge is overseen by Directors of Children’s Services who are responsible and accountable for ensuring that their service managers, HR, Managed Service Providers and agency suppliers implement the GM Pledge in a timely manner within each of the Local Authorities.

Directors of Children's Services will be supported by Assistant Directors of Children's Services, Principal Social Workers, Workforce Leads and Senior HR representatives from across the region.

Progress updates will be shared with GM DCS and GM HR Directors Groups on a quarterly basis and discussed sub-regionally. A HR Director will attend for the performance monitoring report item at the Quarterly DCS session and vice versa. Resources to support communication and consistent messaging across the key stakeholder groups, the supply chain and candidates will be made available in a central repository (GMCA).

6. Adoption of The GM Pledge

Every Local Authority will include the GM Pledge in the terms of contracts and other documents to support the delivery of its objectives, working with Reed and other agencies to fully represent its terms throughout the supply chain.

The Directors of Children's Services commit to implementing the GM Pledge in their own service holding one another to account. The Local Authorities agree to:

- communicate within the Local Authority and hold Heads of Service and managers to account locally for adherence to the GM Pledge
- adopt the protocols for agency CSW recruitment and
- hold one another accountable through agreed processes of control and transparency.

7. Commitment to The GM Pledge

The Directors of Children's Services commit to the GM Pledge for a period of 12 months. Following 12 months (or earlier if needed) the rates and process will be reviewed by Directors of Childrens Services and HR Directors.

8. Management of agency staffing

8.1. Rates of pay based on FTE hours for agency workers (Schedule 1):

The Local Authorities agree that they will:

a. Pay agency social worker staff at pay rates no greater than those set out in Schedule 1 of the GM Pledge, instructing their Managed Service Providers and any agencies who supply each Local Authority of the rates. The pay rates set out should not be supplemented with any additional allowances (such as travel or accommodation) and all Heads of Service/Team Managers are not to go against this without express permission from their DCS. Milage payments at the agreed rate will still be made.
b. Work in collaboration with Managed Service Providers to ensure that the assigned role title and pay rate for agency staff appropriately reflects the experience of each worker, aligned to the pay rates outlined in the GM Pledge.
c. Not advertise any roles above the pay rates outlined within the GM Pledge. Any non-compliant adverts should be reported and removed, with support from the Managed Service Providers where adverts have been posted by agencies.
d. Ensure that hours paid to workers reflect the hours worked within their contract.
e. Not employ case working 'project' or 'parachute' CSW candidates. The Local Authorities will not use these descriptions or other similar terms to create any case working Children's Social Worker roles that are deemed to fall outside the pay rates and terms of the GM Pledge.

8.2. Referencing quality and supply chain engagement

The Local Authorities agree that they will:

a. Adopt a common referencing standard (Schedule 2).
b. Complete the reference template (Schedule 2) as part of the end of an assignment process for agency workers, supported by the Managed Service Providers.
c. Complete the reference template (Schedule 2) in a timely manner providing detailed feedback on the capabilities and performance of workers alongside confirmation of dates, and not defer to the representing agency to provide a date reference.
d. Ensure that the Managed Service Providers embed the template for use in the agency supply chain and ensure its use as part of their typical pre-employment compliance process.
e. Work with Managed Service Providers to host conference calls with the CSW agency supply chain wherever possible to ensure needs and expectations for roles placed are fully understood. Agencies will be expected to retain and re-train this information with their staff to ensure learnings are captured and utilised in future recruitment activities.
f. Work with the Managed Service Providers to ensure that any persistently noncompliant agencies are removed, suspended or demoted from the agency supply chain.
g. In order to qualify for agency appointments, candidates must demonstrate a minimum of 2 years' post-qualified experience within Children's Services Social Work (irrespective of their pathway to the profession).

8.3. 6 Month 'Cool-off' period for transfer of workers:

The Local Authorities agree:

a. Not to engage on an agency contract, candidates leaving a permanent contract with another Local Authority in Greater Manchester for a minimum of 6 months after leaving their permanent post. This does not apply to permanent staff moving to a permanent role in another Greater Manchester Local Authority. Social workers who are made redundant from a permanent post will be exempt from this requirement.

8.4. Notice Period

The Local Authorities have the right to:

a. Instate a 3-week notice period for agency CSW candidates, committing to adopting a reciprocal arrangement between agency workers and Local Authorities to minimise immediate or quick departures and the associated impact on children and the permanent workforce.

9. Management of permanent staffing

The LAs agree that they will:

a. Refrain from proactive headhunting of staff from signatory Local Authorities committed to the GM Pledge directly or through third parties, unless for a promotional role.
b. Engage in opportunities to work more effectively with the agency supply chain to better enable their support of permanent recruitment activities across the region.

c. Provide mutual support and assistance to other signatories to the pledge wherever possible, recognising that the needs and challenges of each Local Authority will differ but our collective commitment to Greater Manchester children is consistent. The support could, for example, involve the short-term provision of staff or leadership advice and support in specific areas.

10. Data sharing to monitor implementation and improve future CSW workforce development

The Local Authorities agree that they will:

a. Participate in surveys and data gathering by providing a timely, accurate and comprehensive response to requests so that accurate and reliable information is available to all signatories.
b. Provide accurate and complete data to the GMCA's HR Metrics Service on a quarterly basis (working with Reed and in collaboration with other agencies where applicable). This information will be anonymised.

The parties to the GM Pledge will adhere to the following principles and practices and will comply with the UK General Data Protection Regulations, the Data Protection Act 2018 and all applicable law about the processing of personal data and privacy:

- Where it is necessary for a party to share personal data that cannot be truly anonymised, then they shall only share personal data or confidential information/data where an appropriate lawful basis has been established in accordance with data protection legislation
- They will process all personal data fairly and lawfully for specified and lawful purposes
- They will endeavour to hold relevant and accurate data, and where practical, they shall keep it up to date
- They shall not keep personal data for longer than is necessary and shall securely delete the data when no longer required
- They shall keep all data secure
- They shall endeavour to ensure that personal data is not transferred to countries outside of the European Economic Area (EEA) without adequate protection
- They shall obtain evidence that any third party involved in data processing is compliant with data protection legislation
- They shall regularly review associated internal controls and processes, how data is captured, kept safe and stored; and
- They shall periodically review their Privacy Policy and ensure full accessibility to all.

11. Transition to the GM Pledge

The Local Authorities agree that they will:

a. Commit to working within the pay rates and protocols of the GM Pledge from November 2023.
b. Bring any existing agency workers who exceed the new GM Pledge pay rates in line with the pay rates within a reasonable time as agreed with each Local Authority.
c. Bring any existing project or Managed Teams to an end within 6 months of the 1 November 2023
d. Engage with the GMCA project team with performance management data to ensure governance arrangements are adhered to.

12. **Continuous Development of the GM Pledge**

a. The performance of the GM Pledge will be reviewed by the GM DCS and GM HR Directors groups with support from GMCA on a quarterly basis.
b. The pay rates outlined in Schedule 1 will be reviewed at least annually in consultation with other regions nationally and in line with the annual pay award agreement.
c. The protocols outlined in the GM Pledge will be reviewed at least annually in order to strengthen the GM Pledge.
d. The GM Pledge forms part of a wider strategic workforce programme to respond to CSW recruitment and retention challenges.
e. The Local Authorities will collaborate with other regions to strengthen the GM Pledge and developed shared objectives and opportunities where appropriate.
f. The GM Pledge will be reviewed following the first 12 months and an analysis of success will be provided to each Local Authority.

We, the undersigned, support and commit to the terms of The Greater Manchester Pledge.

Caroline Simpson, Chief Executive, Stockport Council and Lead Chief Executive in GM for children and young people

………………………………………….

Director of Children's Services

We, the undersigned, support and commit to the terms of The GM Pledge.

………………………………………….

Director of Children's Services, Bolton Council

………………………………………….

Director of Children's Services, Bury Council

………………………………………….

Director of Children's Services, Manchester City Council

………………………………………….

Director of Children's Services, Oldham Council

………………………………………….

Director of Children's Services, Rochdale Council

………………………………………….

Director of Children's Services, Salford Council

………………………………………….

Director of Children's Services, Stockport Council

………………………………………….

Director of Children's Services, Tameside Council

………………………………………….

Director of Children's Services, Trafford Council

………………………………………….

Director of Children's Services, Wigan Council

Schedule 1

<u>FTE Pay rates for new agency staff (inclusive of on costs, exclusive of agency mark- up)</u>

The rates set out below are hourly rates (umbrella/Ltd company rates) and must be converted for the PAYE equivalent candidates.

These are rates inclusive of Employers' NI and holiday pay ie. equivalent to Ltd Co/Umbrella rates. The rates exclude agency mark ups, which are unchanged.

These rates have been arrived at by analysis of data collected from Greater Manchester Authorities' outlining the most common pay rates, as well as in collaboration with neighbouring regions to ensure that they are representative of market rates.

The pay rates have been applied based on existing agreed rates across Greater Manchester

Job Categories	**Agency Worker Pay Rate**
Social Worker	Up to and including £39.00
Senior Social Worker	Up to and including £40.00
Assistant Team Manager/Practice Manager	Up to and including £43.00
Team Manager	Up to and including £46.00

The rates set out should not be supplemented with any additional allowances (such as travel or accommodation).

Schedule 2

Greater Manchester Agency Children's Social Worker Reference Template

This reference template is to be completed for the relevant agency worker to assess their competency in relation to their role, to ensure the safeguarding and welfare of children, young or vulnerable people. To comply with the Safeguarding Guidance, you must ensure the reference is accurate and does not contain any misstatement or omission.

This reference template should be completed by an appropriate line manager within the LA. This may be the direct line manager or the manager as detailed within local policy.

Section 1 - Worker Details

Workers Name			
Worker's Job title and summary of key duties and responsibilities:			
Contract Start date:		Contract end date:	

Section 2 – Competency & Performance

Mark the relevant box:

	Excellent	Good	Competent	Requires Development	Unproven
Oral communication					
Written communication including report writing Court work (if applicable)					
Quality of work IT skills and data entry reporting					
Able to distinguish between confidentiality and disclosure					
Able to set and maintain appropriate professional boundaries					
Colleague interaction and team-work					
Client interaction					
Knowledge of legislation					
Able to adhere to professional codes of conduct/ practice					
Able to engage constructively with the supervision process					
Attendance record					
During the employment period, have you, or your colleagues, ever had cause for concern about the worker's conduct or performance related to the safety and welfare of children, young or vulnerable	Yes: No: If Yes: please provide details				

people or have they ever been subject to disciplinary or capability procedures whilst in your employment.	
Would you re-employ this worker in the same or any other role within your organisation?	Yes: No: If No, please provide reasons:

Section 3 – Referee Details

Referee Name	
Referee Job Title	
Organisation	
Contact Information (Email)	
Relationship with Worker	

Section 4- Declaration (Please tick to confirm)

I confirm that I am authorised to give the reference details outlined on this form.	
I understand information disclosed in this document can be shared with the worker and potential employers.	

Signature: **Date:**

This page is intentionally left blank

The Greater Manchester Pledge for workforce stability in children's social care

What is the GM Pledge?

- The GM Pledge will set out a series of commitments from the 10 GM local authorities to work collectively to support and manage our social care workforce by tackling the high cost of agency children's social workers.
- The GM Pledge is similar to the 'London Pledge' which was launched in July 2022 and has been signed up to by all 36 local authorities.
- At a national level the Government has identified the need to tackle the overuse of agency social workers and are developing rules (likely to be implemented in Autumn 2024).
- Commitment for 12 months initially.

Why are we doing this and why is it important?

- To provide better care and support to our vulnerable children and young people - an over reliance on agency social workers rather than permanent staff means that children and families may have a more unstable social care experience, which can leave them feeling frustrated and unsupported.
- Agency social workers cost more to the local authority than a permanent social worker reducing levels of resource that may otherwise be available for wider services.
- We want to reduce the excess cost and profiteering of some agencies so that vital funds can be reinvested back into support children and families.
- Setting shared standards around things like references and experience will also improve the quality of workers.
- By working together across Greater Manchester on the Pledge, local authorities will be able to hold one another to account and provide mutual support and assistance to other GM LAs.

By introducing the GM Pledge each local authority will:

- Commit to working within the pay rates and protocols of the GM Pledge from **1 November 2023.** This will apply to **new** engagements active from this date.
- Bring any existing agency workers who exceed the new GM Pledge pay rates in line with the pay rates and timelines as agreed with each local authority.
- To introduce a standard reference template for all candidates that relates to standard of practice for any agency worker
- Not to engage candidates leaving a permanent contract in GM to take up an agency role in GM for a minimum of 6 months
- To refrain from headhunting permanent employees from GM boroughs, unless for a promotional role
- To work closely with the agency supply chain to better enable their support of permanent recruitment activities across GM
- To hold one another to account and provide mutual support and assistance to other GM LAs e.g., short term provision of staff or leadership advice and support in specific areas
- To provide accurate and complete data to the GMCA's HR metrics service on a quarterly basis
- Only engage agency workers with 2 years post qualifying experience

Which roles does this apply to:

Covers the Children's Social Care professional workforce.

Substantive Job Role Grades (Social Work Qualified)	Current agency hourly rate within Tameside (per hour)	Updated maximum hourly rate agreed as part of the GM Pledge (per hour)
Grade J *Example job titles include:* • *Team Managers* • *Independent Reviewing Officers*	£40.24	Up to £46
Grade I *Example job titles include:* • *Senior Practitioners* • *Practice Managers*	£37.22	Up to £43
Grade H *Example job titles include:* • *Social Workers*	£35.21	Up to £40

What does this mean if I'm recruiting an agency worker:

- From 1 November the main change is the introduction of maximum rates
- Managers are expected to continue to engage at the agreed Tameside rate
- Where there is difficulty in obtaining an agency worker within the current rate, managers can increase the rate up to the maximum amount shown
- Normal allowances will still apply e.g. enhancements, car user etc
- Permission must be granted by the Director of Children's Services for engagement above the maximum level
- If you become aware of adverts or other outside of agreement please report this to your Service Unit Manager/Head of Service

What does this mean if I'm recruiting an agency worker (continued):

- From 1 November Reed (agency contract) will update the agency booking system (XMS) to ensure maximum rates are set
- Reed suppliers will be asked to confirm that any agency worker provided has had a gap of at least **6 months** if they were employed at a local authority within Greater Manchester prior to becoming an agency worker (managers to check this)
- Reed will ensure that the requirement for a **3 week notice period** is communicated to agency workers at the start of their engagement (managers to check this).
- All recruiting managers will be required to complete a timely and accurate reference form for each agency worker at the end of the agency engagement using the new template that will be emailed to the recruiting manager and returned to Reed. All references need to be signed by your Head of Service ahead of returning.

Existing agency workers:

- Nothing will change from 1 November for existing agency workers
- 6 month period to ensure compliance across the agency workforce
- When current engagements end, agency workers paid above the maximum rate will be re-engaged on a rate up to the maximum level (where extensions are required)
- Currently have 6 agency workers above maximum rates, all current bookings will end before the end of the year
- Individual briefings will be held with those affected and their manager to explain this prior to end of December

Implementation

- Maximum rates will be effective from 1 November for ***new*** agency engagements
- Directors of Children's Services across the 10 GM local authorities will sign the Pledge on 17 November
- Internal governance will follow that
- The performance of the GM Pledge will be reviewed by the GM Directors of Children's Services and GM HR Directors groups with support from GMCA on a quarterly basis.

Communication and resources

- Resources and key contact details will be made available on the GMCA website from 1 November 2023
- Briefing/s with recruiting managers to provide an overview of responsibilities and changes
- The GM Pledge, briefing slides and FAQs will be made available internally on the Intranet and links provided for the wider Children's Social Care workforce
- General communications with agency workers will be provided by suppliers under the Reed umbrella
- Individual briefings with agency workers will be undertaken where the worker is on a rate exceeding the maximum level to provide information if the engagement is extended and to clarify this will be on a rate within the agreed levels

GM Pledge Frequently asked Questions		
Topic	**Question**	**Response**
General information about the pledge	**What is being proposed?**	The introduction of a GM Pledge which will set out a series of commitments in the way we collectively support and manage our social care workforce with the aim of driving stability in relation to the use of agency social workers across GM.
	Why are we doing this?	To provide better care and support to our vulnerable children and families, reduce the over reliance on agency staff and manage costs
	What are the commitments in the Pledge?	The commitments set out in the Pledge mean that each local authority will agree: • To hold one another to account and provide mutual support and assistance to other GM LAs e.g., short term provision of staff or leadership advice and support in specific areas • Not to pay any agency social work staff above the agreed rates of pay • To introduce a standard reference template for all candidates that relates to standard of practice for any agency worker • Not to engage candidates leaving a permanent contract in GM to take up an agency role in GM for a minimum of 6 months • To refrain from headhunting staff from GM boroughs, unless for a promotional role • To work closely with the agency supply chain to better enable their support of permanent recruitment activities across GM • To provide accurate and complete data to the GMCA's HR metrics service on a quarterly basis.
	What will this mean for individual LAs?	By signing up to the Pledge individual LAs are agreeing to adhere to the commitments in the Pledge. This will mean that any **new** agency contracts will need to be compliant with the Pledge from November 2023. It is recognised that each LA will have a different level of reliance on agency staff reflective of their own circumstances. A timeline in relation to areas such as cessation of any project teams and existing workers paid above the capped rates will be agreed individually with DCSs with a view that all Local Authorities will be compliant in 6 months.

	What does it mean for existing staff?	The aim is that this will create a more stable workforce overall. There will be very little impact for existing permanent staff. However, it is worth noting that the pledge commits each borough to:- • Not to engage candidates leaving a permanent contract in GM to take up an agency role in GM for a minimum of 6 months; and • To refrain from headhunting staff from GM boroughs, unless for a promotional role
	What will it mean for agency staff?	From November 2023 new agency staff will be paid in accordance with the rates of pay set out in the Pledge document. The pledge also introduces a standard reference template for all candidates that relates to standard of practice for any agency worker and allows boroughs to instate a 3-week notice period for agency CSW candidates both in terms of an individual providing notice and employers giving notice to workers.
	Which staff does it cover?	The Pledge covers the children's social work professional workforce for agency staff including but not limited to:- • Children's social workers • Senior social workers • Advanced practitioners • Independent reviewing officers • Assistant team managers • Team manager roles. This includes project teams and specialist roles.
Timeline	**When will the pledge be introduced?**	There is a collective ambition from Chief Executive's, Directors of Children's Services and HR Directors to implement the Pledge from November 23.
Sign up	**Which GM Boroughs have signed up to the Pledge?**	All 10 GM Boroughs have signed up to the GM Pledge. • Bolton • Bury

		• Manchester • Oldham • Rochdale • Salford • Stockport • Tameside • Trafford • Wigan
	How long is each LA signing up for?	A minimum of 12 months. Annual reviews will be conducted to support iterations and improvements.
Rates of pay	**What are the rates of pay?**	The new pay rates are outlined within schedule 1 of the GM Pledge. Reed as the GM as the contracted agency provider have been requested to agree the implementation of pay rates for new SW engagements with each of the GM boroughs and adjust systems and processes to accommodate the new capped rates. The rates set out should not be supplemented with any additional allowances (such as travel, accommodation or additional hours being processed via the timesheet)). Where workers are engaged 'off contract' DCSs will be accountable for ensuring pay remains within the agreed Pledge levels.
	Who will the rates of pay apply to?	The rates of pay will apply to new engagements active from November 23. Each DCS will agree a timeline for the transition of existing workers within 6 months which reflects local circumstances.
	What if the pay rate is higher than we would typically like to pay for an agency worker? Should we match these rates?	No. the pay rates is defined as 'up to x' and there is no expectation that incumbents are upwardly brought in line with revised pay rates.

	Can we pay candidates under the capped pay rates?	Yes the pay rates are defined as 'up to' and LAs can pay under the pay rate as appropriate in line with staffing structures
	What do I do if my incumbent agency staff fall outside of the pay rates?	Bring them in line with the GM pledge rates within 6 months of the Pledge being launched.
	What if my incumbent agency staff fall under the capped pay rate?	You do not need to upwardly bring candidate pay rates in line with capped pay rates unless this is aligned with your borough's objectives. The pay rates state 'up to' to ensure flexibility of application
	What if an agency in the supply chain is repeatedly presenting candidates over the GM Pledge?	This should be raised with your HR Business Partner/HR Director.
	How often will the pay rates be reviewed?	The rates will be formally reviewed annually but will be collated and reported on quarterly and revised if necessary.
Breaches/Exceptions	**What should I do if I need to go outside of the pledge rates?**	Speak to your manager in the first instance. Ultimately any actions outside of the pledge will need to be agreed by DCSs.
	What would be considered worthy of an exception request?	This is for the DCS group to decide, taking shared accountability for decisions. However, the pledge will be most effective if a high bar is set for any exceptions to be approved that limits any higher rate to truly exceptional circumstances.
	What should I do if an agency retrospectively demands a candidate pay rate post offer, over the capped rates?	Maintain the offer that the proposed capped rate. Report the agency to your HR Business Partner/HR Director to take action with the agency to understand the circumstances and feedback.
	What happens if an LA breaches the GM pledge rates without seeking agreement to an exception?	The DCS/HRD groups will need to decide and discuss what actions should be taken in these circumstances. This might include agreeing a period of time to move to an appropriate rate or that the engagement should be ended immediately.

	Could we request an exception to employ a permanent worker through an agency if personal circumstances dictated it?	If the borough is unable to directly employ the candidate on a short term (or longer contract should an instance arise), it would be advisable to consult with the DCS in the first instance for review
	What if you have a concern about the conduct of an agency?	A collaborative contract is in place across GM with Reed for the provision of agency staff. The vast majority of SW's are sourced by this contract any concerns should be raised with your HR Business Partner/HR Director.
Project Teams	**How are project teams managed under the Pledge?**	Project teams should not be used to enable case working CSW roles. All candidates should be paid under the GM Pledge capped rates (inside of IR35) and employed via an agency to ensure compliance and quality standards are met. It is recognised that there a number of project teams currently in place and DCSs will agree a phased plan to end these teams reflective of local circumstances.
References/reference template	**How will the reference template be implemented?**	It will be included as part of the compliance process for agencies supplying. Boroughs will need to ensure arrangements are put in place to for the template to be completed before an agency staff member leaves so that future requests can be responded to in the correct format without delay.
3 week notice period	**Can we just provide dates confirmations in references and/or defer to the agency?**	No. All references must be completed in full. We have a professional responsibility to complete qualitative referencing in line with safeguarding guidance to ensure the highest quality of service for our children and young people and prevent the circulation of poor candidates.
Resource	**Will all LAs commit to providing resource internally for the pledge to be upheld effectively?**	Every DCS will need to agree appropriate arrangements in their borough and provide a named delegate to lead implementation.
	Is the GM Pledge just about saving money?	No, it is about stabilising the support to our vulnerable children and families. It is part of a wider workforce strategy to re-balance the workforce with more permanent staff and to improve retention. Spending excessively on agency staff limits our ability to best use resources to benefit the children and the families we work with

Performance monitoring	**How often will data be collected and circulated to oversee the performance of the Pledge?**	Quarterly via the DCS and HR Directors Groups who will be responsible for reviewing and communicating any action points.
	How will we know if it's working?	**This will be managed through Data solution/performance reporting** – A GM version of the data solution in operation for the London Pledge has been developed and agreed. It provides practical and clear reporting on the proportion (%) of agency assignments in line with/outside the bounds of agreed caps and offers individual localities the option to see their own patterns and trends (including for specific job roles/types) as well as the higher level GM aggregated view. The performance of the Pledge will be reviewed by the GM DCS and HR Directors groups with support from GMCA on a quarterly basis from November 2023.
	What if it doesn't work?	Ultimately the success of the Pledge will depend on the commitment of DCSs and their staff to abide by its terms. We believe that the reporting and monitoring of performance data will make a marked difference to the effectiveness of the GM Pledge.
	How will any employment of ASYE under 2 years post experience as agency staff be monitored?	Via the quarterly monitoring report which will be considered at quarterly DCS/HRD meetings.
National reforms	**What is the relationship between the GM Pledge and the national reforms advocated through the Children's Social Care Review on the use of regulation and agency social workers?**	The introduction of the GM Pledge will help meet the potential new national rules on the use of agency staff recommended as part of the independent review of children's social care. We will work alongside the DfE to ensure we meet new regulations once these are confirmed.
Alignment with other regions	**How does the GM Pledge align with other regions?**	The North West Association of Directors of Childrens Services are sighted on the proposals and are keen to explore how the model could operate on a wider geographical footprint.

Resources /key contacts	**Where are all the resources and key contacts for the GM Pledge?**	On the GMCA website from 1 November 2023
	Who are the key governance contacts within each borough for the GM Pledge?	The 10 Directors of Children's Services and HR Directors are the key governance contacts.

This page is intentionally left blank

Report to:	**EXECUTIVE CABINET**
Date:	20 December 2023
Executive Member:	Councillor Jack Naylor – Executive Member (Inclusive Growth, Business & Employment)
Reporting Officer:	Julian Jackson, Director of Place Nicola Elsworth, Assistant Director Investment, Development and Housing
Subject:	**LEVELLING UP FUND: ROUND THREE**
Report Summary:	The report provides an update on the selection of Denton Town Centre as one of the projects nationally to be funded via Levelling Up Fund, Round Three. The report seeks approval to progress delivery of the Denton Town Centre Regeneration Programme, subject to confirmation of further details from Government. A further decision by the Executive Member for Inclusive Growth, Business & Employment to formally accept the funding will be required once the full terms of the Grant Funding Agreement are available.
Recommendations:	That Executive Cabinet be recommended to: (i) Note the provisional award of £16.8m from the Levelling Up Fund, Round Three for Denton Town Centre; (ii) Approve entering into the formal agreements for the receipt of funding and inclusion in the Council's Capital Programme, subject to satisfactory complete of project validation checks; and (iii) Enable the Director of Place to progress the project validation checks and manage the programme of works associated with the Levelling Up Fund allocation for Denton and to drawdown and incur all Levelling Up Fund expenditure related to delivery. On-going performance and reporting will be provided to Strategic Planning and Capital Monitoring. (iv) To approve the use of £1.95m from the Active Travel Fund (ATF) associated with the Crown Point Mayors Challenge Fund (MCF) project as match funding to the Levelling Up Fund programme.
Corporate Plan:	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. The interventions that will be supported in Denton by the Levelling Up Fund will deliver against these aims in the areas of job creation, modern infrastructure and a sustainable environment.
Policy Implications:	The interventions that will be supported by the proposed works in Denton will support the policy aims of the Borough's Inclusive Growth Strategy 2021, the Housing Strategy 2021 to 2026, Tameside Climate Change & Environment Strategy, the Council's growth priorities agreed at Council February 2020, the draft Greater

	Manchester Places for Everyone joint development strategy and the emerging Homes, Spaces, Places, plan.
Financial Implications: (Authorised by the statutory Section 151 Officer & Chief Finance Officer)	The report provides details of the recently announced successful levelling up grant fund bid of £16.8m for Denton Town Centre. Table 1 section 2.5 provides the component schemes that were included within the bid. In addition, the bid included an allocation of £1.985m from the Active Travel Fund (ATF) associated with the Crown Point Mayors Challenge Fund (MCF) project as match funding to the Levelling Up Fund programme The Council is yet to be notified of the related grant terms and conditions for this funding. These will require appropriate due diligence once received to ensure the grant is utilised, monitored and profiled in accordance with the related terms whilst also ensuring the key outcomes and milestones are delivered. An evaluation will also be required on any flexibility in the proposed allocation of the grant against the component schemes within table 1, and compliant use of the related match funding within the terms of the Mayors Challenge Fund grant agreement Appropriate advice should be sought from STAR where applicable to ensure compliance with procurement regulations for the associated component schemes within table 1 and to also ensure that value for money is achieved and is clearly evidenced.
Legal Implications: (Authorised by the Borough Solicitor)	At this stage the report seeks approval for the receipt of the Grant funding described. Subject to such approval a further decision will be required to accept the grant funding once the terms of the grant are made clear. It is likely that it will set out specific monitoring requirements and timescales for compliance. It will also likely specify the circumstances under which the funding could be suspended, withdrawn or recovered and so further Legal advice on its terms will need to be sought at that time to ensure compliance with its terms. Given there are likely to be obligations to comply with procurement legislation and the Subsidy Control Act 2022 any commissioned works funded by the grant will need to be procured in compliance with the Council's Contract Procedure Rules and appropriate advice from STAR Procurement sought in order to comply with the Public Contracts Regulations.
Risk Management:	Risks associated with the project are set out at Section 4.
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: 07974111756 e-mail: mike.reed@tameside.gov.uk

1. INTRODUCTION

1.1 The Council has identified Denton Town Centre, as one of its priority areas to deliver the objectives of the Tameside Inclusive Growth Strategy 2021-26 in making our town centres hubs for living, culture, employment and services supporting a sustainable retail sector.

1.2 Denton Town Centre has benefited from significant investment in recent years, including delivery of the Tameside Wellness Centre, new housing development and the growth of the evening economy. Despite this investment, the Town Centre is being impacted by national market trends in the retail sector, increasing cost pressures on businesses, the poor condition and/or underutilisation of prominent buildings, varying quality of public realm and a disconnection between key assets.

1.3 In June 2022 Executive Cabinet approved the submission of a bid to the Fund for Denton Town Centre. This bid was prepared in the context of an emerging wider strategic vision for the Town, consistent with the Council's emerging Tameside Town Centres Framework, supporting existing and planned investment. This will in turn help to deliver a catalytic economic and social impact to the local community.

2. DENTON LEVELLING UP FUND BID

2.1 As part of the March 2021 budget, the Government announced £4.8 billion of 'Levelling Up Funding' ('The Fund') over four years (up to 2024-25), committed to a holistic, place-based approach to funding projects and programmes across the country. The Council submitted a bid of £16.8m for Denton Town Centre to Round 2 of the Fund on 28 July 2022 **(Appendix 1 and 2)**. On 19 January 2023 it was announced that the bid had been unsuccessful in Round 2 of the Fund.

2.2 On 20 November 2023 it was announced that for Round Three of the Fund, the Government has undertaken an assessment of the highest scoring bids that did not receive funding in Round Two. Following an assessment process the Denton Town Centre bid has been selected as one of the projects nationally to be funded through Round Three of the Fund and therefore Council has been provisionally awarded £16.8m, subject to project validation, subsidy control checks, and departmental sign-off.

2.3 The bid to the Fund was designed to be an economic driver that delivers a genuine levelling up opportunity supporting national, GM and Tameside strategic policies. Contributions will accrue from enhancing sustainable travel and supporting the continued regeneration of Denton as a modern hub that more effectively serves its local catchment.

2.4 The bid for Denton was focused on public realm and active travel improvements to further strengthen the links across the Town Centre. This will also ensure all of the benefits from the significant new investment and development that is taking place in Denton such as new residential development at Crown Point and the new Denton Wellness Centre are fully captured. Further capital investment is also sought at the Festival Hall site and Denton Town Hall to make best use of the Council's estate. This will help the Town Centre to reach its full potential and deliver further comprehensive regeneration, attracting additional footfall and investment.

2.5 The interventions that will now be funded (subject to project validation checks) are set out in Table 1 below.

Table 1: Proposed Interventions

Proposal	Description	Funding £'m
A57 Crown Point and public realm	▪ Provision of public realm improvements, improved pedestrian and cycle routes and cycle parking across the town centre. ▪ Support the Denton MCF Crown Point scheme proposals.	13.8
Festival Hall	▪ Funding towards work at the Festival Hall site to provide a long term sustainable future for this location that supports the wider neighbourhood.	2.2
Denton Town Hall	▪ Funding towards improvements to Denton Town Hall supporting increased use.	0.8
TOTAL		**16.8**

2.6 The bid is supported by match funding that the Council has been successful in securing from TfGM of £1,950,000 via the Active Travel Fund (ATF) for the Crown Point A57 Mayors Challenge Fund (MCF) scheme, providing an improved environment for walking and cycling.

2.7 The award of funding to Denton Town Centre provides a significant opportunity in bringing all of the above together as part of a comprehensive emerging vision for Denton which will seek to capitalise on and develop further the growing evening economy in the Town Centre and further explore the full potential of Council assets, such as the Town Hall and Festival Hall, to provide a wider mix of uses.

3. NEXT STEPS

3.1 Due to the time that has passed since the application was submitted there is a need to review the scope of the interventions to take account of changes since the original bid. DLUHC will require a short project validation check to confirm that the original bid has not changed significantly, is still deliverable by March 2026, and still represents value for money. The provisional award of funding is for the interventions set out within the original bid so the money cannot be used to support activity that is substantially different. For any changes in the scope of the interventions that need to be considered then further discussions will be required with DLUHC as part of the project validation.

3.2 Since the submission of the original LUF2 bid in July 2022 the circumstances in relation to the use of Festival Hall have changed. The bid envisaged the potential to use Festival Hall as a location for the West Locality Family Hub, providing public front line services within the Town Centre. As the original bid was unsuccessful, this use has since been provided at an alternative location, (Greenside Lane, Droylsden, with supporting facilities at Tameside Wellness Centre, Denton). Furthermore, other Council services that had been envisaged as occupiers at a refurbished Festival Hall have since been accommodated elsewhere. Therefore, there is a need to revisit the scope of intervention at the Festival Hall site to ensure it provides a long term sustainable future for this location that supports the wider neighbourhood. This could ultimately result in the site being repurposed for an alternative use with the LUF funding utilised for enabling works that bring a new development forward, potentially working with a partner willing to bring forward a residential scheme that addresses identified housing needs. This will require initial discussion with DLUHC as part of the project validation process.

3.3 The specific scope of works for Denton Town Hall will need careful consideration to ensure that the funding available supports the best long term use of the space as a civic and cultural anchor, including the provision of community space with more flexibility. As the detailed design work for public realm improvements and the Denton MCF Crown Point scheme is progressed it will need to be mindful of any lessons learnt through the delivery of recent walking and cycling schemes in the Borough.

3.4 If the project validation checks are successful then the Council will need to agree and sign the relevant grant funding documentation and agreement to enable the Council to deliver the programme of works for Denton Town Centre and drawdown associated funding.

3.5 The delivery of this grant funding will support the regeneration of Denton. Contributions to economic growth and the delivery of national, GM and Tameside strategic policies will accrue from enhancing sustainable travel, improving public realm and the regeneration of civic and cultural facilities.

3.6 A robust governance process is required for the delivery of the regeneration programme. This will be ultimately overseen by the Council's Executive Cabinet who will have final decision-making responsibilities for the delivery of individual projects. Executive Cabinet will approve the entering into of any relevant funding agreements, approval the overall approach to delivery and receive regular monitoring and updates on progress as appropriate.

3.7 To support delivery of the Denton LUF programme an internal Project Officer Group, chaired by the Council's Director of Place, Julian Jackson and Senior Responsible Officer, Mike Reed will be established to ensure input from specialist Council officers who will facilitate delivery of the programme. The Project Officer Group will be supported by individual Task and Finish groups for Strategic Property (including Festival Hall and Denton Town Hall) and Public Realm and Active Travel (including public realm works and the Crown Point MCF scheme).

3.8 Collectively these groups will liaise regularly with Andrew Gwynne MP and the Denton Elected Members and inform the Council's Executive Cabinet as the decision making body for the programme, with regular updates also provided to the South Neighbourhood Forum as appropriate.

3.9 On-going performance and reporting on capital works will be provided via the Strategic Planning and Capital Monitoring Panel as part of the Council's Capital Programme.

4. RISK MANAGEMENT

4.1 The main project risks associated with delivery of the interventions and Denton Town Centre Regeneration Programme have been identified in the table below.

Risk Area	Detail	RAG Rating	Mitigation	RAG Rating
Procurement	Lack of capacity in the consultancy sector to undertake the work.		Early engagement with STaR procurement to understand the most appropriate procurement routes.	
Financial	Project validation not met or conditions attached to funding agreement may not be acceptable.		Early engagement with DLUHC in relation to project validation and terms and conditions.	
Financial	Insufficient budget to complete the scope of works required.		Early engagement with internal Council teams and external partners to clearly understand requirements.	
Programme	Lack of resource capacity to undertake workstreams in line with programme timescales.		Requirements for any additional delivery resource following recent capital grant funding awards is currently being reviewed.	

5. CONCLUSION

5.1 The funding secured provides a significant financial contribution to Denton Town Centre and a proactive approach to the delivery of future inclusive growth. The interventions supported by the Fund will support delivery of the Council's strategic priorities as set out in the Tameside Corporate Plan, Tameside Inclusive Growth Strategy and the emerging Homes, Spaces, Places, Plan.

6. RECOMMENDATIONS

6.1 As set out at the front of the report.

Applicant Details: Destination Denton Levelling Up Fund 2 (July 2022)

Legal name of lead applicant organisation:	**Tameside Metropolitan Borough Council**
Bid Manager Officer with day-today responsibility for delivering the proposed scheme and nominated contact for the bid.	Name: Mike Reed Position: Head of Major Programmes Email address: mike.reed@tameside.gov.uk Postal address: Tameside Metropolitan Borough Council, Tameside One, PO BOX 317, Ashton under Lyne, OL6 0GS
Senior Responsible Officer contact details:	Name: Nick Fenwick Position: Interim Director of Place Email address: nick.fenwick@tameside.gov.uk
Chief Finance Officer contact details:	Name: Kathy Roe Email address: kathy.roe@nhs.net
Local Authority leader contact details:	Name: Councillor Gerald Cooney Position: Executive Leader Email address: gerald.cooney@tameside.gov.uk

Bid Summary

Bid Name: Destination Denton
Please provide a short description of your bid, including the visible infrastructure that will be delivered/upgraded and the benefits that will be felt in the area.
Tameside Metropolitan Borough Council (the Council) is seeking support from the Levelling Up Fund to deliver three complementary projects as part of the Destination Denton programme. This package of interventions will shape the successful regeneration of Denton, delivering economic growth and truly 'level up' the local economy and community. At its heart are three 'shovel ready' projects that actively support the regeneration of the Town Centre and will act as catalysts for growth. The projects included in this bid are: 1) **Refurbishment of Denton Festival Hall and associated public realm improvements -** bringing an underused heritage asset into use as a Locality Hub providing public front line services within the Town Centre and connecting people from the Crown Point Retail Park to the main centre, creating a gateway to Denton High Street. 2) **Refurbishment of Denton Town Hall –** increasing community use of a local heritage asset, generating increased footfall for the existing library, supporting more use of community/civic spaces and providing new affordable workspace. 3) **Town centre wide public realm improvements, including new walking/cycling routes, wayfinding and green infrastructure -** integrating new investments, such as the Crown Point residential scheme and the Denton Wellness Centre, more effectively with the wider Town Centre, encouraging increased footfall to the high street and improving connectivity and legibility across the centre. Through these three projects the Destination Denton programme will deliver the following benefits: ▪ Consolidated public services, providing a coherent and complimentary set of frontline services to cater for those most in need. ▪ A space for innovation and enterprise, supporting small businesses and SME's to grow. ▪ Enhancing active travel throughout the Town Centre by providing segregated cycle lanes, wider pavements, reduced street clutter, and reduced traffic speed, creating a place where walking and cycling is an attractive option and makes a significant contribution to the net zero agenda. ▪ Delivering improved links to Victoria Park, as an important green asset in the Town Centre, alongside provision of enhanced green spaces, tree planting and landscaping to improve the appearance and image of Denton.

Please provide a more detailed overview of the bid proposal. Where bids have multiple components (package bids) you should clearly explain how the component projects are aligned with each other and represent a coherent set of interventions.

Denton Town Centre has great potential due to it is located approximately five miles east of Manchester City Centre and on the main route to the Peak District National Park from Manchester. There has been recent investment to help kick start the regeneration of the town centre, including the new Tameside Wellness Centre, and significant new residential development taking place, contributing approximately 163 new homes to the area, along with recent public realm improvements to the Civic Square. This has been vital to ensure continued sustainable growth and truly level up the community and local economy.

This has supported a diversification of the Town Centre offer with research by the Local Data Company identifying that Denton had the sharpest increase in independent businesses of any high street in Britain for the period 20/21; this has been largely focused on the hospitality sector. However, the Town Centre currently suffers from severance and heavy vehicle dominance from the A57 running east-west, the A6017 running north-south and by the M67 motorway, making it challenging and unpleasant to navigate through. This also leads to a disconnect between the popular Crown Point retail park and the wider Town Centre. Furthermore, whilst there has been a very encouraging growth of independent outlets in recent years there is concern that these are largely young business within sectors that are highly vulnerable to the impact of COVID, the rising cost of living and other inflationary pressures.

The Council owns key heritage buildings; Denton Town Hall and Denton Festival Hall, however these are currently underutilised due to their structural condition. Therefore, if the impact of recent investment into the Town Centre is to be maximised further interventions are required in Denton.

The proposals as part of this bid aim to address these opportunities and challenges by aiming to:

- Encourage increased footfall on the main high street, supporting the Food and Beverage (F&B) sector and encouraging new and existing residents, as well as visitors, to spend time in the Town Centre.
- Improve connectivity through the Town Centre, creating new pedestrian and cycle friendly routes, decreasing air pollution, and providing resultant health and wellbeing benefits.
- Intensifying much needed community amenity, harnessing the potential of key council assets, clustering activity in key locations and encouraging greater social cohesion.

This bid comprises three complimentary projects that will deliver the benefits outlined above and will play a vital role in delivering the Destination Denton programme. These interventions are deliverable and ‘shovel-ready’ projects controlled by the Council and within the LUF funding envelope and spending deadlines.

1) **Refurbishment of Denton Festival Hall with public realm improvements:**
   This project will bring the Festival Hall back into public use and act as Tameside West’s new ‘Locality Hub’, an innovative model to co-locate a range of public frontline services focused on children and family services such as the Tameside Safeguarding Children Partnership and the Greater Manchester Health and Social Care Partnership. Its location is ideally placed to better connect the high street with Crown Point retail park. Alongside this, public realm improvements at this site will create a sense of arrival and place, building on the character and identity of Denton.

2) **Refurbishment of Denton Town Hall:**
This project will increase the use of this heritage asset, supporting increased footfall to the library, providing more accessible community facilities and providing new affordable workspace, creating job and skills opportunities for local residents. It will also enhance this area south of the high street as a civic cluster and space for community cohesion, capitalising on the investments already made to the Civic Square which provides a significant area of external community space.

3) **Town centre wide public realm improvements:**
The two refurbishment projects and recent new investment, including the Wellness Centre and new residential developments, need to be supported and integrated by good quality public realm. The public realm improvements will include works to the busy Crown Point Junction located at the heart of the Town Centre, plus new walking and cycling routes, green infrastructure and wayfinding. The improvements will make the high street more attractive and pleasant to dwell in, and the wider improvements across the town centre will focus on improving walking and cycling routes and legibility, connecting the key uses around the centre and creating a better sense of place and identity. It will also provide improved connectivity between the high street and Victoria Park, a significant green asset to the rear of Denton Town Hall.

Denton Festival Hall is currently underused on a side road off the main high street. However, it is in a key location to connect Crown Point retail park and the high street, connecting residents and visitors from Crown Point retail park across the pedestrian footbridge towards the high street. Festival Hall has been identified as a suitable location for the one of the four new 'Locality Hubs' across Tameside, a new model being delivered across Tameside which co-locates a range of frontline public services providing improved access to key services.

This Locality Hub is an innovative model of implementing a place-based approach of early intervention and prevention for early help for families, aligning with the Tameside Early Help Strategy (2020-2022) which outlines an integrated approach to support children, young people and families through early help in Tameside. Festival Hall would be the dedicated hub for the Tameside West Locality area and feasibility and design work is currently underway. This will see a marked increase in footfall in the Town Centre, not only because of an intensification in the buildings use, but also as a result of users accessing frontline services. The public realm improvements in this area will also create a sense of arrival and create a gateway into the main Town Centre.

The Town Hall is currently home to a well-used local library; however, its upper floors are currently underutilised due to a lack of funding to modernise the facilities. Refurbishment of this building would realise the full potential of this space and provide the opportunity for affordable workspace for start-ups and social enterprises, providing jobs and skills.

An important aim for all three projects is to deliver effective placemaking in Denton, transforming public spaces to strengthen the connections between people and these places. The refurbishment projects to the local heritage assets will provide social and cultural value and be complimented by Town Centre wide walking/cycling and public realm improvements to encourage more footfall and spend on the high street, connecting the high street with Crown Point retail park and Festival Hall in the North and from Victoria Park, the newly developed Civic Square and the Town Hall in the South. The public realm improvements will also build on the character and heritage of Denton, creating a strong sense of identity for the Town Centre.

Please provide a short description of the area where the investment will take place. If complex (i.e. containing multiple locations/references) please include a map defining the area with references to any areas where the LUF investment will take place. For transport projects include the route of the proposed scheme, the existing transport infrastructure and other points of particular interest to the bid e.g. development sites, areas of existing employment, constraints etc.
Denton Town Centre is located approximately five miles east of Manchester City Centre and on the main route to the Peak District National Park from Manchester. The Town Centre is located around the crossroads of the A57, Manchester Road, running East-West and the A6017, Stockport Road, running North-South. The M67 motorway runs East-West to the north of the Town Centre. This makes the area challenging to navigate and heavily dominated by motor vehicles. To the north of the M67 is the well-used Crown Point Retail Park, to the North East of the A57-A6017 junction is the newly developed Tameside Wellness Centre and a new residential development under construction, providing 163 homes. The main high street is located on Manchester Road, which suffers from poor connectivity to the surrounding residential areas by active travel and a poor quality physical environment. Denton Festival Hall is located north of the high street and south of the M67, the Town Hall is located south of the high street near another new residential development, the civic square and Victoria Park, an important green space asset in Denton. This is shown in Figure 1 within the Supplementary Booklet.
Please confirm where the investment is taking place (where the funding is being spent, not the applicant location or where the bid beneficiaries are located). If the bid is at a single location please confirm the postcode and grid reference for the location of the investment. If the bid covers multiple locations please provide a GIS file. If this is unavailable please list all the postcodes / coordinates that are relevant to the investment. For all bids, please confirm in which constituencies and local authorities the bid is located. Please confirm the % investment in each location.
Denton Town Hall - Manchester M34 2AP, 53.4546215158214, -2.1140494921508393. Denton Festival Hall - M34 3JY, 53.45679758444277, -2.11731717032264 Public realm – Manchester M34 3GU 1. Town Hall – 6% 2. Festival Hall + public realm – 22% 3. Public realm – 72% This bid is located in Tameside Metropolitan Borough Council in the constituency of Denton and Reddish.

Please confirm the total grant requested from LUF (£).
1. Town Hall LUF Funding Ask: £805,767 2. Festival Hall refurbishment and improvements LUF Funding Ask: £2,188,188 3. Denton Town Centre public realm improvements LUF Funding Ask: £13,770,838 Match Funding: £1,950,000 Total LUF Funding Ask: £16,764,793 Match Funding: £1,950,000
Please specify the proportion of funding requested for each of the Fund's three investment themes: a) Regeneration and town centre (%) schemes for this same bid that are currently pending an outcome. Where a successful outcome might lead to you no longer requiring the LUF grant please provide details and confirm when might you expect the outcome to be known.
The proportion of funding is demonstrated below. The public realm interventions and refurbishments to the Festival and Town Hall are categorised as regeneration and town centre improvements. The active travel scheme as part of Crown Point is categorised as transport. Regeneration and town centre: 28% Transport: 57% Culture: 15% Active Travel Funding £ (ATF3) from Transport for Greater Manchester has been successfully sought towards the first phase of the Crown Point junction scheme, and this is included within the match funding for this project. There are no other outstanding funding bids at the present time which may affect this LUF ask.

Strategic Fit

Member of Parliament Endorsement (England, Scotland and Wales ONLY)

Has an MP given formal priority support for this bid? Yes Please confirm which MP has provided formal priority support: (name) Andrew Gwynne MP Which constituency does this MP represent? Denton and Reddish

Stakeholder Engagement and Support

Applicants are encouraged to engage with a wide range of local stakeholders and the local community to inform proposals in the bid and to secure buy in.

Describe what engagement you have undertaken with local relevant stakeholders, including the community (the public, civic society, private sector and local businesses). How has this informed your bid and what support do you have from them?
The projects proposed in this LUF bid for the regeneration of Denton have been developed to address the priorities identified as part of extensive consultation with local stakeholders and the local community. The public realm and walking and cycling improvements in Denton have been informed by extensive wider pieces of work looking at streets across the Borough. AECOM undertook consultation in 2019 with businesses and visitors to Denton Town Centre to understand their views on the local high street. Some of the main findings were: • 65% of people interviewed found the pollution from the traffic poor or very poor. • Many businesses found that the shops and proximity of vehicles to pedestrians were not good. • Both visitors and businesses found cleanliness of the streets to be poor. • Various respondents noted that better road quality and quieter and safer routes with better pedestrian crossing points would encourage them to walk and cycle. Other issues which were identified as part of this work were: the lack of cycle storage, and lack of green and pleasant places to sit. Safety after dark was perceived to be poor by both visitors (43%) and businesses (60%). The proposals for the public realm improvements have also been informed by the 'Streets for All' work undertaken by WSP for Transport for Greater Manchester (TfGM) which looked to understand the role of streets in creating sustainable, healthy and resilient places. The team undertook engagement through a series of workshops with stakeholders across various teams in the Council, as well as TfGM, Highways England and the local bus operators. The engagement identified Denton as a priority location and the concept designs have been built upon for this project; this includes increased public realm spaces, curb-side activity, new planting and improving the A57/A6017 Crown Point junction for pedestrians and cyclists. Further engagement with communities and businesses has also been undertaken at this junction in 2020 and 2021 as part of a Borough wide consultation as part of the GM Bee Network. This work has identified proposed walking and cycling schemes across Tameside, and the Crown Point junction has since been awarded £1.9m

from Active Travel Fund 3 (ATF3) towards delivery of the first phase of the scheme. The Council has undertaken extensive formal consultation process through its consultation portal, as well as community events, Councilor briefings, leaflets and posters. The vast majority of respondents were in favour of the Crown Point junction scheme. Other responses in relation to Crown Point junction included further support for increased green infrastructure and reducing clutter. Other stakeholders, including the Environment Agency and National Highways, have been consulted on the projects proposed in this bid. Their comments align with the strategic vision for the projects, particularly the need for public realm improvements, including the use of Sustainable Urban Drainage Systems (SUDS) to support flood management given there is a medium to high risk of surface water flooding in the Town Centre. The proposals within this submission respond effectively to these consultations by including junction improvements with fully segregated cycle lanes to improve safety and accessibility for pedestrians and cyclists on the main high street, encouraging greater active travel and contribution to the net zero agenda. Increased cycle parking will complement this intervention. Other interventions will include green infrastructure and SUDS to mitigate against flooding, lighting and wayfinding, to increase the sense of safety, widened pavements and seating to encourage more dwell time and consolidated street furniture, including bins, to prevent littering. For Festival Hall, the Council, in conjunction with a range of partners, have investigated the issue of access to services within localities and have mapped the opportunities to improved access to services across Tameside. This work has identified Denton and the Festival Hall as a suitable site for a Locality Hub. Engagement for the Town Hall has been undertaken within the Council, in particular with the Head of Asset Strategy. Further consultation with key stakeholders is planned in the Autumn, with local community and business groups targeted around the use of civic space in the Town Hall and Festival Hall. The specific proposals identified within this LUF bid proactively address the priorities identified in engagement to date and support delivery of the wider strategic vision for Denton Town Centre.
Has your proposal faced any opposition?
This funding application has been developed specifically to address the priorities from Town Centre consultation and therefore aligns with the views and opinions of residents and businesses based on the results of the engagement to date. There has been no significant opposition to the projects proposed in this bid, aside from two negative responses for the Crown Point junction scheme which were unsupportive of the segregated cycle lane. These negative comments to realign roads for segregated cycle lanes are not unusual and are part of the wider perception on cycling and behavior change away from private car usage and deliver the net zero agenda. The Council will continue to run stakeholder engagement consultations over the remainder of 2022, and we will use this to help inform and refine the proposals as they enter final delivery.
Do you have statutory responsibility for the delivery of all aspects of the bid?
We confirm that we have statutory responsibility for all aspects of the bid.

The Case for Investment

Please provide evidence of the local challenges / barriers to growth and context that the bid is seeking to respond to.

Significant investment in recent years has helped to help kick start the regeneration of the Town Centre, including the new Tameside Wellness Centre and significant new residential development, alongside recent public realm improvements to the Civic Square. This has supported the diversification of the Town Centre economy, particularly in respect of the growing evening economy.

The proposals within this bid aim to consolidate Council assets and intensify the uses in these spaces to tackle deprivation and create local benefits, including job and skills and training opportunities, through the provision of affordable workspace at the Town Hall, and better access to local services through delivery of the Tameside West Locality Hub at the Festival Hall site. Intensifying the uses in these buildings will also draw more footfall and spend to the main high street and to the Civic Square area, helping to activate this valuable public space.

However, despite investment in recent years Denton Town Centre is not achieving its full potential. It suffers from a disconnected Town Centre with poor walking and cycling provision, lack of footfall on areas of the high street, and pockets of deprivation, particularly in respect of health.

The local barriers to sustainable growth and levelling up for Denton are set out below.

Disconnected Town Centre:

Denton Town Centre has great potential as it is located five miles east of Manchester City Centre and on the key route to the Peak District from Manchester. The recent investment to kick start the regeneration of the Town Centre including the new Tameside Wellness Centre (which comprises an extensive range of leisure, health and wellbeing facilities including a 25-metre swimming pool, spa, gym, bowling zone and soft play centre), significant new residential developments, contributing 163 new homes to the area, along with recent public realm improvements to the Civic Square. Crown Point retail park provides a popular retail park to the north of the Town Centre. Despite these assets the Town is currently disconnected, with the M67 which runs parallel to the main high street area providing a significant barrier to movement. The Town Centre suffers from significant severance and a lack of connections from surrounding residential areas with heavy motor vehicle dominance making the area high in air pollution levels, and unpleasant to navigate through for pedestrians and cyclists.

The proposals in this bid as part of the Destination Denton programme aim to address these challenges effectively and provide improved connectivity to new development and surrounding residential areas through improved wayfinding, signage and pedestrian and cycle routes, encouraging active travel, reducing noise and air pollution, improving health outcomes and creating an improved sense of place and identity. From an AECOM study conducted in 2019, 68% of respondents claimed that they do not cycle due to a lack of access to bikes and cycling facilities. From the study, 21 individuals interviewed stated it was too far for them to walk to the high street. Of these 21 people, 39% lived less than 2 miles from Denton. Interventions that could encourage walking were strong, where mainly people would like quieter and safer routes with better places to cross. In addition to the introduction of new cycle infrastructure the Council will running a programme with local stakeholders in order to ensure that residents have the skills, confidence and equipment to utilise the new cycle routes effectively once completed

Lack of Footfall:

The main high street is home to many independent food and beverage (F&B) uses, shown in Figure 2 in the Supplementary Booklet, with a particularly strong independent offer. However, footfall is decreasing, between 2020 and 2021 footfall fell by 7%. One of the aims of this bid is to complement the shopping uses in the Crown Point shopping park and harness the full potential of the independent F&B sector, encouraging growth and the night-time economy in this area. It is noted that many of the businesses in the Town Centre hospitality sector are relatively young and particularly vulnerable to the current economic challenges in relation to the cost of living and inflationary pressures. The public realm improvements on the high street will aim to address this by widening pavements and implementing wayfinding, lighting and green infrastructure to encourage more dwell time here and further support the independent offer. The interventions will encourage more businesses to the area, which aim to address the high vacancy rates, currently 12.5% for commercial spaces.

Deprivation:

According to the Index of Multiple Deprivation, Denton Town Centre and the surrounding area is deprived in education, skills, and training. The surrounding LSOA neighbourhoods were amongst the 30% most deprived neighbourhoods in the country in the domain of education, skills, and training in 2015. In terms of employment, Denton Town Centre and the surrounding area is the 30% most deprived in the country in 2019.

The Council owns important heritage buildings; however these are currently underutilised and provide an inefficient use of public assets in the Town Centre. At Denton Town Hall library visits have reduced from c100,000 per annum 10 years ago (when it was also based at Festival Hall) to c46,000 per annum pre pandemic.

Healthy Neighbourhoods:

Denton Town Centre scores in decile 10, the worst performing decile, on the Access to Health Assets and Hazards Index (AHAH), which measures how healthy neighbourhoods are, based on a number of criteria including access to retail outlets (fast food outlets, pubs, off-licences, tobacconists, gambling outlets), accessibility to health services (GPs, hospitals, pharmacies, dentists, leisure services), and the quality of the physical environment (green space, air pollution). The overall approach to the bid is to address these characteristics to create a healthy neighbourhood and to make Denton a destination where people feel proud to live, where both existing and new residents chose to spend their leisure time in the area, and can gain access to services, new job and training opportunities creating a sustainable local economy.

Explain why Government investment is needed (what is the market failure).

All of the projects requiring LUF funding as part of this bid to support the Destination Denton programme represent a public good and cannot be addressed by the private sector.

Festival Hall and Denton Town Hall Works:

The Council is seeking investment into two important civic assets in Denton Town Centre, the Festival Hall and Town Hall to bring more areas of each building back into public use (with quality services and facilities), to safeguard the future of these assets and to maximise their potential.

The investment into both buildings represents a public good, the services offered at the Town Hall library would not be supplied by the private sector due to the lack of commercial opportunity and that they represent free market services. In addition, Festival Hall is a Council owned asset which would be used to host Council and partner front line public services as well as other Council administrative services.

Without public investment into these facilities, they will continue to decline and impact negatively upon the potential of Denton Town Centre. Festival Hall is situated in an important strategic location to attract footfall from the nearby Crown Point retail park and is in urgent need of investment. Safety issues arising from the condition of the building could result in further areas requiring closure in the future, and possibly even total closure of the facility. A vacant building in this location could result in increased anti-social behaviour and crime in the area.

Similarly, the library services at the Town Hall will be affected by ongoing maintenance issues and lack of investment at this site puts continuation of this service at risk.

Effective investment into these civic assets can lead to positive externalities, with the frontline services at Festival Hall helping to drive health and wellbeing benefits, whilst investment in the library and shared working space could drive education and economic benefits.

Town Centre Public Realm Improvements:

The public realm improvements will include works to the busy Crown Point Junction located at the heart of the Town Centre, plus new walking and cycling routes, green infrastructure and wayfinding. The improvements will make the high street more attractive and pleasant to dwell in, and the wider improvements across the Town Centre will focus on improving walking and cycling routes and legibility, connecting the key uses around Denton and creating a better sense of place and identity.

As this investment is wholly into Town Centre public infrastructure, this represents a public good which the private sector cannot deliver.

Please set out a clear explanation on what you are proposing to invest in and why the proposed interventions in the bid will address those challenges and barriers with evidence to support that explanation.

This LUF bid proposes the following projects as part of the Destination Denton programme.

Refurbishment of Denton Festival Hall and Public Realm Improvements

Festival Hall is currently used by a small number of Council teams, however as large parts of the building cannot currently be used it is heavily under-utilised. This project will bring the Festival Hall back into use by repurposing the building as Tameside West’s Locality Hub, this will be one of four in the Borough as part of Phase One of the rollout of Locality Hubs. The Hub will co-locate a range of public sector partners and deliver frontline services, specifically focused on child development, family support and parenting support.

The challenges and barriers that will be addressed are:

- Low usage of Festival Hall – Festival Hall is currently under-utilised, with large areas of the building unable to be used due to the current condition. By intensifying and co-locating various front line services at this building, visitor numbers to the Festival Hall will increase and make better use of this local asset.
- Low high street footfall – The high street has vacancy rates of 12.5% and a declining footfall, intensification of services at the Festival Hall and public realm improvements in this area will better connect people from Crown Point retail park to the main Town Centre area and to the high street. The aim is to support the independent F&B sector on the high street, complementing the offer at the retail park.
- Deprivation – the LSOAs within Denton Town Centre are amongst the 20% most deprived in the country. The proposed Locality Hub will improve access to essential Council frontline services, such as children's' services, and improve the wellbeing for local residents, in particular for parents and young people.
- Poor access and connectivity – the public realm improvements will address the barrier to active travel modes into the Town Centre, encouraging more people to walk and cycle by making active travel routes more accessible and safer, with resultant benefits to health and the net zero agenda.

Refurbishment of Denton Town Hall

This project will increase the use of this heritage asset, providing improved community facilities and affordable workspace, in addition to enhancing this area south of the high street as a civic cluster and space for community cohesion.

The challenges and barriers that will be addressed are:

- Skills and training - intensifying the uses in this building to include affordable workspace and community facilities will provide skills, training and job opportunities for local people, addressing the challenge of the low levels of education and unemployment in Denton.
- Wellbeing – improving access to the library, other community facilities and provision of affordable workspace in this area will revitalise the venue as a vibrant space for social and community cohesion, increasing wellbeing levels for residents.

Town centre Public Realm Improvements

The public realm improvements across the Town Centre will include new walking and cycling routes, widening of pavements, green infrastructure, lighting, wayfinding and decluttering of obsolete street furniture. The pallet of materials will complement the high quality finish delivered by the Council at Denton Civic Square in 2014.

The challenges and barriers that will be addressed are:

- Footfall - The public realm improvements across the Town Centre and on the high street will improve connections to the main high street and increase dwell time in this area, increasing footfall and supporting the local businesses.
- Poor access and connectivity – The proposed interventions will encourage more people to travel by walking and cycling and improve access to public transport, decreasing use of the private car and decreasing levels of noise and air pollution, making the area more pleasant to spend time in.

- Pride of place - The public realm improvements will create a sense of place and identity for Denton, increasing people's sense of pride and belonging to the area.

Please explain how you will deliver the outputs and confirm how results are likely to flow from the interventions.

This should be demonstrated through a well-evidenced Theory of Change.

The Theory of Change is set out below. This can also be found in Table 1 of the Supplementary Booklet.

Local Conditions

- Declining footfall – need to diversify and revitalise the high street offer to complement the provision at the retail park and compete more effectively with other Town Centres
- Poor connectivity through and around the Town Centre - limited opportunity to make short journeys by walking and cycling
- Poor condition of existing public realm in around the town centre.
- High deprivation levels and poor social mobility
- Poor performance on the Access to Health Assets and Hazards Index
- Poor condition of civic buildings and heritage assets

Strategic Context

- National Industrial Strategy
- UK's 25 Year Environment Plan
- UK's Gear change: a bold vision for cycling and walking
- Homes England Strategic Plan 2018-2023
- The Greater Manchester Strategy, Our People, Our Place
- Greater Manchester's Local Industrial Strategy
- Greater Manchester, Places for Everyone 2037
- Greater Manchester Combined Authority's 5-year Environment Plan
- Greater Manchester's Transport Strategy 2040 and supporting sub-strategies
- Tameside Local Plan (under development)
- Tameside Inclusive Growth Strategy 2021-26
- Tameside Town Centre Framework 2022
- Tameside Climate Change and Environment Strategy 2021-2026
- Tameside Housing Strategy and Action Plan 2021-2025
- Tameside Corporate Plan
- Tameside Early Help Strategy (2020-2022)

Objectives

- Greater employment opportunities for small businesses and entrepreneurs.
- Encourage higher modal shift towards more sustainable travel to achieve the objectives of GM's Transport Strategy 2040.
- Build and enhance a strong brand identity to showcase the Town Centre's rich culture and heritage.
- Greater access to frontline services to improve wellbeing of the community.
- Public realm to improve the health and wellbeing of the community
- Public realm and more segregated walking and cycling routes to help with sense of safety.

Inputs

- Vision / strategy which demonstrates how interventions will lead to regeneration and transformation of Denton Town Centre.
- Detailed masterplanning and delivery strategies.
- Knowledge and expertise to identify, develop and deliver interventions.
- Local, community stakeholder engagement.
- LUF funding contribution of £16.8m.
- Traffic modelling to support development of active travel scheme.
- Capital funding from other public sector sources of £1.95m

Interventions

- Reconfiguration of the existing roads and junctions, to reduce priority for motor vehicles, and create new pedestrian and cycling routes, along with complementary facilities such as more cycle parking.
- Public realm improvements to the Town Centre, including widening of pavements, wayfinding/signage, lighting, installation of benches and green infrastructure.
- Refurbishment of Denton Festival Hall, for use as new Locality Hub.
- Refurbishment of Denton Town Hall, for use as community space and affordable workspace.

Outputs

- 2.5km additional active travel routes.
- Public realm enhancements, including green infrastructure.
- Refurbishment of the Town Hall, new affordable workspace.
- Refurbishment of the Festival Hal, new Locality Hub providing frontline services.
- Heritage buildings renovated
- Office space created
- Healthcare space created

Outcomes:

- Increased footfall.
- Increased employment opportunities.
- Improved physical and mental wellbeing.
- Reducing motor vehicle dominance and encourage modal shift towards walking and cycling.
- Change in perception of place
- Increased in employment rate
- Improved air quality

Impacts:

- Greater local pride in Denton Town Centre, leading to sustained improved Town Centre vitality and viability
- Encouraging people to live, work and spend their leisure time in the town centre, increasing local economic growth
- Ongoing investment in Town Centre, growth of independent F&B sector.
- Reduction in levels of deprivation
- Improved air quality.
- Improved health outcomes

For package bids you should clearly explain how the component projects are aligned with each other and represent a coherent set of interventions.
The three projects are part of the broader Destination Denton vision and programme to support the local economy, better connect the different uses in Denton Town Centre and enhance the current 'clusters' that exist to the north and to the south of the Town. The refurbishment and enhance usage of the Festival Hall as a Locality Hub to the north of the Town Centre will encourage and give people a need to cross the pedestrian bridge over the M67 from the busy retail park to the main Town Centre area. This will help to reduce the severance caused by the M67 between the Town Centre and the residential areas to the north of the motorway. The Locality Hub will also anchor employment and service provision in the heart of the Town. The public realm improvements in this area will create a gateway and identity to the Town Centre supporting further linked trip to the main high street. The public realm improvements to the high street will create a more pleasant physical environment, encouraging more footfall and dwell time in this space and support the growing independent sector in this area. Furthermore, the public realm improvements will enhance the connectivity to the south of the Town Centre where there is already a cluster of civic uses, including the civic square, Victoria Park and the library. The refurbishment to the Town Hall will encourage more activity in this area, increase the use of this heritage asset and provide employment, skills and training and community facilities.
Applicants should also briefly set out how other public and private funding will be leveraged as part of the intervention.
No other public or private funding will be leveraged specifically as part of these interventions. However, delivery of the Destination Denton programme via LUF will create the environment to encourage and facilitate a range of private sector investments throughout the Town Centre and its surrounds, both in the commercial and residential property sectors. The continued growth of Denton Town Centre and its environs will also further support the business case and rationale for public sector infrastructure investments. This potential public sector investment includes a range of schemes, such as the Restoring Your Railways Strategic Outline Business Case, which proposes the reopening of a passenger line from Stockport through Reddish South and Denton to the strategic employment site of Ashton Moss and then on to Manchester Victoria, as well as link Rose Hill (Marple) to Stockport via Reddish South.

Alignment with the Local and National Context

Explain how your bid aligns to and supports relevant local strategies (such as Local Plans, Local Economic Strategies, Local Cultural Strategies or Local Transport Plans) and local objectives for investment, improving infrastructure and levelling up.

This bid for the Destination Denton programme plays a major role in ensuring delivery of the Tameside Inclusive Growth Strategy 2021-26 and its objectives. The text below demonstrates the strong strategic alignment. The strategy builds on the ongoing investment Tameside has seen over the years as part of a comprehensive vision.

Below is an outline of key objectives of the Growth Strategy and how this bid aligns to them.

1) Ensure the transport systems link the residents to jobs and services.

The walking/cycling and public realm improvement scheme will better connect the various clusters in the Town Centre, as well as connecting Denton better to the Greater Manchester-wide walking and cycling Bee Network. This will improve accessibility and journey quality for the local community. These interventions will also provide a better environment for public transport enabling the provision of improved bus stop facilities and improve the access routes to bus stops from the surrounding residential areas, helping to reduce private car use and supporting the net zero agenda

2) Attract inward investment and support existing businesses to increase the number of good jobs in the borough.

The proposals will make the high street area more attractive and pleasant to spend time in, supporting existing businesses and encouraging new investment into the area. Provision of a better environment for public transport will help improve accessibility to good jobs across the borough and GM area by bus.

3) Seize the economic opportunities presented as Tameside transition to carbon neutrality by 2038.

The walking/cycling and public realm improvement will provide more attractive active travel infrastructure to encourage modal shift, whilst improved green infrastructure will support a healthier, more sustainable environment, contributing to delivery of the net zero agenda.

4) Use the Public Sector Estate to support start-ups, social enterprises and charities to deliver and grow and to drive development and regeneration.

The bid will consolidate the Council’s estate and provide new employment space for startups, social enterprises and charities as well as rejuvenating the area to attract more inward investment.

5) Direct local spend to support local SMEs and social enterprises grow.

The bid will provide incubator space for SMEs and small enterprises start and grow, and the public realm proposals will support local spend on the high street.

6) Make our Town Centres hubs for living, culture, employment and services supporting a sustainable retail sector

All three projects in this bid as part of the Destination Denton programme will create a places for services, culture and employment. The public realm improvements will support the high street and growing independent offer in the Town Centre.

7) Increase aspirations, employment, pay, skills and health across our whole population.

The new Locality Hub, at the Festival Hall, will make access to local public frontline services more accessible. The public realm improvements and cycling infrastructure will encourage higher footfall and cycle trips, whilst also providing improved access to bus services and support modal shift away from polluting cars whist supporting a healthier population. The new provision at the Locality Hub at Festival Hall align with the Council's Early Help Strategy (2020-22), supporting an integrated, place-based model of early intervention and prevention for early help with families provided targeted and specialist services working together more effectively and efficiently.

The bid also aligns with the following Greater Manchester strategies:

- Greater Manchester Strategy (GMS): The GMS recognises that town centres are critical to ensuring a thriving and productive economy and identifies town centres as exemplar environments for innovative walking and cycling provision, public services and employment offers. The projects proposed in this bid will implement projects that align with these aspirations.
- Greater Manchester Transport Strategy 2040 and Greater Manchester Walking and Cycling Strategy: The strategy sets out a target to be net zero carbon by 2038 and improve air quality. The proposed interventions in this bid will implement better walking and cycling connections encouraging mode shift to help improve air quality. These projects will also support delivery of the GM Streets for All Strategy, which forms a sub-strategy of the GMTS 2040.
- Places for Everyone: This long-term joint development plan between the nine districts in Greater Manchester strongly supports town centre improvements so they are quality places to live and work. It also sets a priority for town centres as locations for more residential development.
- Greater Manchester Local Industrial Strategy (GMLIS): Important contributions will accrue from supporting businesses, driving decarbonisation, particularly tackling air quality, and providing quality, unified public services.

Explain how the bid aligns to and supports the UK Government policy objectives.

The text below demonstrates how the projects proposed in the bid align with UK Government Policy objectives (this can also be found in Table 2 of the Appendix).

1) Policy Document: UK Net-Zero Strategy, Build Back Greener (BEIS, 2021)

   Policy Themes: Transport, local climate action, and embedding Net Zero in Government.

Bid Alignment: The public realm proposals will aim to encourage mode shift to journeys taken by cycling and walking and improve access to public transport. The refurbishments of the Council assets will decarbonise the Festival Hall and Town Hall.

2) Policy Document: Transport Decarbonisation Plan, A Better, Greener Britain (DfT, 2021)

   Policy Themes: Increasing cycling and walking and improve access to bus stops.

   Bid Alignment: The public realm improvements will help encourage a mode shift away from private vehicles.

3) Policy Document: Levelling Up and Regeneration White Paper (DLUHC, 2019) and Bill (DLUHC, 2022)

   Policy Themes: Missions; wellbeing and restoring local pride in places.

   Bid alignment: The public realm proposals and new uses in the Festival Hall and Town Hall aim to make Denton a highly desirable place and a more sustainable, healthy and thriving place. The proposals will create a sense of 'Denton' identity and place, building on its local heritage and character.

4) One Public Estate (OGP, 2013)

   Policy Themes: Strategic approach to asset management, creating economic growth, delivering integrated, customer-focused services, generating efficiencies.

   Bid alignment: The proposals will consolidate Council assets, providing better frontline services, opportunity for residential development and will decrease overall running costs by making assets more efficient.

The proposals will enable modal shift from private vehicles towards walking and cycling. The delivery of additional cycle infrastructure, and public realm improvements will improve road safety for cyclists and pedestrians and improve the permeability of the Town Centre, encouraging more visitors to make shorter journeys by walking/cycling in and around the Town Centre. They will also support increased modal shift to active travel and public transport modes will help to meet the objectives GM 2040 Transport Right Mix Strategy. The refurbishments of the Council assets will make them more efficient buildings. Both interventions will add to a reduction in damaging air pollutants and Greenhouse Gas emissions (GHG), contributing towards the UK's target of achieving Net Zero by 2050, as well as the Tameside Low Carbon Strategy. The Tameside Low Carbon Strategy sets out a Borough-wide decarbonisation which is directly linked to both the GMCA 5-year Environment Plan and UK Government 10 point plan.

The proposals will also make better use of Council assets, creating opportunities for economic growth, encouraging footfall in the centre and providing a more holistic and streamlined place for essential front line services, aligning with both the agenda of the One Public Estate programme and the Governments Levelling Up ambitions.

Where applicable explain how the bid complements / or aligns to and supports existing and / or planned investments in the same locality.
Active Travel Fund Round 3 (ATF3) - The proposed walking/cycling and public realm improvements, as part of the project proposal, are already successful recipients of the Active Travel Fund, securing in principle £1.95m, towards works at Crown Point junction. GM Brownfield Housing Fund: £1.9m has been secured and spent to clear the former Denton Pool site providing a Town Centre site for new housing. Council Investment – The Council has invested £16.4m in delivery of the new Denton Wellness Centre, opening in 2020 as Tameside's flagship health and leisure facility. Private sector investment WainHomes: Delivery of 163 new homes on the former Oldham Batteries site within the Town Centre is currently on site. Welcome Back Fund - £0.026m has been invested in the 'Hats Off to Denton' sculpture trail and newly launched DSCVR App, which links residents and businesses to their town centres and monies used to 'green and clean' the Town Centre, making it more attractive to shoppers and visitors.
Please explain how the bid aligns to and supports the government's expectation that all local road projects will deliver or improve cycling and walking infrastructure and include bus priority measures (unless it can be shown that there is little or no need to do so). Cycling elements of proposals should follow the government's cycling design guidance which sets out the standards required.
The delivery of the Destination Denton programme for which funding is sought will directly contributes to the local (and national) ambition to encourage a modal shift on the transport network towards more sustainable travel. The project will include reconfiguration of the roads and junctions to allow improved provision of walking and cycling infrastructure and accessibility to/from the Town Centre. Furthermore, the improvements will improve the access routes to public transport in the surrounding town centre and wider area. Targeted interventions to enable more walking and cycling trips, as well as modal shift include: • Creating two-way access for bicycles through the Town Centre • Segregated cycle lanes • Providing more cycling parking facilities around the Town Centre • Junction modifications to improve accessibility for cyclists and pedestrians The Crown Point junction scheme, which has already been awarded grant funding Active Travel Fund for Phase 1 will connect Denton to the wider Greater Manchester Bee Network, Greater Manchester's integrated walking and cycling network. The additional funding for Crown Point sought via this funding bid will enable delivery of the remainder of the scheme.

All cycling elements of proposals will follow the government's cycling design guidance in common with the Council's existing programme to deliver new cycling infrastructure across Tameside as per of the GM Mayors Challenge Fund and Bee Network.
Please tick to confirm which of the following Levelling Up White Paper Missions (p.120-21) your project contributes to:
- Living Standards: The Destination Denton programme as a whole will support the Town Centre economy with benefits that will contribute to employment and productivity in the Town Centre and wider economy. The provision of affordable workspace will provide employment opportunities, supports local social enterprises and small businesses, and will help residents gain skills. - Research and Development (R&D): The provision of affordable workspace will stimulate innovation in Denton providing much needed space for SMEs who are leading much of the UK's innovation and enterprise. - Transport Infrastructure: The proposal aims to improve connectivity in the Town Centre through active travel interventions and improved access to public transport. - Education: The investment in the Town Hall will help to safeguard the library and community facilities whilst improving their accessibility and quality, helping to deliver benefits to educational standards in Denton. - Skills: As part of delivering affordable workspace the intervention will also deliver high quality skills and training through potential incubator or accelerator programmes. - Health: Delivering more walking and cycling infrastructure will reduce usage of private vehicles and encourage a more healthy lifestyle for Denton residents. - Wellbeing: Delivering more walking and cycling infrastructure will encourage more residents to use active travel methods to get around Denton, creating a better sense of wellbeing. The services provided at the Festival Hall will improve community health and wellbeing. - Pride in Place: The public realm improvements, such as the green infrastructure and wayfinding, will create a sense of Denton pride and identity and encourage residents to spend more time in Denton and in particular, on the high street. The Locality Hub and intensification of the Town Hall will increase satisfaction with local public services and encourage more community cohesion and participation. - Crime: The public realm improvements will include lighting interventions making Denton feel safer and discouraging anti-social behaviour and neighbourhood crime.

Economic Case

All costs and benefits must be compliant or in line with HMT's Green Book, DfT Transport Analysis Guidance and DLUHC Appraisal Guidance. Please also see Technical Note.

Appropriateness of data sources and evidence
Deprivation The 2019 Index of Multiple Deprivation (IMD) shows that Denton town centre is amongst the 20% most deprived neighbourhoods in the country, particularly in the realms of living environment deprivation (10% most deprived), education, skills & training (20% most deprived) and in employment (30% most deprived) (see Figure 3 in the Supplementary Booklet). This deprivation has remained persistent since 2015 at the same 20% most deprived level. The deprivation in Denton is spatially concentrated in the town centre, which is amongst some of the most deprived neighbourhoods in the Denton North East ward. On a local authority level, the scale of the problem has also worsened. In 2015, Tameside Council ranked as the 34th most deprived local authority in the country, and it became the 23rd most deprived local authority in 2019. Police data (data.police.uk/about/) shows that one fifth of crimes committed in Denton town centre are related to anti-social behaviour (ASB), which is consistent with the findings of the AECOM study (Local High Streets Report, (July 2019, AECOM)) as well as Denton's status as a deprived town in the domain of crime. Figure 4 in the Supplementary Booklet also highlights that most crimes in the area are related to violence and sexual offences, and that reported crimes by LSOA are high, and particularly concentrated in the town centre. **Accessibility and Travel** The available active travel options in Denton are limited and there is a spatial disconnect between the different areas in the Town Centre; the high street, Crown Point retail park, the new residential developments and Denton Festival Hall. Significant severance is caused by the M67, which has few access routes across it alongside further severance caused by traffic on the A57 and A6017 through the Town Centre. Whilst there is a footbridge which connects the Crown Point retail park with the wider Town Centre and Festival Hall, it does not have adequate lighting or signage to support pedestrians with wayfinding. This affects perceptions of safety, particularly for residents who are vulnerable, and therefore prevent people from choosing active travel options. This links to the conclusions of a recent public engagement by AECOM which surveys transport trends and sentiments across Denton. From the study, 21 individuals interviewed stated it was too far for them to walk to the high street. Of the 21 people, 39% lived less than 2 miles from Denton. There were various mentions of interventions which could encourage walking, mainly people would like quieter and safer routes with better places to cross. Figure 5 in the Supplementary Booklet demonstrates the limited segregated cycling routes through the Town Centre. The interventions will also significantly improve access to public transport opportunities. A number of major bus routes along the A57 and A6017 through the Town Centre provide access across Tameside and to the wider GM area. The proposals for walking/cycling infrastructure and public realm will improve access routes to bus stops in the Town Centre from the surrounding residential area.

Health and Wellbeing

Figure 6 in the Supplementary Booklet attached is a new multi-dimensional index developed by the CDRC for Great Britain measuring how healthy neighbourhoods are. It is based on: accessibility to retail outlets (fast food outlets, pubs, off-licences, tobacconists, gambling outlets), accessibility to health services (GPs, hospitals, pharmacies, dentists, leisure services), and the quality of the physical environment (green space, air pollution). The map demonstrates that the core town centre is in the worst performing decile, 10, and the surrounding areas at 8.

Footfall and Vacancy Rates

Vacancy rates are at 3.63% and are projected to grow in the latter quarters of 2022, as demonstrated in Figure 7 in the Supplementary Booklet. Between 2020 and 2021 footfall in the Town Centre fell by 7%, indicating a lower demand for the facilities provided by Denton Town Centre.

The data which underpins the local issues is drawn from the following sources:

1. **Local High Streets Report**, (July 2019, AECOM)

This report was developed by AECOM to provide Transport for Greater Manchester (TfGM) with a better understanding of visitors and businesses on Denton High Street. TfGM's intended use of the report was to understand the potential impact of the introduction of a cycle way on the high street and to establish a baseline of the current attitudes to active travel in Denton. The interviews which form the report were conducted in July 2019 and included 106 visitors to the town centre and 101 businesses in Denton. The demographics of the respondents (age, gender, employment status, social class) broadly represent the demographics of the ward, ensuring that the report is unbiased.

2. **Costar**

CoStar is a commercial real estate information company that captures current and historic data on variables such as vacancy rates, total floorspace and market rent (per sq ft of retail space). Data from CoStar was extracted in June 2022 from the CoStar website.

3. **Office for National Statistics (ONS)**

The English indices of deprivation were used to extract data on deprivation in Denton Town Centre. This data was accessed in June 2022 from the gov.uk website. This statistic has been consistently produced since 2000, with previous release taking place in 2015. These statistics are robust and widely used in projects and business cases to understand the spatial distribution and degree of deprivation across England.

4. **MappingGM**

MappingGM is a mapping portal, visualising spatial information on a series of map to illustrate data on planning, housing, environmental, social, economic and demographic data across Greater Manchester. The portal has been developed by the Greater Manchester Combined Authority (GMCA). Data for this bid has been taken from the People and Communities map which brings together various layers, and associate metadata. Metadata is taken from reliable and the most up to data sources, largely from ONS data, the Consumer Data Research Centre (CDRC), Transport for Greater Manchester (TfGM) and the Home Office.

5. **Police Data (Police.uk)**

Police.uk publishes street level crime and anti-social behaviour statistics from all local police forces in England and Wales. The portal was developed by the UK Police service. The data sourced for this bid was sourced from the 'Your Area' interactive map, selecting the Denton North East police service. These statistics are widely used to understand crime in local areas across England and Wales.

Please demonstrate that the data and evidence supplied is appropriate to the area of influence of the interventions.

CoStar

CoStar is a live database of the latest real estate information, allowing you to search for any commercial property in England. The CoStar data obtained are updated on an ongoing basis. The catchment radius for the extracted CoStar data was 0.5miles from the town centre and the data was extracted in June 2022 from the CoStar website.

ONS

The LSOAs covering Denton Town Centre were used when obtain population data from ONS (Tameside 021A, Tameside 021C, Tameside 21D, Tameside 025A, Tameside 025D, Tameside 026A, Tameside 026C), as shown in Figure 8 in the Supplementary Booklet.

The median annual income data was used to inform the calculation of the distributional weighting, in which the median income (latest year 2021) was available on parliamentary constituency level (Denton and Reddish) (Office for National Statistics, 2021, Earnings and hours worked, place of work and place of residence ASHE Tables 9 and 10).

Furthermore, when selecting the number of cycle trips from the Propensity to Cycle Tool, as a conservative approach, only the cycle trips monitored on the study location of the walking/cycling and public realm scheme was used, as shown in Figure 5 in the Supplementary Booklet. We captured the cycle trips observed on a route-basis as opposed to an MSOA/LSOA area to avoid overestimation of cycle trips.

MappingGM

MappingGM is a mapping portal, visualising spatial information on a series of map to illustrate data on planning, housing, environmental, social, economic and demographic data across Greater Manchester. The portal has been developed by the Greater Manchester Combined Authority (GMCA). Data is available at an LSOA level.

Local High Streets Report, (July 2019, AECOM)

This report used primary data collected through local interviews with 106 visitor respondents and 101 business respondents in Denton Town Centre. Since TfGM's intended use of the report was to understand the potential impact of the introduction of a cycle way on the high street, the interview locations were defined by the roads shown in Figure 9 in the Supplementary Booklet.

Police Data (Police.uk)

Police.uk publishes street level crime and anti-social behaviour statistics from all local police forces in England and Wales. The data sourced for this bid was sourced from the 'Your Area' interactive map, selecting the Denton North East police service. The area selected includes the area including and surrounding Denton Town Centre and is shown in Figure 10 in the Supplementary Booklet.

Effectiveness of Proposal in Addressing Problems

Please provide analysis and evidence to demonstrate how the proposal will address existing or anticipated future problems.

Quantifiable impacts should be forecasted using a suitable model. Theory of Change evidence should be identified and referenced.

Please describe the robustness of the analysis and evidence supplied such as the forecasting assumptions, methodology and model outputs. Key factors to be covered include the quality of the analysis, the quality of the evidence and the accuracy and functionality of the models used.

Wider LVU

The wider LVU methodology mirrors the methodology set out as part of the Future High Street Fund (FHSF) clarification exercise. Information on all commercial properties within 0.50 mile radius of the Town Centre was sourced from CoStar, and the wider LVU uplift factor was derived from literature review of comparative case studies. The wider LVU methodology is also in line with Towns Fund Delivery Partner's Development Guidance which provides the methodology on estimating wider LVU.

Active Travel Benefits

The methodology is compliant with the AMAT User Guide, and the LUF FAQs. The study area of which the baseline cycle trips obtained was based on the cycling route cutting across the town centre. The default assumptions and parameters (Department for Transport, May 2020, Active Mode Appraisal Toolkit User Guide) embedded in the toolkit have been used due to the unavailability of more robust, scheme-specific assumptions.

Projecting baseline cycle trips followed the recommended steps outlined in the FAQs. To determine the number of cycle trips post-intervention implementation, an assumption of 22% uplift was applied to the 2025 baseline cycle trips. The uplift factor was derived based on benchmarking and is the median of an upper and lower uplift boundary. The case studies used includes 2017 Manchester Oxford Road Cycle scheme (Gov UK, 2020, Case Studies, Building cycle infrastructure in Manchester), and the 2016 DfT study (Department for Transport, 2016, Investing in Cycling & Walking: Rapid Evidence Assessment).

Town Hall WTP Benefits

The Willingness-to-Pay (WTP) value of maintaining the historic Town Hall in good condition was sourced from Historic England commissioned study “Heritage and the value of place” (Simetrica-Jacobs, 2021). This guidance fits into DCMS’ Culture and Heritage Capital Programme. The metrics and methods set out in the guidance is consistent with HM Treasury’s Green Book. The assumptions, including the WTP values and proportion of users affected, were sourced directly from the study. Although the study recommends a WTP value of £7.29, we have adopted a lower, conservative value of £5.73 per user. We have tested a range of WTP values as part of sensitivity testing. The local population data was sourced from Office for National Statistics (ONS, via NOMIS) based on historic LSOA-level population data. In absence of ONS-produced LSOA population projections, we extrapolated Denton population projections, based on the average population growth rate based on the historic 10 year population trend.

Health Benefits

In absence of detailed wellbeing data and surveys required to understand the improvement in life satisfaction (and subsequent wellbeing benefits), we have undertaken a cost-effectiveness analysis. This aims to capture the reduction in NHS costs borne as a result of A&E attendances mitigated by the presence of the proposed Denton Locality Hub. We have based this analysis on the NHS article/report “Child health hubs see patients closer to home and reduce unnecessary hospital trips” (NHS England, Case Studies, Child health hubs see patients closer to home and reduce unnecessary hospital trips), which evaluates six children’s health hubs.

To estimate the health benefits relating to NHS cost savings as a result of the proposed Denton Locality Hub (at Festival Hall), the benefits were estimated based on the number of targeted users, the average cost of A&E attendance, as well as an assumption on the % reduction in A&E attendance.

The average cost of A&E attendance was based on the New Economy’s Social Cost Benefit Analysis Guidance (HM Treasury, New Economy, 2014, Supporting public service transformation: cost benefit analysis guidance for local partnerships). The average cost, £89 per individual, was adopted and converted from 2017 prices to 2022 prices using the TAG’s GDP deflator indices. To estimate the number of A&E attendance mitigated by the Denton Locality Hub, an assumption of 22% reduction was applied, based on the same NHS evaluation study suggested above, to the number of 18,000 targeted users. Although more evaluation studies are welcomed to validate the reliability of the assumption, the proposed Denton Locality Hub will deliver very similar services to the six children’s hub, therefore we felt it was appropriate to adopt this assumption.

To avoid over attribution of benefits, we have included additionality factors based on HCA’s Additionality Guidance 2014. Due to the uncertainty and robustness of the assumptions and methodology, we have included the health benefits (NHS cost savings) in the adjusted BCR.

Analysis of Costs and Benefits

Please explain how the economic costs of the bid have been calculated, including the whole life costs.
The economic cost of this proposal has been built up from costs consistent with the financial case. For the purpose of the economic appraisal, the financial costs have been converted from nominal prices to real 2022 prices. GDP deflator series as per TAG databook (Department for Transport, May 2022, TAG databook) was used to deflate the financial costs to real prices, in line with the Green Book recommendation. The economic costs are then converted into net present values using the 3.5% discount rate for the first 30 years, recommended by HM Treasury's Green Book. The below presents the **(undiscounted)** costs (real 2022 prices) by intervention, source of funding and the associated optimism bias applied to the base costs. This information can also be found in Table 4 in the Supplementary Booklet. Please note, for the purpose of the economic appraisal and Value for Money assessment, the costs includes both contingency and optimism bias. However, for the funding profile, optimism bias is excluded. 1) Denton Festival Hall Base costs: £0.78m Optimism Bias: 10%, £0.08m Total undiscounted costs: £0.86m 2) Denton Town Hall Base costs: £3.68m Optimism Bias: 10%, £0.37m Total undiscounted costs: £4.05m 3) Town Centre Public Realm Improvements Base costs: £13.41m Optimism Bias: 22%, £2.95m Total undiscounted costs: £16.36m Total (undiscounted) costs: £21.27m The optimism bias assumptions were derived from the Green Book supplementary guidance on optimism bias (HM Treasury, 2013, Green Book Supplementary Guidance: Optimism Bias). For the Festival Hall and Town Hall projects, we have assumed an optimism bias for capital expenditure, 10%, treated as a standard buildings project. The 10% falls within the 2-24% optimism bias range; the capital costs for the Festival Hall were developed by Tameside Council's internal buildings and costing team (with extensive experience developing costs of similar projects), whilst the Town Hall costs were developed by cost consultants Graham + Sibbald. Coupled with a contingency allowance of 10%, we are confident the costs are robust and therefore justifies an optimism bias lower than the upper range of 24%.

The Town Centre Public Realm Improvements has been treated as a standard civil engineering project, hence an upper optimism bias of 44% has been applied. A mitigation factor of 0.5 has been applied to reduce the optimism bias to 22%, on the basis the costs were developed based on detailed plans and well-defined scope, and a large contingency allowance of 44% has been accounted for.
Please describe how the economic benefits have been estimated, including a discussion and evidence to support assumptions.

Wider LVU Benefits
There is wider economic gain in the form of regeneration to the surrounding area through this bid. As a result, we have calculated the wider LVU based on the land value premium gained across all commercial properties within a 0.5 mile radius of the Town Centre. Figures such as the annual rent per sq ft was sourced from CoStar. The rent per sq ft is divided by an assumed 7% rental yield to generate the existing use value (EUV).

Active Travel Benefits
DfT's AMAT tool was used to calculate the cycling benefits of the Crown Point junction scheme and the benefits were appraised over a 30-year period, in line with the LUF Round 2 FAQs.

The uplift in cycling trips is captured in the cycling benefits; journey ambience, decongestion, and health. Data from the Census 2011 was extrapolated to daily trips according to the LUF FAQ guidance to estimate the baseline number of daily trips in the opening year (2025). The 2011 daily trips were extrapolated to 2025 baseline trips using the background growth rates described in the AMAT guidance. The post-intervention cycle trips was estimated based on an uplift factor of 38% in 2025. We estimated that an average cycling trip will use 72% of the intervention, estimated by the length of the scheme (3.5km) divided by the average length of a cycling trip (4.84km).

Figure 11 in the Supplementary Booklet presents the user input of the AMAT.

Town hall (WTP) Benefits

Refurbishment of the depleted Town Hall will allow the (historic) building to be repurposed into greater use for local residents. According to DCMS' Culture and Heritage Capital Approach, benefits of the Town Hall to local residents can be expressed through the Willingness-to-Pay (WTP) values to keep the heritage asset in good condition. Therefore, heritage benefits of the restoring the Town Hall have been monetised, based on Historic England-commissioned Heritage and the Value of Place study (Jacobs-Simetrica, 2021).

As per guidance, the benefits were estimated based on the formula in Figure 12 in the Supplementary Booklet.

The following assumptions were applied and sourced in compliance with the Historic England study:

- Proportion of local population visited in the past year – 65%
- WTP value - £5.73 per users (2021 prices, uplifted to 2022 prices)

The local population data was extracted from ONS' Annual Population Survey for LSOAs within the Denton catchment area. As the study states further research is underway to robustly estimate the value of maintaining a heritage asset, we have included the Town Hall benefits in the adjusted BCR.

Health (avoided NHS costs) benefits

The Festival Hall will be the host of the locality hub, which will offer services targeting communities, improving the wellbeing and quality of life of local residents. This will include providing NHS frontline services particularly for children/young people and families. Based on (limited) evaluation of similar case studies, locality hubs not only can deliver health and wellbeing benefits, but can also deliver NHS cost savings. Therefore, we have quantified the benefits (i.e. avoided costs) of reduction in A&E attendance, in line with New Economy's Cost-Benefit Analysis (https://www.greatermanchester-ca.gov.uk/what-we-do/research/research-cost-benefit-analysis/). The following inputs and assumptions were applied to estimate the health benefits are presented below. Additionality factors have been included to account for displacement and deadweight.

1) Input/ Assumption: Number of users
   Value: 18,750 users per annum
   Rationale/Source: Tameside Council

2) Input/ Assumption: Reduction in no. of A&E attendance
   Value: 22%
   Rationale/Source: The NHS evaluation (https://www.england.nhs.uk/integratedcare/resources/case-studies/child-health-hubs-see-patients-closer-to-home-and-reduce-unnecessary-hospital-trips/) of a children health hub shows a 22% decrease in A&E attenders.

3) Input/ Assumption: NHS cost of A&E attendance
   Value: £89 per attendee (2017 prices, uplifted to 2022 prices)
   Rationale/Source: New Economy CBA model (https://www.greatermanchester-ca.gov.uk/what-we-do/research/research-cost-benefit-analysis/)

4) Input/ Assumption: Deadweight
   Value: 18%
   Rationale/Source: Additionality Guide 2014 (Homes & Communities Agency)

5) Input/ Assumption: Displacement
   Value: 11%
   Rationale/Source: Additionality Guide 2014 (Homes & Communities Agency)

Distributional Weighting

To account for the income disparity between Denton and the rest of the UK, distributional weightings were calculated and applied to the benefits arising from the interventions. The methodology to derive the distributional weighting factor was based on HM Treasury's Green Book guidance, where the factor was estimated using the net equivalised income of Denton (£22,837) and the UK (£25,971). Both of these figures were sourced from the ONS. The elasticity of marginal utility of income used was 1.3, sourced from the Green Book. For Denton, a distributional weight of 1.18 was applied to all quantified benefits.

Value for Money

Please provide a summary of the overall Value for Money of the proposal. This should include reporting of Benefit Cost Ratios (BCR). If a BCR has been estimated, please provide the BCR of the proposal below. If you only have one BCR, please enter this against the 'initial' BCR. 'Initial' BCR (single bid) 'Adjusted' BCR (single bid)
The monetised economic benefits associated with the proposed development have been assessed to allow calculation of the Benefit-Cost Ratio (BCR). Benefits included in the BCR are those with a strong underlying evidence base and the methodology is consistent with government guidance. LVU is compliant with the DLUHC Appraisal Guide, the active travel benefits are quantified based on DfT's TAG, culture benefits are quantified in line with the guidance recommended by LUF R2 technical guidance, and the distributional weighting is consistent with the Green Book 2022. The costs included in the BCR considers both costs funded by the LUF investment being sought and other public sector funding. The economic benefits and costs are converted into present values, using the 3.5% discount rate, per the Green Book. Please note, we recognise for transport projects, PV benefits and costs are required to be presented in 2010 prices. However, for consistency purposes with DLUHC guidance and LUF costings and planning workbook, we have presented the benefits relating to the Town Centre Public Realm Improvement projects, including the active travel benefits, in 2022 prices. The initial BCR of 2.03 is presented in Table 5 of the Supplementary Booklet and based on the assumptions previously identified. Using the Value for Money (VfM) framework, the calculated BCR indicates the project is of 'medium' VfM. Once the additional benefits are included, the adjusted BCR of 2.20 is presented. See Table 5 in the Supplementary Booklet for further information. Two sensitivity tests were carried out to better understand the potential range of the BCR, based on the most conservative assumptions (to be referred to as the Low scenario), and the most optimistic assumptions (to be referred to as the High scenario). Table 6 in the Supplementary Booklet outlines the parameters and assumptions tested. Table 7 in the Supplementary Booklet presents the results of the sensitivity testing. The low scenario demonstrates an (initial) BCR of 1.29, above the threshold required for a project to be considered 'medium' VfM. The high scenario, which uses more 'optimistic' assumptions and parameters, demonstrates an (initial) BCR of 3.09. However, it is important to note the VfM assessment not only considers the quantitative analysis, but should also consider the non-quantified benefits, as well as the bid's ability to address the local issues and barriers set out in the Strategic Fit. An overview of the non-quantified benefits the bid delivers is set out in the next section of this submission.

Please describe the non- monetised impacts the bid will have and provide a summary of how these have been assessed, including the expected scale of these impacts. These will be factored into the overall Value for Money assessment of the bid.
<u>Site-level land value uplift (LVU)</u> Although the wider LVU based on the cumulative impact of the three projects have been monetised, we would expect **site LVU** to be delivered on the Festival Hall and Town Hall, as the refurbishments of the two historic buildings will enable better utilisation and productive use in terms of increased frontline services and community activities. <u>Health and Wellbeing Benefits</u> Implementing better walking and cycling routes will increase health and wellbeing benefits for the local community. An increase in walking leads to health benefits such as reduced absences and increased productivity; according to Transport for London's study (Transport for London, 2019, Economic benefits of walking and cycling), "people who are physically more active take 27% fewer sicker days each year than their colleagues". Furthermore, incentivising modal shift from cars to walking leads to reduced congestion, improved air quality, and reduction in GHG emissions. Furthermore, concentrating and co-locating frontline services at the Festival Hall will increase access and usage of local services, leading to further health and wellbeing benefits especially for young people and families. <u>Pride of place and Sense of Belonging</u> The public realm improvements will include better signage, wayfinding and green infrastructure that will be designed reflecting the local character of the Town Centre. This will lead to benefits in communities feeling a sense of pride and belonging to the Town Centre. <u>Diversify Local Economy and Attracting Visitors</u> Provision of new affordable workspace at the library will provide opportunities to support and nurture small businesses, diversifying the local economy. Provision of this workspace provide social and cultural value to the community, attracting residents and visitors from Greater Manchester.
Please provide an assessment of the risks and uncertainties that could affect the overall Value for Money of the bid.
A risk register which outlines the key cost risks is provided as part of the deliverability section of this submission. Other key uncertainties, which forms part of the sensitivity testing in, includes: • **Overestimation of the LVU uplift:** the anticipated (wider) LVU uplift may, in reality, be more conservative than assumed for the VfM assessment, lowering the (quantitative) VfM of the bid. We have tested a lower LVU assumption (as shown in the supplementary booklet) to test the impact on the BCR to reflect this uncertainty. • **Overestimation of A&E attendance avoided:** the proportion of beneficiaries to the NHS frontline services (at the Festival Hall) which translates into avoided A&E attendance is based on the NHS evaluation of a similar locality hub. However, there is a risk this may be an

overestimation, lowering the VfM of the bid. Hence, we have included the health benefits in the adjusted BCR to reflect the uncertainty of the assumption.

- **Underestimation of cycle trips**: the 22% uplift in cycle trips as a result of the project is based on benchmarking analysis of similar case studies. However, full transport modelling and in-depth analysis is required to understand the impact on cycle trips more robustly. Given the proposed enhanced cycle lanes forms part of the city-wide Bee Network, the baseline cycle trips is likely to be an underestimation. More detailed modelling is due to be carried out for the business case development for the MCF.

We would expect an Appraisal Summary Table, to be completed to enable a full range of impacts to be considered. This should be consistent with the relevant appraisal guidance for the bid.

Appraisal Summary Tables, AMAT output sheets and a Value for Money explanatory note has been completed for all projects.

- **Appraisal Summary Tables (ASTs): T**he ASTs have been completed based on DLUHC Appraisal Guide for the Refurbishment of the Festival Hall and Town Hall projects. The AST have been completed based on DfT's TAG for the Town Centre Public Realm Improvements project.
- **AMAT output sheet**: The output sheet (pasted values) of the AMAT used to estimate the active travel (walking) benefits for the Active Travel and Public Realm Improvement project. Note, the values are presented in discounted 2010 prices in the AMAT output sheet, as the DfT's TAG requires all transport projects to present benefits and costs in 2010 prices. However, for consistency purposes with the LUF workbook, we have re-based the economic benefits and costs to 2022 prices in a separate, bespoke economic model. Furthermore, the AMAT tool applies a 1.5% discount rate (per annum) to the health-related benefits, and subsequently reflected in the AMAT output sheet. However, the LUF workbook only allows one discount rate to be applied across all three projects, regardless of the type of projects. Therefore, for the purpose of the LUF application and workbook, the discount rate 3.5% per annum was applied to the health benefits.
- **Value for Money Explanatory Note: T**his is a separate note outlining with further details on the methodology and results of the VfM assessment.

Deliverability

Please confirm the total value of your bid.

LUF Funding: £16,764,793
Match Funding: £1,950,000

Total: £18,714,793

Please confirm the value of the capital grant you are requesting from LUF.
£16,764,793
Please confirm the value of match funding secured. Where match funding is still to be secured please set out details below. If there any funding gaps please set out your plans for addressing these.
Active Travel Fund 3 (ATF3): £1.95m match funding has been secured for improvement to the Crown Point junction with scheme governance to be administered via Transport for Greater Manchester under existing arrangements with the Council for schemes of a similar nature.
If you are intending to make a land contribution (via the use of existing owned land), please provide further details below and confirm who currently owns the land, details of any restrictions and the estimated monetary value.
N/A – All parts of the proposed scheme involve land and buildings already owned by the Council. All elements will be delivered by the Council with no land contributions to third parties.
Please confirm if your budget includes unrecoverable VAT costs and describe what these are, providing further details below.
No unrecoverable VAT costs are included within this proposal.
Please describe what benchmarking or research activity you have undertaken to help you determine the costs you have proposed in your budget. Please advise on any assumptions.
Each of the component of the scheme has been subject to robust cost estimates with suitably qualified professionals. The basis of the costs developed have been summarised as below: **Denton Town Hall** The costs for the Town Hall have been prepared by RICS accredited cost consultants Graham and Sibbald, working closely alongside the Council's estates management team and place team. A full survey has been completed at the site and costings have been developed based on RICS BCIS figures. Costs have been reviewed by the Council's Strategic Property team and benchmarked against the market and similar schemes delivered recently by the Council to ensure their reasonableness, particularly given the current market climate.

Contingency and inflation assumptions have been built into these cost estimates, providing a high level of comfort that they are robust, and that the works to the Town Hall can be delivered within the funding envelope, despite the current uncertainty in the cost climate. **Denton Festival Hall** The cost of the works to the Festival Hall have been prepared by RICS accredited cost consultants Graham and Sibbald, working closely alongside the Council's estates management team and place team. A full survey has been completed at the site and costings have been developed based on RICS BCIS figures. In addition, design work has been undertaken for the public facing section of the Festival Hall and the public realm works outside. These costs have been reviewed by the Council's Strategic Property team and benchmarked against the market and similar schemes delivered recently by the Council to ensure their reasonableness, particularly given the current market climate. Contingency and inflation assumptions have been built into the cost estimates, providing a high level of comfort that they are robust, and that the works to the Festival Hall and associated public realm works can be delivered within the funding envelope, despite the current uncertainty in the cost climate. **Public Realm Improvements** The public realm improvement costs have been prepared by internally by the Council's Engineering Services team and are based on a specification defined by the Council reflecting the delivery of similar scheme across Tameside. These have been benchmarked against other similar schemes delivered by the Council and those components affecting Crown Point junction reviewed by Transport for Greater Manchester. Contingency and inflation assumptions have been built into these cost estimates, providing a high level of comfort that they are robust, and that the works to the public realm can be delivered within the funding envelope, despite the current uncertainty in the cost climate.
Please provide information on margins and contingencies that have been allowed for and the rationale behind them.
For each of the projects within this LUF bid, the Council has worked closely with its advisors to derive appropriate and reasonable cost assumptions, particularly given the inherent uncertainty in the market currently. Table 8 in the Supplementary Booklet illustrates the key margins and contingencies allowed for in the cost estimates. The values used differ for individual elements reflecting the nature of the works being carried out and the risk associated with each. For all elements of the project, we have applied the forecast BCIS General Building Construction Index to ascertain an appropriate basis for indexation over the course of the next few years to delivery. BCIS are an industry recognised provider of inflation forecasts and base their projections on rigorous analysis.

Please set out below, what the main financial risks are and how they will be mitigated, including how cost overruns will be dealt with and shared between non-UK Government funding partners. (You should cross refer to the Risk Register).

Each project within this proposal has a different risk profile and mitigation strategy. The mitigation strategies largely depend on the ability of the Council to transfer risks to private parties through the procurement process or by carrying out further work to reduce uncertainty.

The appended risk register details exact risks and mitigation strategies.

The risk register is owned by the Denton Officer Group who are responsible for monitoring, updating, effecting any mitigation strategies, with the Project Lead holding ultimate responsibility and oversight of the register.

For each individual risk item, a member of the Denton Officer Group is assigned as the risk owner and is responsible for tracking and updating progress about that risk. Each risk is aligned to the specific project intervention (in some cases, risks apply to all three projects in this programme).

Within the risk register, each risk is assigned a RAG rating to monitor the severity of the risk at any given point in time. This is reviewed on a weekly basis by the Denton Officer Group as part of a weekly risk meeting, with changes and actions adopted off the back of information and decisions made in that meeting.

The Project Lead presents back to the Strategic Panel on a monthly basis the current position of the risk register and the key risks, who provide further oversight and support in the management of key risks to delivery.

Below is an extract of the key financial risks taken from our risk register and the strategies in place to mitigate those:

Cost overruns or delays to the construction schedule may result in programme outturn exceeding the initial cost estimate:

- Construction risk across the projects has been partly mitigated through detailed cost estimates and use of contingency.
- Construction contingency and design contingency have been included for all works included within this application.
- These risks will be managed through D&B contracts where risks will be transferred to the appointed contractor as appropriate.
- Ahead of starting on site all the necessary surveys and assessments will be undertaken to reduce any unknown below ground risks.

Cost inflation remains uncertain:

- The economic recovery from Covid-19 and impacts associated with the transition from the EU have been driving high materials costs recently. The longer-term impact of this effect remains unknown but could lead to material price rises.

Lack of demand for affordable workspace:

- There could be a lack of demand for the affordable workspace which could make the model for the Town Hall unviable. Further market research will be undertaken to establish the demand

and type of workspace to be provided. The workspace operator will be appointed through a competitive procurement process and will be assessed on the overall business plan and financial viability. Risk of asbestos and contamination at Denton Town Hall and Festival Hall: • Given the age of the two heritage buildings there is a risk of asbestos and contamination associated with any structural works to the buildings. It is anticipated remediation will be required. • Surveys and testing will be undertaken in advance to determine the contamination status and cost risk associated.
If you are intending to award a share of your LUF grant to a partner via a contract or sub-grant, please advise below.
This proposal does not involve awarding any share of the LUF grant to a partner. All works will be managed by the Council. Any payments made to contractors for delivery of works will be subject to public procurement process and the Council existing corporate governance arrangements.
What legal / governance structure do you intend to put in place with any bid partners who have a financial interest in the project?
Not applicable – each component of the scheme is under Council ownership and there are no third parties with ownership interest in the project.

Commercial

Please summarise your commercial structure, risk allocation and procurement strategy which sets out the rationale for the strategy selected and other options considered and discounted. ***All applicants should set out how contracts will be procured and managed effectively; in accordance with procurement best practice and a and other appropriate legislation including the Modern Slavery Act, as applicable.***
The Council has an existing partnership in place for the delivery of capital works, for which The Robertson Group are appointed as the Council's Strategic Delivery Partner for the delivery of the Council's capital projects, each subject to separate model contracts and independent value for money assessments. These existing arrangements mean that the Council has a pre-procured delivery partner, compliant with Public Procurement Act (2015) for the implementation of LUF funded works and can commence

works on land and buildings quickly, with no need for any further procurement and market uncertainty.

Any further contractors or advisors procured outside of these arrangements to support the delivery of the works will be subject to the normal procurement rules and relevant financial standing tests as defined according to the procurement strategy of our procurement provider, STAR procurement

Refurbishment to the Town Hall and Festival Hall

The Town Hall works, and Festival Hall refurbishment will be delivered by the Robertson Group the Council's strategic delivery partner for capital works in relation to buildings, each subject to separate model contracts and independent value for money assessments. The works at the Council owned Festival Hall and Denton Town Hall buildings will be delivered through a Design and Build (D&B) contract with Robertson (and/or their sub-consultants). Through D&B contracts, the Council will transfer the delivery risks while retaining control of project specification. Flexibility and control in how these works are delivered will ensure there is scope for Council to deliver the next phase of works on this site in the most appropriate way. Construction risk will be transferred to the Robertson Group; however the Council will retain control of project specification. Detailed surveys have been undertaken which has formed the project brief, this will be refined upon the award of the LUF funds and will be ready to instruct to the Robertson Group. Costings are undertaken by Quantity Surveyors, Graham and Sibbald. The project will be managed by the Council's Facilities Management Officer. An affordable workspace operator will be procured who will be responsible for management and the affordable workspace, they will be assessed on the viability of their business plan and on their track record similar projects. This procurement will be based on a similar model to the affordable workspace delivered at Ashton Old Baths.

Public Realm Improvements

The public realm and active travel works will be to be delivered by the Council's in-house Engineering Delivery Team. Contract management will be undertaken by the Council's LUF Project Team. The Council's has retained in-house Engineering Delivery Team and Procurement Standing Orders allow all highway schemes to be delivered by this experienced team that have successfully secured a number of Considerate Constructor awards. Any sub-contractors or materials will be procured through STaR (the Council's shared procurement service) via an existing Framework.

The team has successfully delivered a number of schemes including those funded through Cycle City Ambition Grant 2 (CCAG2) and the Emergency Active Travel Fund (EATF), and the MCF Tranche 1 schemes at Chadwick Dam, Stalybridge and Hill Street, Ashton-under-Lyne. The same team delivered the successful Denton Civic Square works in the Town Centre on time and within budget in 2017.

The use of the Robertson Group, as the Council's Strategic Delivery Partner, and the in-house Engineering Delivery team will enable early contractor involvement, greater control and cost certainty, with the ability to adapt quickly and flexibly without incurring unnecessary additional costs. This approach to delivery will de-risk delays to the programmed start date due to having greater control than if there were a requirement to formally procure all works from an external contractor.

Project Management and Planning

In order to provide effective coordination of this significant programme of regeneration within Denton Town Centre, a dedicated Tameside Council officer will be allocated to each project and they will be responsible for the management of each of the contracts on a day-to-day basis. Contract management

will be overseen by the Council's Legal and Procurement officers as well as the SRO and LUF Programme Manager. This is an approach the Council has used successfully to deliver regeneration programmes in other areas. Engagement with planning officers has already taken place to identify which packages will need planning permission. Time for planning approval will be built into the overall delivery programme. Pre-application meetings will be undertaken were necessary to mitigate any planning risk. Procurement of materials will be undertaken in line with Sourcing and Consultancy Playbooks, Construction Playbook and public contract regulations and with all relevant legal requirements including public contract regulations 2015 and 2020 amendments (post EU exit). The Council will agree and include an evaluation criterion, based on quality and cost. In the quality section, suppliers will be assessed on their approach to net-zero and delivering social value, through using local supply chains, and their approach equality, diversity and inclusion. The responses to these questions will be marked and scored. All procurements require the completion of a Social Value questionnaire which will form part of the procurements' evaluation process. This is operated by the Social Value Portal, which not only supports the evaluation of prospective bidders' social value impacts, but also helps to monitor their social value delivery during the project delivery phase. This social value questionnaire will be set up to align with the Council's social value standards in ensuring the use of a sustainable supply chain. In addition, bidders are required to make statements and confirmations as to their adherence to the Modern Slavery Act as applicable. Early market engagement will be undertaken for all services required; frameworks will be used where possible. Delivery outside the Robertson Group has been considered, however, through an options assessment undertaken, it has been found that delivering through this existing appointment would provide best value for money and programme benefits. This is because it will not be necessary to undertake a full procurement exercise and quality assurance will be protected as the Robertson Group have completed similar work for the Council which has been on time, on budget and to a quality standard.
Who will lead on the procurement and contractor management on this bid and explain what expertise and skills do they have in managing procurements and contracts of this nature? If the procurement is being led by a third party and not the lead applicant, please provide details below.
The procurement of contractors will either utilise Robertson as the Council's pre-procured partner for delivery of capital works or be undertaken in house by project management officers, supported by external Project Management, via the STaR procurement service, our shared procurement service provider. The STaR Procurement team have extensive experience in procuring contractors following OJEU regulations. The PM team are experts in construction management and have a strong track record of delivering public projects. Once contractors are appointed the contractor management will be led by a dedicated Project Manager and managed through the project's internal governance structure. The Council and its officers have a proven track record delivering large-scale programmes of the scale and nature for which this LUF funding is sought; examples of this are detailed below.

In 2013, the Council led the implementation of Vision Tameside, a £60m programme investing in high quality office and education facilities within Ashton Town Centre. The Hattersley Regeneration programme, which has renewed the housing stock and improved transport infrastructure and public realm, is another prime example of the Council successfully delivering a regeneration project in partnership with key stakeholders Peak Valley housing association (now known as Onward Homes), Homes England and Barratt Homes. The Council has a strong track record of delivering walking and cycling schemes utilising its in house delivery team as part of TMBC Engineering Services. In 2019, the led the development and implementation of extending the cycling and walking provision in Chadwick Dam. This is the first of 11 walking and cycling schemes the Council will be leading as part of the Tameside Bee Network programme. The Council has demonstrated its commitment to restore and preserve key heritage assets across Tameside. In 2013, Tameside Council partnered with the previous owners of the Ashton Old Baths, the European Regional Development Fund, and the Heritage Lottery Fund to restore the historic building, which prior to that point was closed for 38 years. The Ashton Old Baths have been transformed into an award winning shared workspace now occupied by SMEs in the digital and creative sector.
Are you intending to outsource or sub-contract any other work on this bid to third parties? For example, where you have identified a capability or capacity gaps.
Through its Place Directorate the Council has a robust and experienced team capable of delivering large-scale programmes of the scale and nature for which this LUF funding is sought. This project has relevant professional advisors already procured and appointed to progress. **Graham and Sibbalds Building Surveyors** have been engaged to support the Council in undertaking site and building surveys and producing cost assumptions for capital works. They have significant experience in the local area in producing cost reports and working with buildings to similar scale and nature of Festival Hall and the Town Hall. The delivery of the capital works to the Festival Hall and Denton Town Hall will be undertaken by the Council's appointed strategic delivery partner, Robertson. The Council retains the right to competitively appoint an alternative contractor if Robertson is not deemed good value for money. The public realm and active travel works will be to be delivered by the Council's in-house TMBC Engineering Delivery Team. The Council has retained in-house Engineering Delivery Team and Procurement Standing Orders to allow all highway schemes and public realm works to be delivered by this experienced team that have successfully secured a number of Considerate Constructor awards. Any sub-contractors or materials will be procured through STaR (the Council's shared procurement service) via an existing Framework. If the bid was successful the necessary professional services that are unable to be delivered in house will be appointed to deliver the projects, including design and cost consultancy. Where possible, procurement will be undertaken through existing arrangements, for example, through the STaR procurement service, our shared procurement service provider and through the Robertson Group as the Council's strategic delivery partner.

Clear briefs and scopes of work will be prepared and be managed by the Project Manager for each project, managing consultant time and fee on the project. Regular project meetings will be in place, and invoicing will be based upon key milestones. KPI's will be set out in the briefs and will be monitored throughout the project lifecycle.

The project is monitored as part of the Council's existing governance and monitoring arrangements. The core Denton Officer Group is responsible for the preparation and updates of regular programme reports, risk register, and procurement plan for review by the Strategic Board, and they engage with the appointed suppliers on a daily basis.

Ongoing monitoring of the project will be reported by the delivery team to the Leisure Strategic Board, both as part of regular monthly update meetings as well as through the Council's internal project management as necessary.

A monitoring and evaluation framework has been developed as part of the project to allow the Council to monitor the progress of the schemes. The monitoring and evaluation framework will be aligned with the objectives of the project as well as the requirements of the Levelling Up Fund.

How will you engage with key suppliers to effectively manage their contracts so that they deliver your desired outcomes. What measures will you put in place to mitigate supplier/contractor risks and what controls will you implement to ensure they deliver on quality.

Given the building works to the Town Hall and Festival Hall will be delivered by the Robertson Group and the public realm works delivered internally by the Engineering Services team, the remaining procurements will be for consultants for additional design work and an operator to manage the affordable workspace at the Town Hall.

Through the procurement process suppliers will be assessed on their baseline financial and commercial standings to ensure they have the basis capability to deliver the projects. This will be assessed on a pass/fail basis. Clear scopes of services and briefs will be included in the tender documents for any suppliers and will be included in the contract, included with KPIs that will be used to manage the quality of the suppliers.

Contractors will be asked to prepare a risk register, including mitigation methods, and a programme to deliver the project, this will be evaluated as part of the evaluation process. The appropriate payment mechanism, aligning to the contract will be implemented and set out in the appointment documents, as well as the programme.

Regular site visits for inspection of quality and progress against programme will be undertaken by the Project Manager and other consultants appointed, eg. Clerk of Works.

Each project will have a risk register which will set out project wide risks, this will be assessed against likelihood and impact and a score will be generated. Mitigation methods and actions will be put place or each risk. These will include supplier and contractor risks. Regular internal and external meetings will include a risk review on the agenda so that the register is kept up to date and actions are monitored.

Regular meetings will take place with any suppliers, including the contractors, where any issues can be raised and resolved as early as possible. KPI's will be set with each supplier and these will be monitored and reported on internally within the Council, including to the Head of Legal, CFO and Executive Cabinet Members.

Management

Please set out how you plan to deliver the bid (this should be a summary of your Delivery Plan).

A delivery plan has been appended which details project planning, governance, risk management, communications and stakeholder management, and benefit realisation and assurance for the Destination Denton programme.

Project Plan

The below provides a high-level summary of the key milestones based on indicative timings of the LUF application process:

July 2022: Submission of the LUF application form
Autumn 2022: Completion of outstanding public consultation
October 2022: Assumed LUF funding award

Festival Hall and associated public realm

December 2022: Planning submission (Festival Hall)
October 22: March 23: Pre-construction works (surveys etc.)
March 2023: Planning approval and construction to start on site
September 2023: Completion
October 23 - Jan 24: Festival Hall public realm

Town Hall

October – December 22: Pre-construction works
January 2023: Start on site
June 2023: Completion

Crown Point

December 2022 – August 2023: TRO/approvals
September 2023: Start on site
March 2025: Completion

Wider Public realm

January 2023: Start on site
October 2023: Completion

The existing Council resources, whom have supported the development of the Levelling Up Fund application and this Delivery Plan, will remain in situ supporting the delivery of the scheme until relevant contractors are formally procured and ready to take forward the design and development phase.

Human Resources

A Project Manager (an experienced Council officer) will be responsible for the day-to-day issues on each package and act as the Council's liaison with the key stakeholders on the scheme, including representatives from the Council's Strategic Property, Development and Investment, Operations, Housing, Finance and Legal teams, the Council Executive, Local Members, and the Town Team. Additional technical resource from external consultant teams will be procured as required and managed by the Strategic Board. The Council's Head of Major Programmes will act as the LUF Programme Lead.

Governance

The diagram in Figure 13 in the Supplementary Booklet sets out the governance structure that has been developed to support the delivery of the scheme.

An overview of the key roles within the proposed team is summarised below:

- Strategic Panel Steering Group: This panel is chaired by the SRO and responsible for overseeing and steering strategic delivery and planning of the Denton vision. The Panel will report to the Executive Cabinet. The group will also receive reports on the monitoring and evaluation of the programme and review KPIs.
- Stakeholder Advisory Group: This group is responsible for scrutinising delivery and providing advice and direction in relation to community aspirations for the regeneration of Denton.
- Denton Officer Group: This group is leading the LUF application process and will be responsible for co-ordinating the Council's resources and delivering the LUF projects to time and budget.
- Infrastructure & Development Delivery Group: responsible for coordinating the logistics, highways, development of all infrastructure related project delivery. This team will manage the projects during the construction stage.

The above structure is ultimately overseen by the Council's Executive Cabinet who have ultimate decision-making responsibility. The Executive Cabinet will approve the entering into of any relevant funding agreements, the strategic approach and receive regular monitoring updates on progress as appropriate.

The structure chart in Figure 14 in the Supplementary Booklet shows the day-to-day working of the LUF Programme and the structure of the Denton Officer Group.

Stakeholder Engagement

The project has an engagement strategy which will be delivered as the project progresses and will include further consultation.

Risk Management

The risk management strategy for the project has been developed and is detailed in the delivery plan. The risk register is updated monthly and is owned by the Strategic Panel. The Project Manager's will be responsible for updating these key documents on a day-to-day basis.

Monitoring and Evaluation

Logic mapping has been undertaken to demonstrate the relationship between scheme outputs, outcomes (and anticipated impacts). The Strategic Panel has overall responsibility for the monitoring and evaluation of the project. Further details are set out in the monitoring and evaluation section.

Please demonstrate that some bid activity can be delivered in 2022-23.

We can confirm that some bid activity will take place in financial year 2022/23. As per our milestone delivery plan below, spend will be incurred in progressing works to the Town Hall and part of the Festival Hall scheme.

July 2022: Submission of the LUF application form
Autumn: 2022: Completion of outstanding public consultation
September 2022: Assumed LUF funding award
December 2022: Planning consents (where applicable) submitted for initial works
January 2023: Start on site – Public realm and town hall
March 2023: Start on Site – Festival Hall
September 2023: Completion of festival hall works and start on site for the active travel improvements.
June 2023: Completion of Town Hall works
October 2023: Completion of public realm works
March 2025: Completion of active travel improvements

Risk Management: Applicants are asked to set out a detailed risk assessment.

Each project within this proposal has a different risk profile and mitigation strategy. The mitigation strategies largely depend on the ability of the Council to transfer risks to private parties through the procurement process or by carrying out further work to reduce uncertainty.

The appended risk register details exact risks and mitigation strategies.

The risk register is owned by the Denton Officer Group who are responsible for monitoring, updating, effecting any mitigation strategies, with the Project Lead holding ultimate responsibility and oversight of the register.

For each individual risk item, a member of the Denton Officer Group is assigned as the risk owner and is responsible for tracking and updating progress about that risk. Each risk is aligned to the specific project intervention (in some cases, risks apply to all three projects in this programme).

Below is an extract of the key risks taken from our risk register and the strategies in place to mitigate those:

Cost risks as a result of overspend and or under-budget:

- Identification of financial budgets and monitoring systems in line with the Council's Financial standing orders.
- Project managers to be responsible for monitoring spend throughout programme delivery, raising any issues with potential overspend at an early stage.
- Close working relationship with Council's Finance Officer dedicated to the LUF Programme. This officer would also sit on the Strategic Panel.
- Regular financial reports presented to the Strategic Planning and Capital Monitoring Panel.

- Ensure that budgets are regularly monitored and reviewed throughout the lifetime of the project, and that expert advice is sought where required to support costs analysis and development.
- Costs risk managed through appropriate risk transfer during procurement – either through D&B contracts or target price contracts to give Council comfort over cost uncertainties.

Interventions proposed not aligned with those of local community:

- The interventions have been developed based on consultation with key stakeholders, community groups and the local community.
- A clear communications and engagement plan to deliver consistent messaging to help promote the benefits of the programme.
- Residents, businesses and stakeholders will continue to be engaged as works begins to ensure buy-in and support to the schemes.

Lack of market appetite / capacity from prospective contractors to deliver the scheme:

- The Council has conducted soft market engagement with the local market to ascertain their interest and is confident there remains appetite and demand to bid for such projects.

Environmental Risks:

- Council has been engaging key stakeholders throughout the development process – including local residents and neighbouring site owners.
- Feedback will be sought from planning officers at key stages of development, and refinements made based on feedback

Unsuccessful LUF bid:

- Ensure application is fully developed. Consider whether a third round of LUF is launched or if alternative funding sources are available.

Potential programme disruption as a result of Covid-19 pandemic:

- Continuity strategy has been developed to cover potential implications from Covid-19 should any further outbreaks arise.

Within the risk register, each risk is assigned a RAG rating to monitor the severity of the risk at any given point in time. This is reviewed on a weekly basis by the Denton Officer Group as part of a weekly risk meeting, with changes and actions adopted off the back of information and decisions made in that meeting.

The Project Lead will present a formal report at each monthly Strategic Panel. This report will provide financial information, key risks and issues.

Please provide details of your core project team and provide evidence of their track record and experience of delivering schemes of this nature.

The Council has a core project team in place to deliver the regeneration of Denton as part of the LUF programme. Each component of the bid will have a dedicated officer to undertake the day-to-day project management.

Core Project Team

The Core Project Team will be as shown in Figure 14 in the Supplementary Booklet.

External professional consultant teams will be procured as required and managed by the Project Team, such as design expertise.

Case Studies

Walking and Cycling

The team has successfully delivered a number of schemes including those funded through Cycle City Ambition Grant 2 (CCAG2) and the Emergency Active Travel Fund (EATF), and the MCF Tranche 1 schemes at Chadwick Dam, Stalybridge and Hill Street, Ashton-under-Lyne. The same team delivered the successful Denton Civic Square works in the Town Centre on time and within budget in 2017.

Building Refurbishment

The Council has demonstrated its commitment to restore and preserve key heritage assets across Tameside. In 2013, Tameside Council partnered with the previous owners of the Ashton Old Baths, the European Regional Development Fund, and the Heritage Lottery Fund to restore the historic building, which at that point was closed for 38 years. The Ashton Old Baths has been transformed into an award-winning shared workspace now occupied by SMEs in the digital and creative sector.

If applicable, please explain how you will cover the operational costs for the day-to-day management of the new asset / facility once it is complete to ensure project benefits are realised.

For Town Hall and Festival Hall, operational costs will continue to be covered as part of existing estate management strategies and budgets, newly refurbished Town Hall and Festival Hall should have lower maintenance costs going forward.

The Robertson Group are also appointed via the Council's Additional Services Contract to provide facilities management services to the Council for its operational buildings. There are therefore robust management arrangements in place for the future management of the Festival Hall and Denton Town Hall buildings once the LUF funded works are completed. The Denton Library within part of the Town Hall building is operated by the Council's existing Cultural Services team, which consists of Libraries, Arts and Engagement, Museums and Galleries and the Local Studies and Archives Centre. This team will work together with the workspace operator to manage and programme the space. Furthermore, this service is responsible for delivering and supporting a vibrant and affordable events programme, working with partners to offer support to early years, formal arts education, families and a range of lifelong learning opportunities.

With the much-needed investment from the LUF Fund, this will enable significant capital works to take place which will greatly enhance the lifespan and integrity of both buildings, reducing maintenance and operational costs (particularly regarding utilities). The Council will also adopt its Facilities Management Strategy that is now in place to manage its estate, including recently refurbished or new buildings which ensures they are operated and managed in a sustainable and long-term manner to ensure that asset utilisation can be maintained over a long-term period.

An affordable workspace operator will be appointed to manage the workspace at the Town Hall, they will be assessed and appointed on the basis of a sustainable and viable business plan. The Council are experienced in delivering similar projects, such as the Ashton Old Baths in Ashton-Under-Lyne where Oxford Innovation are managing this new space for SME's and social entrepreneurs.

Monitoring and Evaluation

This M&E plan has been developed in-absence of specific LUF guidance and will be updated once this guidance is published. M&E relating to the Denton walking/cycling and public realm improvement have been developed consistent with the M&E requirements set out by GMCA's Bee Network programme.

The Council, in conjunction with the delivery partner (including the shopping centre owners), will monitor the impacts of the programme supported by the LUF. This M&E Framework aims to answer the following research questions:

- Has the package bid addressed the local barriers identified in the Strategic Fit, as well as the policy objectives such as levelling up challenges and net zero?
- Has the package bid achieved the outputs and outcomes set out in the Theory of Change?
- Did the risks identified in the risk register materialise, and if so, managed successfully by the responsible owner (including taking corrective action to ensure benefits are realised)?
- Has the delivery of the bid achieved adequate return on investment (Value for Money)?
- If the project(s) has not achieved its full potential, where were the shortfalls? This presents an opportunity to share lessons learnt and good practice and contribute to the wider evidence base to inform policy such as spending reviews
- Has the relevant governance and procurement strategy been implemented successfully, ensuring accountability and assurance of public money?

The monitoring and evaluation approach for the programme is directly linked to the outcomes and impacts noted in the theory of change (see the case for investment response) and the economic benefits quantified in the value for money assessment. By monitoring performance against appropriate metrics, the Council will be able to evaluate the extent to which the scheme is delivering the benefits set out as justification.

The impacts of the individual schemes and the programme as a whole on Key Performance Indicators (KPIs) will be monitored. The Infrastructure & Development Delivery Group will be responsible for collecting this data and monitoring quarterly changes. The group will also be required to carry out an impact evaluation. This analysis will allow understanding on the changes to KPIs from the agreed baseline and monitor the extent to which benefits set out in the theory of change are being realised. If performance issues are identified, they will be managed by the group through agreed escalation processes to find suitable solutions.

KPIs that will be monitored are presented in the table below. The KPIs include footfall, vacancy rates, land value uplift and number of crimes reported. Further specific KPIs for individual elements are also captured in the table below.

The first step in the M&E process is to agree baselines for each of the KPIs, and how data will be collected. The KPI's demonstrated below will be developed and agreed should the LUF grant be awarded. Assessing the counterfactual and causal impact of the schemes (as for any social science evaluation) can be challenging in the absence of a control group. Historical baseline data can be used to inform forecasts for how the situation may have been without the LUF. Comparing the actual change that occurs in the Town Centre with these forecasts will help to demonstrate the change that may have been caused by the LUF. However, this does not account for other influences on the Town Centre's performance. Identifying other interventions and wider trends in Tameside and nationally that have taken place during the time period will help to indicate whether other factors have affected the change in performance of Denton Town Centre.

The responsibility for baselining each KPI is noted in Table 10 in the Supplementary Booklet.

ANNEXES A – C: PROJECT SUMMARIES

These should be completed individually for each component within a **package bid**

Please use Annexes A – C to provide detail on each component project of a package bid. A package bid can have up to 3 component projects.
For each component project please complete this form e.g., annex a would be details for component one, annex b for component two and annex c for the third package component.
Project Name:
Refurbishment of Denton Festival Hall and public realm improvements
Please provide a short description of this project
This project will bring the Festival Hall back into public use and act as a new Tameside West's 'Locality Hub', an innovative model co-locating a range of public frontline services focused on children and family services such as the Tameside Safeguarding Children Partnership and the Greater Manchester Health and Social Care Partnership. Its location is ideally placed to better connect the high street with Crown Point retail park. Alongside this, public realm improvements at this site will create a sense of arrival and place, building on the character and identity of Denton, and encourage people to the main high street.
Please provide a more detailed overview of the project and how this project aligns with the other projects in the package bid, representing a coherent set of interventions.
The refurbishment works will include; structural and roof repairs and fire safety works. The public realm improvements will include a new pedestrian route, a gateway sign, wayfinding and green infrastructure. This project is complementary to the others as it will draw people from Crown Point encouraging people through the town centre to the high street. Intensifying the uses at Festival Hall is also complimentary to the Town Hall project as it means harnessing the potential and increasing the usage of the two key public buildings north and south of the town centre, creating core civic hubs at either end of the town centre. The third project, of the wider town centre public realm improvements, will connect these two hubs whilst also creating better connections to the high street.
Please provide a short description of the area where the investment will take place. If complex (i.e., containing multiple locations/references) please include a map defining the area with references to any areas where the LUF investment will take place. **For transport projects** include the route of the proposed scheme, the existing transport infrastructure and other points of particular interest to the bid e.g., development sites, areas of existing employment, constraints etc.
The investment will take place at Denton Festival Hall and in the concrete space to the West of the building.

Please confirm where the investment is taking place (where the funding is being spent not the applicant location or where the project beneficiaries are located). If the project is at a single location, please confirm the postcode and grid reference for the location of the investment. If the project covers multiple locations, please provide a GIS file. If this is unavailable, please list all the postcodes/coordinates that are relevant to the investment. **For all projects**, please confirm in which constituencies and local authorities the project is located. Please confirm the % investment in each location.
Postcode: Manchester M34 3JY Coordinates: 53.45679758444277, -2.11731717032264 This project is in Tameside Metropolitan Borough Council in the constituency of Denton and Reddish.
Please specify the proportion of funding requested for each of the Fund's three investment themes: a) Regeneration and Town Centre % b) Cultural % c) Transport %
Regeneration and town centre 28% Transport 57% Culture 15%
Please confirm the value of match funding secured for the component project. Where funding is still to be secured please set out details below. If there are any funding gaps please set out your plans for addressing these.
N/A
Value for Money Please set out the full range of impacts – both beneficial and adverse – of the project. Where possible, impacts should be described, quantified and also reported in monetary terms. There should be a clear and detailed explanation of how all impacts reported have been identified, considered and analysed. When deciding what are the most significant impacts to consider, applicants should consider what impacts and outcomes the project is intended to achieve, taking into account the strategic case, but should also consider if there are other possible significant positive or negative impacts, to the economy, people, or environment.

The following monetised benefits were identified and included in the Value for Money (VfM) assessment. For further details on the methodology, please refer to the VfM explanatory note.

- **Wider LVU** – the proposed refurbishment of the festival hall, including the public realm improvements both onsite and the surrounding area, will enhance the attractiveness of the local area and create a more pleasant place to spend time in. For the purpose of the economic appraisal, this benefit is reflected through wider LVU. Note, the wider LVU has been estimated based on the cumulative effect of all three projects proposed in this package bid. The (cumulative) wider LVU equates to £10.34m, of which £0.86m (discounted 2022 prices) are attributed to the refurbishment of the festival hall project (apportioned based on the cost contribution to the overall package bid cost envelope).
- **Health (NHS cost savings) benefits –** the refurbished Festival Hall will be repurposed into a Locality Hub. The space will provide a location to bring services together within the Town Centre so when the need or emerging problems occurs, communities and organisations work together with children, young people and families to co-ordinate support thereby improving the overall wellbeing and quality of life. The Hub will be facilitated in partnership with many other organisations, including the NHS. By offering frontline health services at the refurbished Festival Hall, this reduces the risk / negating the need for users to be treated at other NHS facilities, including A&Es. Based on similar case studies, we have carried out a cost-effectiveness analysis to understand the cost savings of reducing A&E attendances as a result of the provision of the frontline services, assuming the Denton Locality Hub will lead to 22% reduction in A&E attendances, and subsequently incur NHS cost savings. The estimated NHS cost savings equates to £2.4m (discounted 2022 prices).

In addition to the monetised benefits, there are a number of non-monetised benefits to be considered as part of the VfM assessment. The Denton Locality Hub at the refurbished Festival Hall aims to deliver the following benefits:

- Improved school readiness and child development.
- Improved access to good quality childcare provision.
- Reduction in smoking in pregnancy and more smoke-free families.
- Reduction of pregnancies and children exposed to alcohol.
- Reduction in domestic abuse.
- Improved emotional health and wellbeing.
- Reduction in children living in poverty.
- Improved education attainment.
- Reduction in youth related crime.
- Improved access to the community offer.

It will be generally expected that an overall Benefit Cost Ratio and Value for Money Assessment will be provided at Question 5.5 in the main application. If it is not possible to provide an overall BCR for your package bid, please explain why.

The initial BCR of 0.25 indicates the project delivers 'poor' value for money, based on wider LVU. With the inclusion of the health (NHS cost savings) benefits, the adjusted BCR increases to 0.96. However, there are a multitude of non-monetised health and wellbeing and community benefits to be considered as part of the Value for Money assessment.

Where available, please provide the initial and adjusted BCR for this project:
Where available, please provide the initial and adjusted BCR for this project: Initial BCR: 0.25 Adjusted BCR: 0.96
Does your proposal deliver non- monetised benefits? Please set out what these are and a summary of how these have been assessed.
Health and Wellbeing Benefits The establishment of the Denton Locality Hub supports the Council's vision that every child and young person in Tameside has the best start in life, to grow, thrive, and be prepared for a successful adult life. The space will provide a location to bring services together within the Town Centre so when the need or emerging problems occurs, communities and organisations work together with children, young people and families to co-ordinate support thereby improving the overall wellbeing and quality of life. Anticipated benefits include: • Improved school readiness and child development • Improved access to good quality childcare provision • Reduction in smoking in pregnancy and more smoke-free families • Reduction of pregnancies and children exposed to alcohol • Reduction in domestic abuse • Improved emotional health and wellbeing • Reduction in children living in poverty • Improved education attainment • Reduction in youth related crime • Improved access to the community offer **Increase in Footfall and Local Pride** The proposed public realm improvements will address the current poor conditions of the physical environment and significantly enhance the attractiveness of the area. The improved targeted area, as the key gateway to the leisure and retail park via the footbridge, may lead to incentivising more visitors to travel to and spend time in the Town Centre to/from the leisure/retail park. Furthermore, improving the local environment can lead to increased local pride amongst the local community. **Wider LVU (Residential Properties)** As suggested above, the package bid will likely lead to a cumulative wider LVU on existing properties as the regeneration schemes will enhance the attractiveness of the Town Centre and make the area a more pleasant place to spend time and travel through. Although we have monetised the wider LVU impact on commercial properties, we were unable to monetised wider LVU on residential properties due to lack of available data.

Does this project include plans for some LUF grant expenditure in 2022-23?
Yes
Could this project be delivered as a standalone project or does it require to be part of the overall bid?
This project could be delivered as a standalone project.

ANNEXES A – C: PROJECT SUMMARIES

These should be completed individually for each component within a **package bid**

Please use Annexes A – C to provide detail on each component project of a package bid. A package bid can have up to 3 component projects.
For each component project please complete this form e.g., annex a would be details for component one, annex b for component two and annex c for the third package component.
Project Name:
Refurbishment of Denton Town Hall
Please provide a short description of this project
This project will increase the use of this heritage asset, supporting increased footfall to the library, providing more accessible community facilities and providing new affordable workspace, creating job and skills opportunities for local residents. It will also enhance this area south of the high street as a civic cluster and space for community cohesion, capitalising on the investments already made to the Civic Square which provides a significant area of external community space.
Please provide a more detailed overview of the project and how this project aligns with the other projects in the package bid, representing a coherent set of interventions.
The works will include structural internal and external works and improvements to the Mechanical and Electrical (M&E) services. The works will also reconfigure the current space and fit it out to the appropriate level. This project will enhance the south of the town centre as a civic and community space, building on current positive assets such as the civic square and Victoria Park. It complements the other bid components as the wider town centre improvements will better connect and link the two refurbishment projects together, creating a more attractive pedestrian and cycle route between the north and south and therefore, also drawing more footfall to the main high street.
Please provide a short description of the area where the investment will take place. If complex (i.e., containing multiple locations/references) please include a map defining the area with references to any areas where the LUF investment will take place. **For transport projects** include the route of the proposed scheme, the existing transport infrastructure and other points of particular interest to the bid e.g., development sites, areas of existing employment, constraints etc.
The works will take place at Denton Festival Hall, 13 Peel St, Denton, Manchester M34 3JY, and the public realm works will take place to the land to the west of the building.

Please confirm where the investment is taking place (where the funding is being spent not the applicant location or where the project beneficiaries are located). If the project is at a single location, please confirm the postcode and grid reference for the location of the investment. If the project covers multiple locations, please provide a GIS file. If this is unavailable, please list all the postcodes/coordinates that are relevant to the investment. **For all projects**, please confirm in which constituencies and local authorities the project is located. Please confirm the % investment in each location.
Postcode: Manchester M34 2AP Coordinates: 53.4546215158214, -2.1140494921508393. This project is located in Tameside Metropolitan Borough Council in the constituency of Denton and Reddish.
Please specify the proportion of funding requested for each of the Fund's three investment themes: a) Regeneration and Town Centre % b) Cultural % c) Transport %
Regeneration and town centre 28% Transport 57% Culture 15%
Please confirm the value of match funding secured for the component project. Where funding is still to be secured please set out details below. If there are any funding gaps please set out your plans for addressing these.
N/A
Value for Money Please set out the full range of impacts – both beneficial and adverse – of the project. Where possible, impacts should be described, quantified and also reported in monetary terms. There should be a clear and detailed explanation of how all impacts reported have been identified, considered and analysed. When deciding what are the most significant impacts to consider, applicants should consider what impacts and outcomes the project is intended to achieve, taking into account the strategic case, but should also consider if there are other possible significant positive or negative impacts, to the economy, people, or environment.
The following monetised benefits were identified and included in the Value for Money (VfM) assessment. For further details on the methodology, please refer to the VfM explanatory note.

- **Wider LVU** – the proposed refurbishment of the Town Hall will enhance the attractiveness of the local area and create a more pleasant place to spend time in. For the purpose of the economic appraisal, this benefit is reflected through wider LVU. Note, the wider LVU has been estimated based on the cumulative effect of all three projects proposed in this package bid. The (cumulative) wider LVU equates to £10.34m, of which £0.44m (discounted 2022 prices) are attributed to the refurbishment of the festival hall project (apportioned based on the cost contribution to the overall package bid cost envelope).
- **Town Hall (WTP) benefits** - the proposed repairs and refurbishments to Town Hall will allow higher utilisation of the Town Hall and continue to provide critical services to the local community. As the Town Hall is a public good (i.e. free to consume by the public), the economic benefits of accessing the Town Hall cannot be expressed in market values. Nonetheless, there is strong evidence to suggest consumers do place a willingness-to-pay (WTP) value of maintaining the historic building in a good condition. Therefore, we have quantified and monetised the heritage benefits based on the WTP values (and methodology) published by Historic England's Heritage and Value of Place (2021, Simetrica-Jacobs). The heritage benefits of the Tow Hall are estimated at £0.5m (discounted 2022 prices) over a 20-year appraisal period.

In addition to the monetised benefits, there are a number of non-monetised benefits to be considered as part of the VfM assessment.

- **Wider LVU (residential properties):** as suggested above, the package bid will likely lead to a cumulative wider LVU on existing properties as the regeneration schemes will enhance the attractiveness of the Town Centre and make the area a more pleasant place to spend time and travel through. Although we have monetised the wider LVU impact on commercial properties, we were unable to monetised wider LVU on residential properties due to lack of available data.
- **Local pride and sense of belonging**: the proposed package bid will lead to rejuvenating the physical assets of the Town Centre and improve the attractiveness of the area. This may lead to restoration of local pride and improving sense of belonging for residents.

It will be generally expected that an overall Benefit Cost Ratio and Value for Money Assessment will be provided at Question 5.5 in the main application. If it is not possible to provide an overall BCR for your package bid, please explain why.

The initial BCR of 0.61 indicates the project delivers 'poor' value for money, based on wider LVU. With the inclusion of the health (NHS cost savings) benefits, the adjusted BCR increases to 1.28, indicating the project delivers 'low' value for money. However, there are a multitude of non-monetised benefits to be considered as part of the Value for Money assessment.

Where available, please provide the initial and adjusted BCR for this project:

Where available, please provide the initial and adjusted BCR for this project:

Initial BCR: 0.61
Adjusted BCR: 1.28

Does your proposal deliver non- monetised benefits? Please set out what these are and a summary of how these have been assessed.
• **Wider LVU (residential properties):** as suggested above, the package bid will likely lead to a cumulative wider LVU on existing properties as the regeneration schemes will enhance the attractiveness of the Town Centre and make the area a more pleasant place to spend time and travel through. Although we have monetised the wider LVU impact on commercial properties, we were unable to monetised wider LVU on residential properties due to lack of available data. • **Local pride and sense of belonging**: the proposed package bid will lead to rejuvenating the physical assets of the Town Centre and improve the attractiveness of the area. This may lead to restoration of local pride and improving sense of belonging for residents.
Does this project include plans for some LUF grant expenditure in 2022-23?
Yes
Could this project be delivered as a standalone project or does it require to be part of the overall bid?
This project could be delivered as a standalone project.

ANNEXES A – C: PROJECT SUMMARIES

These should be completed individually for each component within a **package bid**

Please use Annexes A – C to provide detail on each component project of a package bid. A package bid can have up to 3 component projects.
For each component project please complete this form e.g., annex a would be details for component one, annex b for component two and annex c for the third package component.
Project Name:
Active Travel and Public Realm Improvements
Please provide a short description of this project
Public realm improvements to integrate new investments such as such as the Crown Point residential scheme and the Denton Wellness Centre, more effectively with the wider Town Centre, encouraging increased footfall to the high street. Improving active travel routes, including walking and cycling connections, across the town centre.
Please provide a more detailed overview of the project and how this project aligns with the other projects in the package bid, representing a coherent set of interventions.
The two refurbishment projects and recent new investment, including the Wellness Centre and new residential developments, need to be supported and integrated by good quality public realm. The public realm improvements will include works to the busy Crown Point Junction located at the heart of the Town Centre, plus new walking and cycling routes, green infrastructure and wayfinding. The improvements will make the high street more attractive and pleasant to dwell in, and the wider improvements across the Town Centre will focus on improving walking and cycling routes and legibility, connecting the main uses around the Town, particularly the improved uses at the Town Hall and Festival Hall. The interventions will create a better sense of place and identity.
Please provide a short description of the area where the investment will take place. If complex (i.e., containing multiple locations/references) please include a map defining the area with references to any areas where the LUF investment will take place. **For transport projects** include the route of the proposed scheme, the existing transport infrastructure and other points of particular interest to the bid e.g., development sites, areas of existing employment, constraints etc.
The active travel improvements will be in the areas shown in red on the map in Figure 16 in the Supplementary Booklet. The public realm improvements will be on the areas shown in dark green on the map in Figure 17 in the Supplementary Booklet, connecting key uses and areas in the town centre.

Please confirm where the investment is taking place (where the funding is being spent not the applicant location or where the project beneficiaries are located). If the project is at a single location, please confirm the postcode and grid reference for the location of the investment. If the project covers multiple locations, please provide a GIS file. If this is unavailable, please list all the postcodes/coordinates that are relevant to the investment. **For all projects**, please confirm in which constituencies and local authorities the project is located. Please confirm the % investment in each location.
This project is located in Tameside Metropolitan Borough Council in the constituency of Denton and Reddish. The key coordinates for this component are; 53°27'22.4"N 2°06'49.9"W 53°27'22.4"N 2°07'12.1"W 53°27'22.7"N 2°06'36.6"W 53°27'25.9"N 2°06'51.6"W 53°27'18.6"N 2°06'47.7"W 53°27'15.3"N 2°06'59.4"W 53°27'19.2"N 2°06'58.6"W
Please specify the proportion of funding requested for each of the Fund's three investment themes: a) Regeneration and Town Centre % b) Cultural % c) Transport %
Regeneration and town centre 28% Transport 57% Culture 15%

Please confirm the value of match funding secured for the component project. Where funding is still to be secured please set out details below. If there are any funding gaps please set out your plans for addressing these.
Match funding of £1.95m has been secured for the active travel improvements from Active Travel Round 3 (ATF3).
Value for Money Please set out the full range of impacts – both beneficial and adverse – of the project. Where possible, impacts should be described, quantified and also reported in monetary terms. There should be a clear and detailed explanation of how all impacts reported have been identified, considered and analysed. When deciding what are the most significant impacts to consider, applicants should consider what impacts and outcomes the project is intended to achieve, taking into account the strategic case, but should also consider if there are other possible significant positive or negative impacts, to the economy, people, or environment.
The following monetised benefits were identified and included in the Value for Money (VfM) assessment. For further details on the methodology, please refer to the VfM explanatory note. • **Wider LVU** – the public realm improvements will enhance the attractiveness of the local area and create a more pleasant place to spend time in. For the purpose of the economic appraisal, this benefit is reflected through wider LVU. Note, the wider LVU has been estimated based on the cumulative effect of all three projects proposed in this package bid. The (cumulative) wider LVU equates to £10.34m, of which £9.04m (discounted 2022 prices) are attributed to the refurbishment of the festival hall project (apportioned based on the cost contribution to the overall package bid cost envelope). • **Health and wellbeing benefits:** by encouraging either modal shift from private vehicles to active travel or/and inducing walking/cycling trips enabled by the project, this leads to an increase in physical activity and subsequent health benefits to the users. Furthermore, improvements to mental wellbeing are anticipated as increased physical activity has strong links to improving mental health. The health benefits relating to improved physical and mental wellbeing have been quantified and monetised using the DfT's AMAT tool, in which c. £8.7m (discounted 2022 prices) of benefits are estimated to be delivered. Furthermore, reducing car dependency and subsequently reduction in vehicle-km leads to a reduction in the exposure of toxic air pollutants, reducing the risk of health issues such as respiratory illnesses. Coupled with reducing the risk of accidents, the combined impact of air quality and accidents benefits equates to £128,000 (discounted 2022 prices). • **Modal shift benefits:** by encouraging modal shift from private vehicles to active travel, this leads to a reduction in vehicle-km travelled, alleviating congestion pressures on existing road users. Using the AMAT tool, **decongestion benefits** equates to £1.3m. Other benefits accrued as a result of encourage modal shift includes **reduction in GHG emissions** (£50,000) and reduction in noise pollution (£7,000). However, note the reduction in vehicle-km travelled is estimated to reduce indirect tax revenues by £52,000 from VAT/fuel duty.

• **Journey ambience benefits**: the significant public realm improvements proposed will create a more attractive route and environment for cyclists and pedestrians. This leads to increased journey ambience benefits to users, equivalent to £15.6m (discounted 2022 prices) estimated in the case of Denton, representing the largest proportion of (monetised) benefits. However, there is also a multitude of non-monetised benefits this project will deliver and should be considered alongside the monetised benefits. This includes wider LVU on residential properties. For more details on the non-monetised benefits, **please refer to the relevant section of this submission**.
It will be generally expected that an overall Benefit Cost Ratio and Value for Money Assessment will be provided at Question 5.5 in the main application. If it is not possible to provide an overall BCR for your package bid, please explain why.
The initial (and adjusted) BCR of 2.56 indicates the project delivers 'high' value for money, based on wider LVU and the active travel benefits.
Where available, please provide the initial and adjusted BCR for this project:
Where available, please provide the initial and adjusted BCR for this project: Initial BCR: 2.56 Adjusted BCR: 2.56
Does your proposal deliver non- monetised benefits? Please set out what these are and a summary of how these have been assessed.
• **Wider LVU (residential properties):** as suggested above, the package bid will likely lead to a cumulative wider LVU on existing properties as the regeneration schemes will enhance the attractiveness of the Town Centre and make the area a more pleasant place to spend time and travel through. Although we have monetised the wider LVU impact on commercial properties, we were unable to monetised wider LVU on residential properties due to lack of available data. • **Local pride and sense of belonging**: the proposed package bid will lead to rejuvenating the physical assets of the Town Centre and improve the attractiveness of the area. This may lead to restoration of local pride and improving sense of belonging for residents.
Does this project include plans for some LUF grant expenditure in 2022-23?
Yes

Could this project be delivered as a standalone project or does it require to be part of the overall bid?
This project could be delivered as a standalone.

Supplementary Booklet – Images and tables

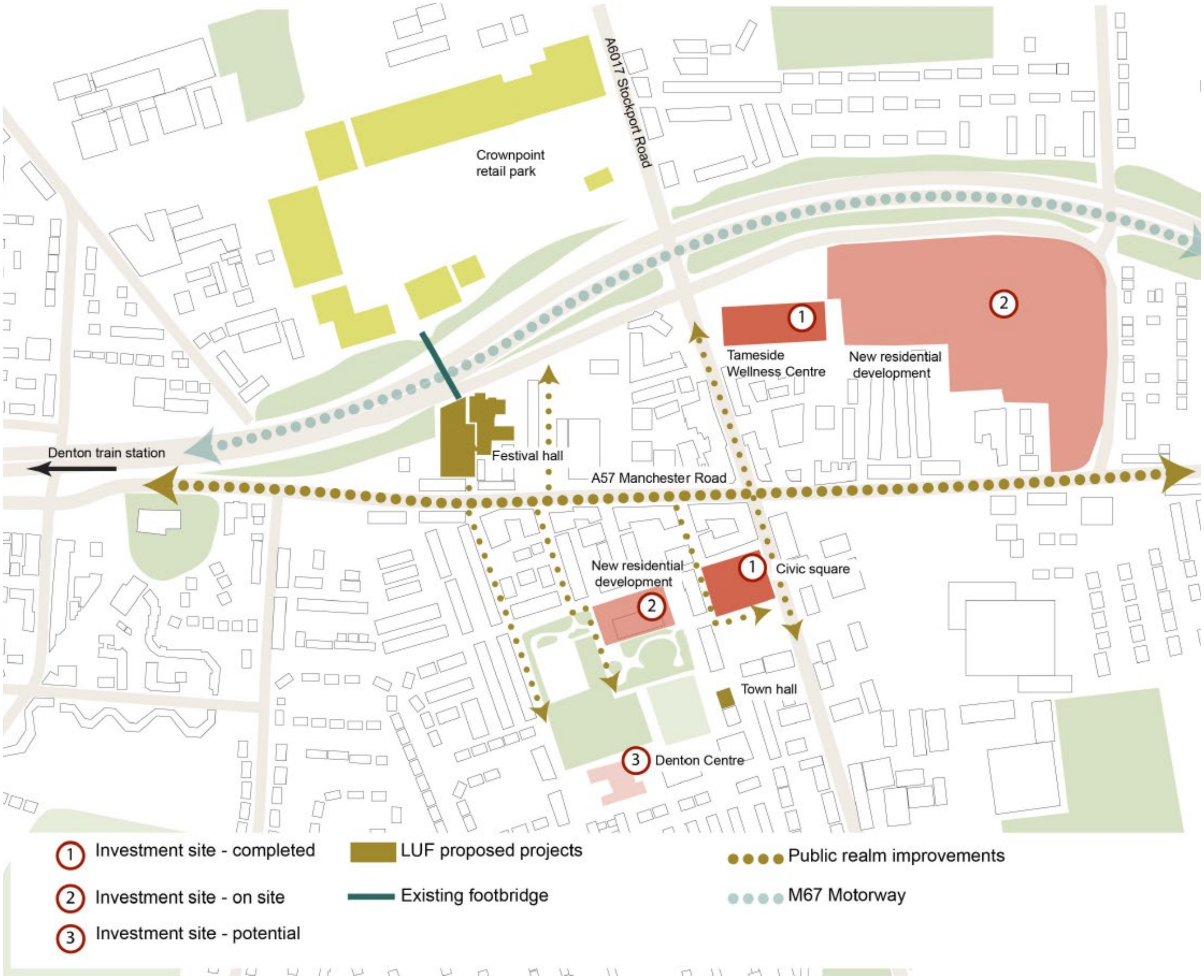


Figure 1- Map of Denton showing context and locations of LUF interventions (MappingGM)

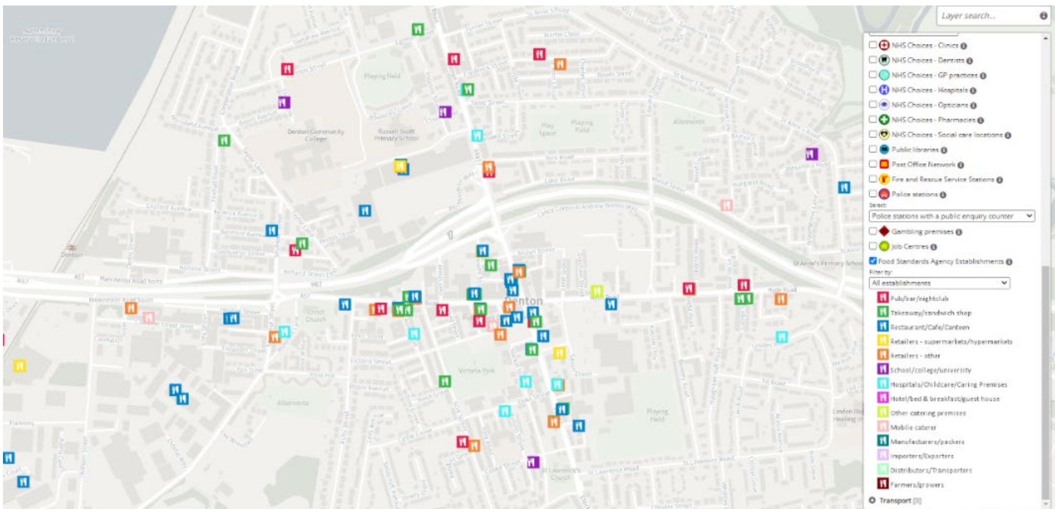


Figure 2 -Map showing food establishments, in blue restaurants and cafes (Mapping GM)

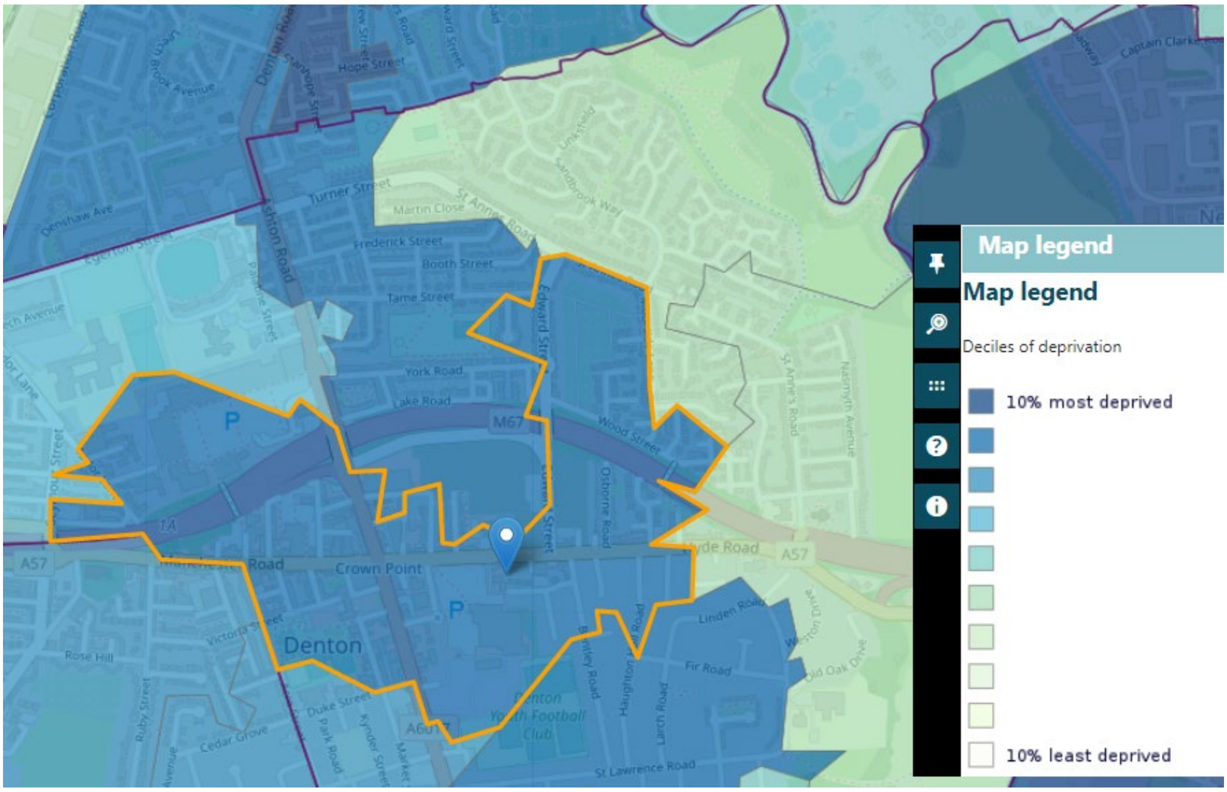


Figure 3 - Map showing deprivation levels in around Denton Town Centre (IMD)

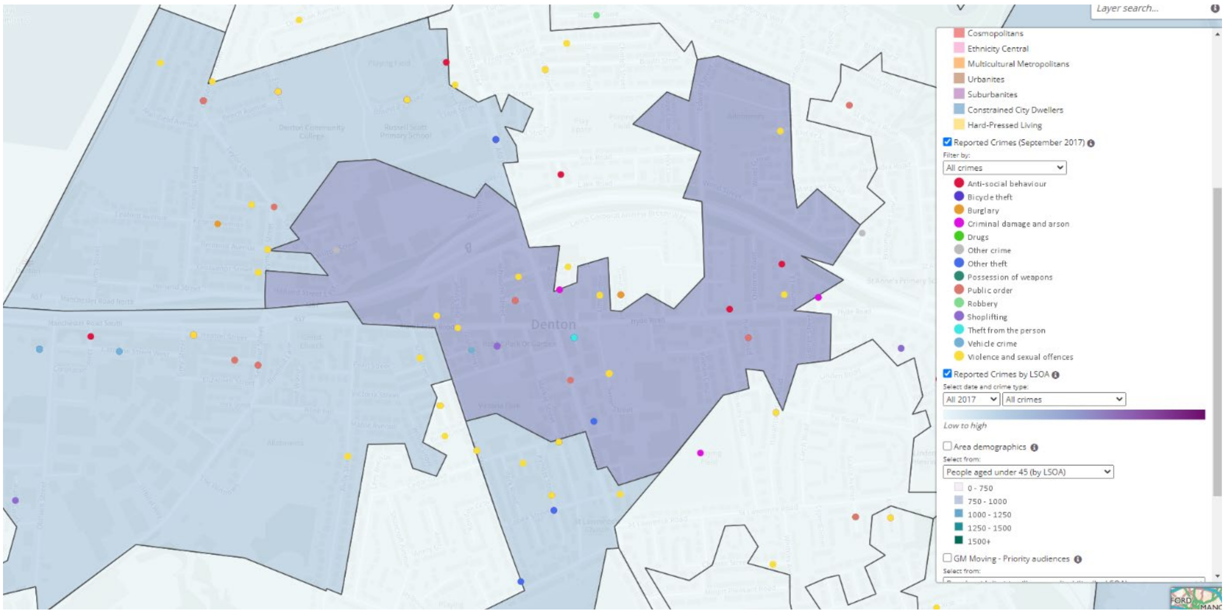


Figure 4 - Police data showing reported crimes in Denton. Colour of dots demonstrate the type of crime. (MappingGM)

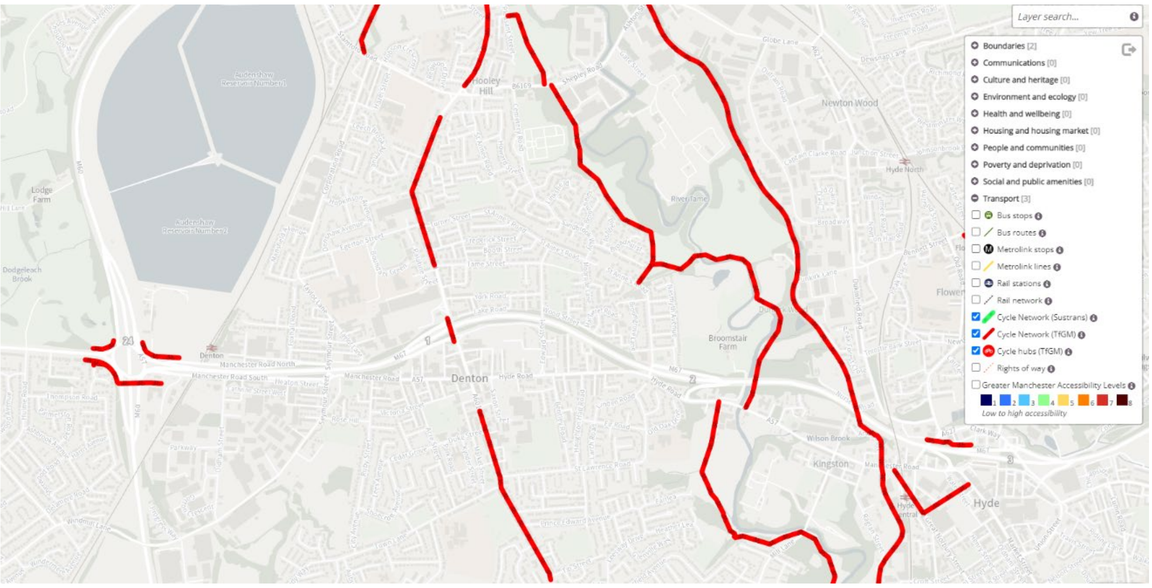


Figure 5 – Map showing cycle networks in Denton (MappingGM)

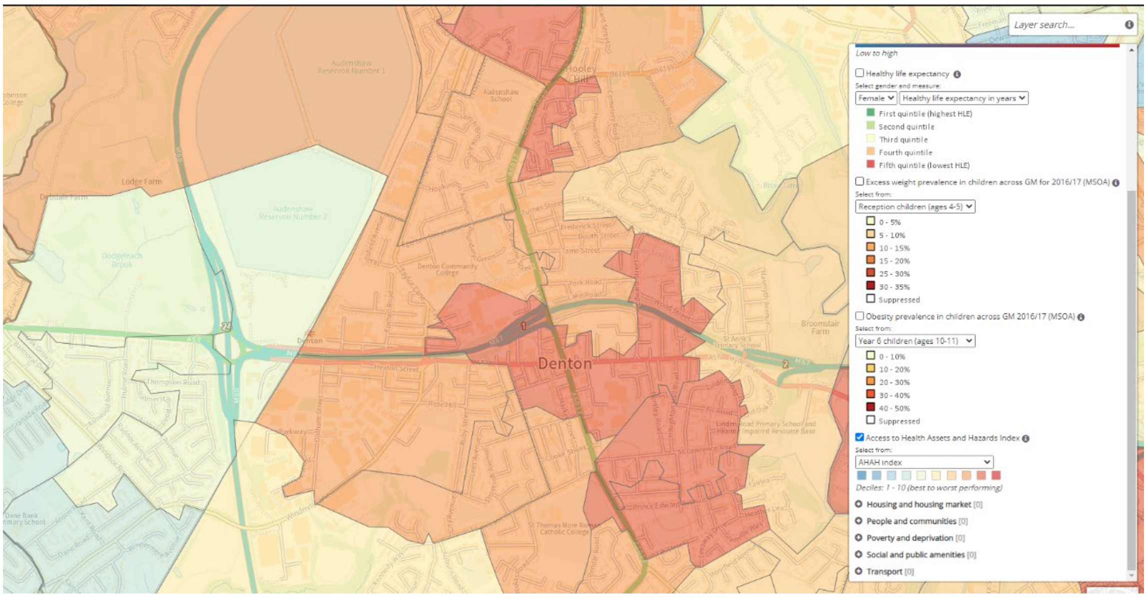


Figure 6 - Map showing AHAH Index. Blue (1) best performing to worst performing in red (10). (MappingGM)

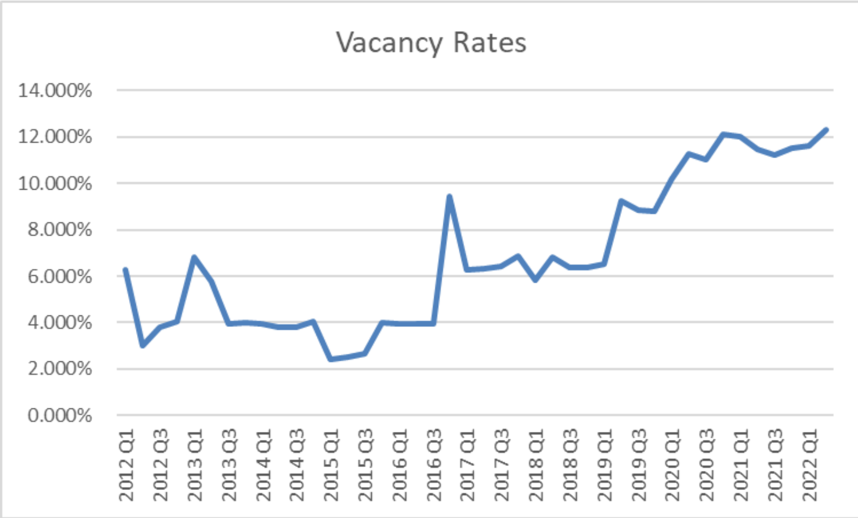


Figure 7 – Graph showing vacancy rates in Denton (CoStar)

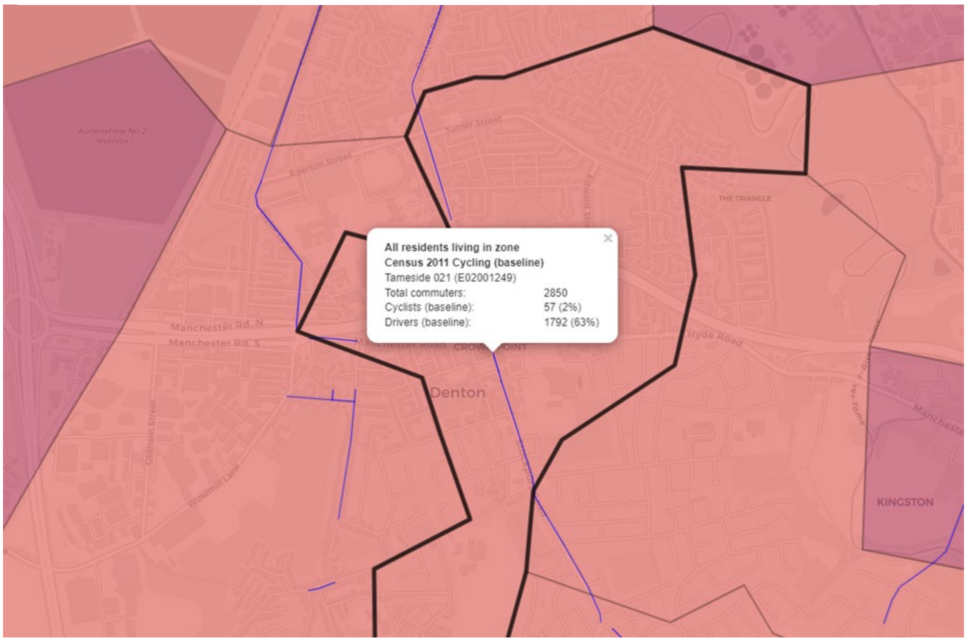


Figure 8 - Baseline number of cyclists monitored along Ashton Road and Taylor Lane, census 2011 (source: Propensity to Cycle toolkit).

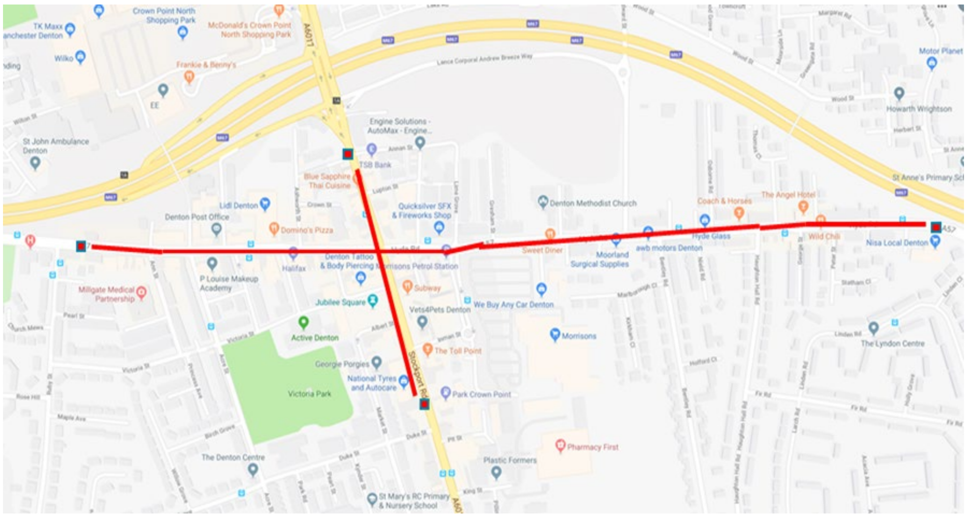


Figure 9 - The interview locations of the cycle way on the high street.

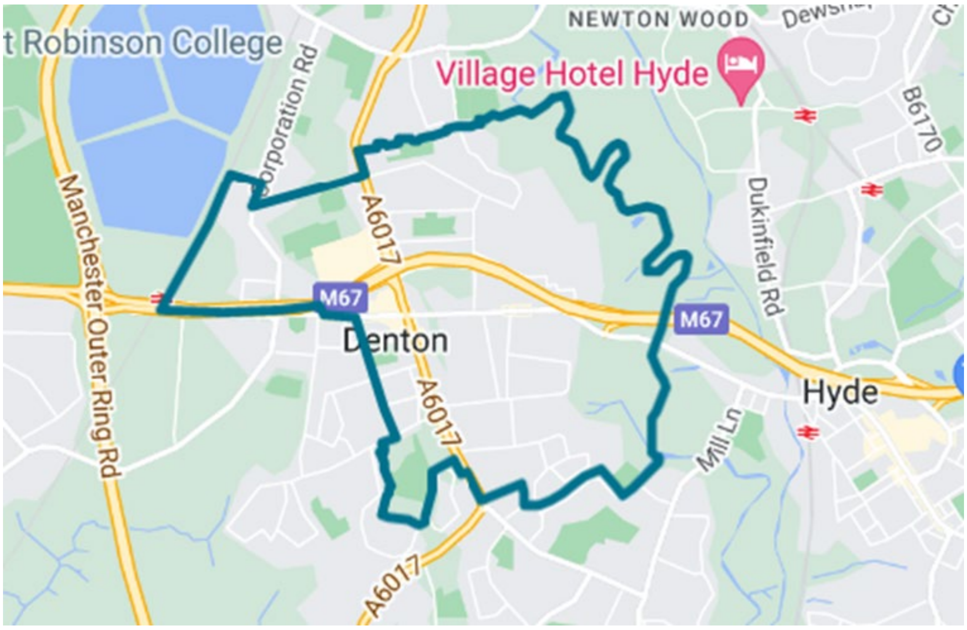


Figure 10 - Denton town centre and the surrounding area.

Cycling
User input required for all cycling interventions

Number of trips without the proposed intervention	3906	per day
Number of trips with the proposed intervention	4766	per day
How much of an average cycling trip will use the intervention?	72.31%	%
Current cycling infrastructure for this route	No provision	
Proposed new cycling infrastructure for this route	On-road segregated cycle lane	
Are any additional shower facilities being added?	No	
Are any additional secure storage facilities being added?	No	

Figure 11 - Denton LUF – AMAT input.

Figure 12 -Heritage site value formula (source: Historic England).

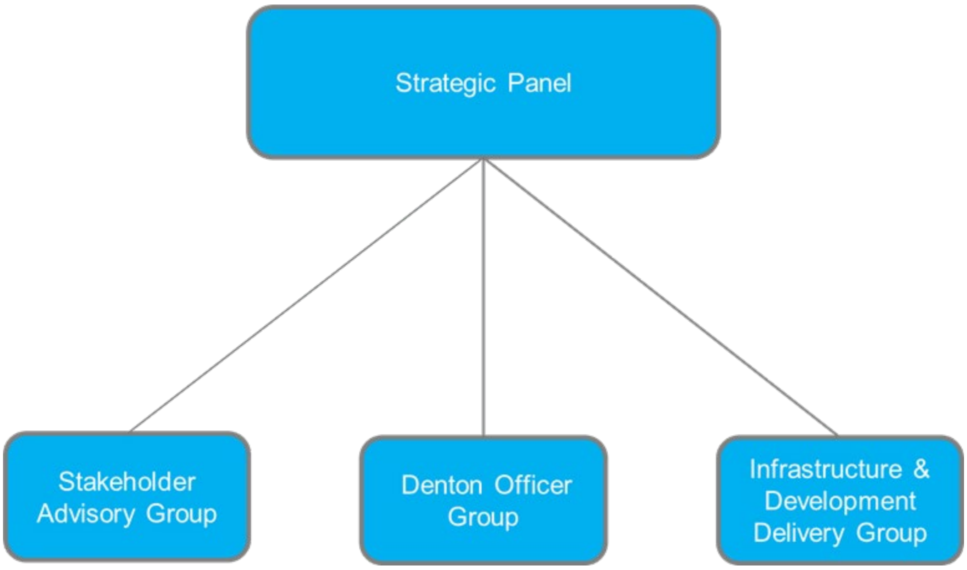


Figure 13 - The governance structure developed to support the delivery of the scheme.

Figure 14 - The day-to-day working of the LUF Programme and the structure of the Denton Officer Group.

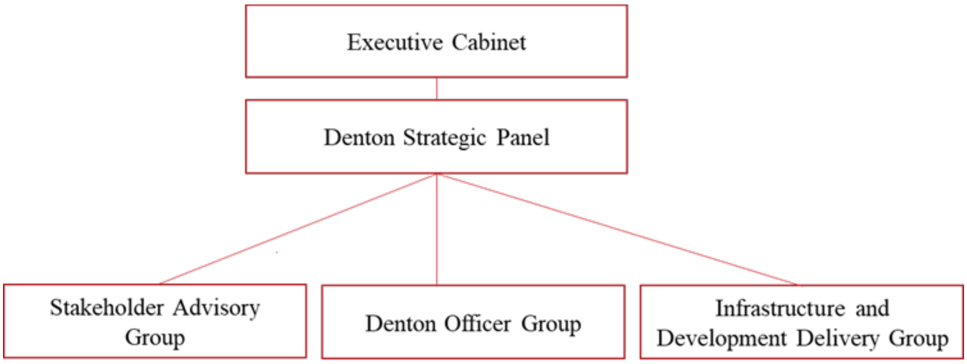


Figure 15- The governance structure that will support the delivery of the Denton Town Centre LUF programme.

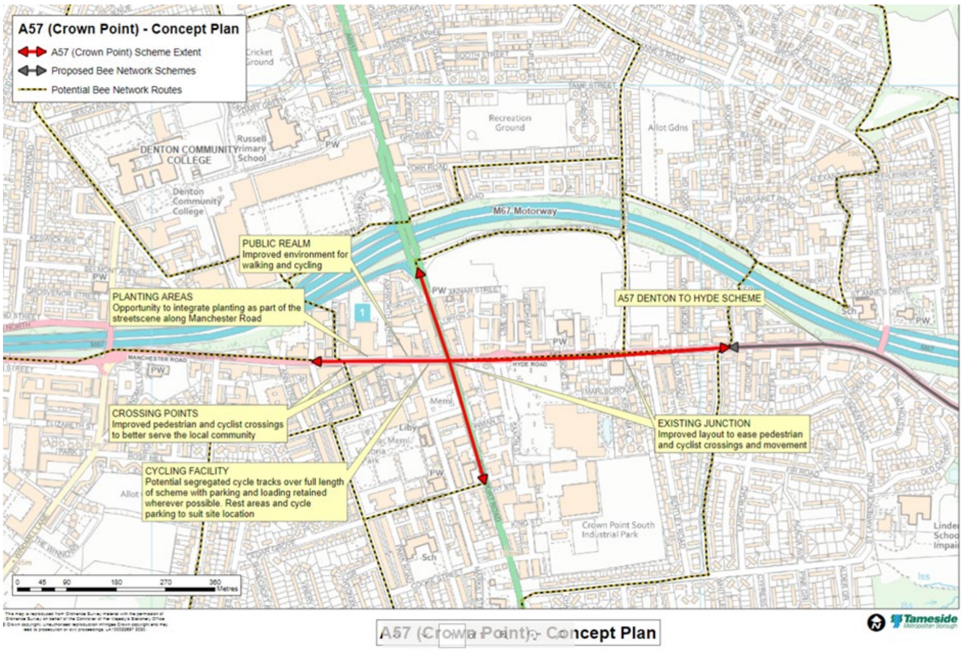


Figure 16- A map with active travel improvements shown in red.

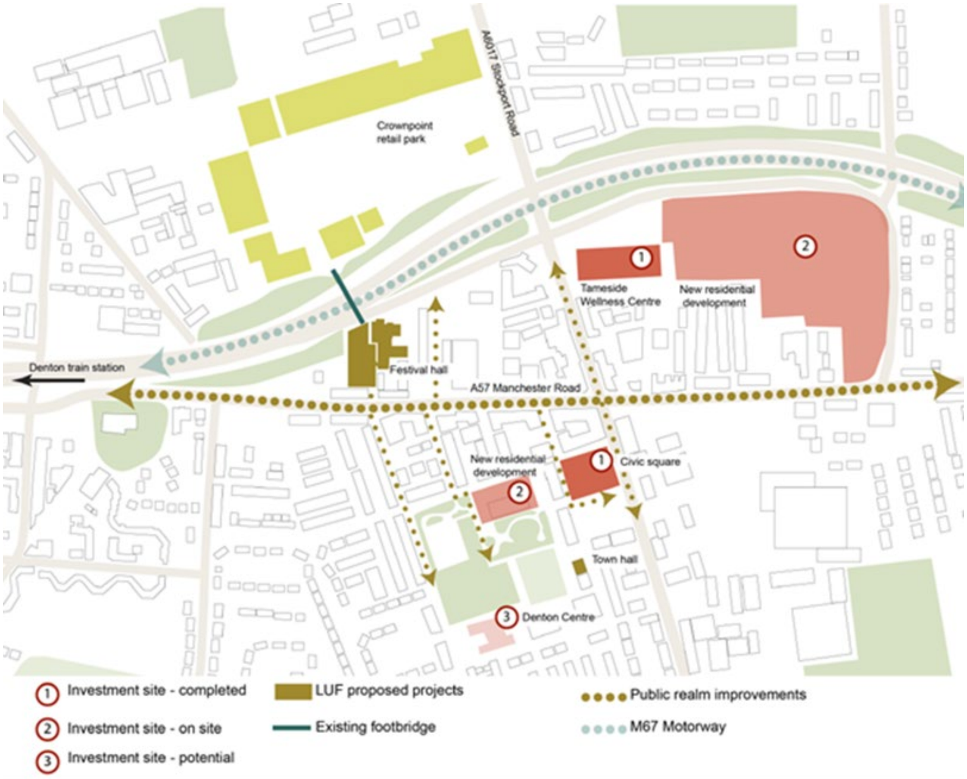


Figure 17- A map to show the public realm improvements (in dark green).

Local Conditions

- Declining footfall – need to diversify and revitalise the high street offer to complement the provision at the retail park and compete more effectively with other Town Centres
- Poor connectivity through and around the Town Centre - limited opportunity to make short journeys by walking and cycling
- Poor condition of existing public realm in around the town centre.
- High deprivation levels and poor social mobility
- Poor performance on the Access to Health Assets and Hazards Index
- Poor condition of civic buildings and heritage assets

Strategic Context

- National Industrial Strategy
- UK's 25 Year Environment Plan
- UK's Gear change: a bold vision for cycling and walking
- Homes England Strategic Plan 2018-2023
- The Greater Manchester Strategy, Our People, Our Place
- Greater Manchester's Local Industrial Strategy
- Greater Manchester, Places for Everyone 2037
- Greater Manchester Combined Authority's 5-year Environment Plan
- Greater Manchester's Transport Strategy 2040 and supporting sub-strategies
- Tameside Local Plan (under development)
- Tameside Inclusive Growth Strategy 2021-26
- Tameside Town Centre Framework 2022
- Tameside Climate Change and Environment Strategy 2021-2026
- Tameside Housing Strategy and Action Plan 2021-2025
- Tameside Corporate Plan
- Tameside Early Help Strategy (2020-2022)

Objectives

- Greater employment opportunities for small businesses and entrepreneurs.
- Encourage higher modal shift towards more sustainable travel to achieve the objectives of GM's Transport Strategy 2040.
- Build and enhance a strong brand identity to showcase the Town Centre's rich culture and heritage.
- Greater access to frontline services to improve wellbeing of the community.
- Public realm to improve the health and wellbeing of the community

- Public realm and more segregated walking and cycling routes to help with sense of safety.

Inputs
- Vision / strategy which demonstrates how interventions will lead to regeneration and transformation of Denton Town Centre.   - Detailed masterplanning and delivery strategies.   - Knowledge and expertise to identify, develop and deliver interventions.   - Local, community stakeholder engagement.   - LUF funding contribution of £16.8m.   - Traffic modelling to support development of active travel scheme.   - Capital funding from other public sector sources of £1.95m
Interventions
- Reconfiguration of the existing roads and junctions, to reduce priority for motor vehicles, and create new pedestrian and cycling routes, along with complementary facilities such as more cycle parking.   - Public realm improvements to the Town Centre, including widening of pavements, wayfinding/signage, lighting, installation of benches and green infrastructure.   - Refurbishment of Denton Festival Hall, for use as new Locality Hub.   - Refurbishment of Denton Town Hall, for use as community space and affordable workspace.
Outputs
2.5km additional active travel routes.   - Public realm enhancements, including green infrastructure.   - Refurbishment of the Town Hall, new affordable workspace.   - Refurbishment of the Festival Hal, new Locality Hub providing frontline services.   - Heritage buildings renovated   - Office space created   - Healthcare space created

Outcomes
• Increased footfall. • Increased employment opportunities. • Improved physical and mental wellbeing. • Reducing motor vehicle dominance and encourage modal shift towards walking and cycling. • Change in perception of place • Increased in employment rate • Improved air quality
Impacts
• Greater local pride in Denton Town Centre, leading to sustained improved Town Centre vitality and viability • Encouraging people to live, work and spend their leisure time in the town centre, increasing local economic growth • Ongoing investment in Town Centre, growth of independent F&B sector. • Reduction in levels of deprivation • Improved air quality. • Improved health outcomes

Table 1 – Theory of Change

Policy Document	Policy Themes	Bid alignment
UK Net-Zero Strategy, Build Back Greener (BEIS, 2021)	Transport, local climate action, and embedding Net Zero in Government.	The public realm proposals will aim to encourage mode shift to journeys taken by cycling and walking and improve access to public transport. The refurbishments of the Council assets will decarbonise the Festival Hall and Town Hall.
Transport Decarbonisation Plan, A Better, Greener Britain (DfT, 2021)	Increasing cycling and walking and improve access to bus stops.	The public realm improvements will help encourage a mode shift away from private vehicles.

Levelling Up and Regeneration White Paper (DLUHC, 2019) and Bill (DLUHC, 2022)	Missions; wellbeing and restoring local pride in places.	The public realm proposals and new uses in the Festival Hall and Town Hall aim to make Denton a highly desirable place and a more sustainable, healthy and thriving place. The proposals will create a sense of 'Denton' identity and place, building on its local heritage and character.
One Public Estate (OGP, 2013)	Strategic approach to asset management, creating economic growth, delivering integrated, customer-focused services, generating efficiencies.	The proposals will consolidate Council assets, providing better frontline services, opportunity for residential development and will decrease overall running costs by making assets more efficient.

Table 2: How the projects proposed align with UK Government Policy objectives.

Local conditions	Outcomes	Analysis/evidence
Declining footfall - need to diversify and revitalise the offer to compete with the retail park and other Town Centres	Increase in footfall and dwell times	The cumulative impact of the three projects are likely to attract more visitors and dwell times as the town centre becomes a more attractive and pleasant place to spend time in. Wider LVU has been estimated. The methodology is consistent with HM Treasury's Green Book and Towns Fund Delivery Partner (TFDP)'s LVU guidance[1].

[1] Towns Fund Delivery Partner, 2021, Economic Case: Best Practice Annex B - Development

Poor connectivity through and around Town Centre	Reducing private vehicle dominance and encourage modal shift towards cycling (and walking)	Improved physical and mental wellbeing is also realised through increased cycling trips enabled by project. Active travel benefits was quantified using DfT's Active Mode Appraisal Toolkit. The forecast assumption on the number of cycle trips from the opening year was estimated based on LUF's FAQs (Annex B).
High deprivation levels and poor social mobility Poor condition of civic buildings and heritage assets	Improved physical and mental wellbeing, expanding local NHS capacity, and potentially accrue NHS cost savings as a result of mitigating A&E attendance and other hospital-related expenses. Improve community wellbeing as family and friends of those directly using the locality hub will also benefit indirectly. Restoring sense of belonging and local pride.	The proposed locality hub at the refurbished Festival Hall aims to serve c. 18,000 young people and families per annum. Although evaluation evidence of the impact of such locality hubs are limited, a recent NHS study of six children's health hub delivered a number of long-term, positive outcomes, including reduction in A&E attendance (22%), hospital appointments (39%) and further 42% of appointments were shifted from hospital to GP practice[2]. In absence of detailed wellbeing data and surveys required to understand the improvement in life satisfaction (and subsequent wellbeing benefits), we have undertaken a cost-effectiveness analysis. This aims to capture the reduction in NHS costs borne as a result of A&E attendances mitigated by the presence of the proposed Denton Locality Hub. The analysis is consistent with HMT's Wellbeing Guidance for Appraisal and HMT/New Economy's CBA for Local Partnerships Guidance.

[2] https://www.england.nhs.uk/integratedcare/resources/case-studies/child-health-hubs-see-patients-closer-to-home-and-reduce-unnecessary-hospital-trips/

Table 3: How the proposal will address the local issues/problems identified in the Theory of Change.

Intervention	Base costs (£m)	Optimism bias (%, £m)		Total undiscounted costs (£m)
Denton Festival Hall	0.78	10%	0.08	0.86
Denton Town Hall	3.68	10%	0.37	4.05
Town Centre Public Realm Improvements	13.41	22%	2.95	16.36
			Total (undiscounted) costs	**21.27**

Table 4: Economic costs and optimism bias (undiscounted 2022 real prices, £m).

Total net additional benefits (Present Value 2022 prices, £m)	**Preferred Option**
Benefits for the initial BCR	£m
Active travel (cycling) benefits	29.1
Wider LVU (commercial properties only)	10.3
Distributional weights (cycling + wider LVU benefits)	6.6
Total benefits for the initial BCR	**46.0**
Benefits for the adjusted BCR	£m
Town hall (WTP) benefits	0.5
Health (avoided NHS costs) benefits	2.8
Distributional weights (town hall + health benefits)	0.5
Total benefits for the adjusted BCR	**49.7**
Costs	£m
LUF cost / funding	18.6
Co-funding[2]	2.4
Total public sector funding	20.9
Private sector cost	-
Initial BCR	2.19
Adjusted BCR	**2.38**
NPV	28.9

Table 5: Summary of benefits and costs (discounted 2022 prices, £m)

Parameters	Central Case	Sensitivity test 1: low scenario	Sensitivity test 2: high scenario
Cycle trip uplift	*22%*	7%	38%
Proportion of NHS frontline service beneficiaries (Festival Hall project) avoid A&E attendance	*22%*	10%	30%
Wider LVU factor (%)	*10%*	5%	20%
Town Hall benefits: WTP values	*£5.73*	£5.73	£7.29

Table 6: Sensitivity testing – switching values

Sensitivity testing: scenarios	Total benefits (adjusted BCR), PV £m	Initial BCR	Adjusted BCR
Low	£30.2m	1.34	1.44
High	£75.8m	3.37	3.62

Table 7: Sensitivity test results

Project component	Cost component	Applied rate	Rationale
Denton Town Hall	Fee Allowance	12%	Based on experience of cost consultants Graham & Sibbald, and benchmarked against the local market rates
	Contingency	10%	Based on experience of cost consultants, Graham & Sibbald, and reflecting the current cost plan stage where full condition surveys have been undertaken at the site already.
Denton Festival Hall	Fee Allowance	12%	Based on experience of cost consultants Graham & Sibbald, and benchmarked against the local market rates
	Contingency	10%	Based on experience of cost consultants, Graham & Sibbald, and reflecting the current cost plan stage where full condition surveys have

			been undertaken at the site already.
Public Realm and active travel works	Preliminaries	20%	Assumptions have been prepared by the internal Engineering Services team at Tameside Council and reflect the level of risk associated with the project element.

Table 9: The key margins and contingencies allowed for in the cost estimates.

Scheme and Scale	SMART KPI/ Measure	Occurrence	Method of collection / Source of info	Lead	Baseline & Notes
Programme level					
Programme level	Footfall in Town Centre	Quarterly	Footfall counts	TMBC	Baseline: Requires current footfall survey
	Vacancy rates in Town Centre	Quarterly	Town Centre vacancy audits	TMBC	Baseline: Existing audit
	Satisfaction with Town Centre	Annual	Annual Denton residents' survey	TMBC	Baseline: Existing survey
		Annual	Annual Council business satisfaction survey	TMBC	Baseline: Existing survey
	Number of reported crimes by type	Annual	Greater Manchester Police (available at www.gmp.police.uk/police-forces/greater-manchester-police/areas/greater-manchester-force-content/sd/stats-and-data)	TMBC	Baseline: Existing data
	Perception of safety and security	Annual	Annual Denton residents' survey	TMBC	Baseline: Existing survey
	Land Value Uplift (Commercial and Residential)	Annual	Co-Star data for commercial Land registry sales data for residential	TMBC	Baseline: Existing co-star data, Existing land registry sales data
	Indices of Multiple Deprivation	Annual	Office for National Statistics (IMD 2019)	TMBC	Existing survey – no additional cost

Scheme and Scale	SMART KPI/ Measure	Occurrence	Method of collection / Source of info	Lead	Baseline & Notes
Individual project related					
Refurbishment of Town Hall	Employment	Annual	Number of permanent FTE employees working in the offices.	, TMBC	Baseline: ONS and intercept survey
	Business diversity	Quarterly	To be collected in-house, either via local business surveys, or annual BEIS data	TMBC	Baseline: ONS and intercept survey
	Number of businesses using the space	Quarterly	Collected in house	TMBC	Baseline not required
	No. of training and skill programmes delivered.	Quarterly	Collected in house	TMBC	Baseline not required
Walking/cycling and public realm improvements	Number of cycle trips Manchester Road and Stockport Road	Quarterly	Post opening manual counts 4 x 3-hr counts incl. 1 weekend	TMBC	Baseline manual counts
	Changes in traffic patterns at Crown Point	Quarterly	Post opening ATC loops	TMBC	Baseline ATC loops
	Perceptions (safety and quality) and user demographic	Once (6 to 12 months post-opening)	Letter drop with online questionnaire	TMBC	Intercept survey
	Vehicle counts on Town Centre roads	Quarterly	Post opening ATC loops	TMBC	Baseline ATC loops
	Business satisfaction survey	Quarterly	Survey	TMBC	Baseline survey undertaken pre intervention
Refurbishment of Festival Hall	Number of visitors	Quarterly	Number of admission count	TMBC	Baseline ATC loops
	User satisfaction	Quarterly	On-site optional surveys and online surveys	TMBC	No baseline as currently used as office

Scheme and Scale	SMART KPI/ Measure	Occurrence	Method of collection / Source of info	Lead	Baseline & Notes
	Employment	Annual	Number of permanent FTE employees of the Festival Hall	TMBC	Current number of employees at Festival Hall

Table 10: The responsibility for baselining each KPI.

This page is intentionally left blank

Report to:	**EXECUTIVE CABINET**
Date:	20 December 2023
Executive Member:	Councillor Denise Ward, Climate Emergency and Environmental Services
Reporting Officer:	Emma Varnam, Assistant Director, Operations and Neighbourhood Services
Subject:	**HACKNEY CARRIAGE AND PRIVATE HIRE POLICY AMENDMENTS**
Report Summary:	The report proposes amendments to the implementation date for the hackney carriage and private hire age and emissions standards for existing Tameside licensed vehicles, which were proposed as part of the Greater Manchester Minimum Licensing Standards project and adopted by Council on 7 December 2021. It is proposed that that the compliance date is extended from 1 April 2024 to 31 December 2025.
Recommendations:	That the Council approve the following: 1. Extend the current emissions compliance date for Hackney Carriage and Private Hire Vehicles to 31 December 2025. 2. Delay the implementation of the maximum age limit for non-wheelchair accessible Private Hire Vehicles to 31 December 2025.
Corporate Plan:	The proposals contained in this report will support the delivery of the Corporate Plan by ensuring there is a modern infrastructure and a sustainable environment.
Policy Implications:	The proposed amendments would replace the existing requirements in relation to the Age and Emission sections detailed in the existing Hackney Carriage and Private Hire Policy.
Financial Implications: (Authorised by the statutory Section 151 Officer & Chief Finance Officer)	There are no direct financial implications arising from these recommendations. The taxi licensing service, within Public Protection, is funded through a mixture of revenue budget and fee income charged for issue and renewal of licenses, which are based on a full cost recovery model. The 23/24 income target for taxi licenses is £0.363m which is expected to be fully delivered.
Legal Implications: (Authorised by the Borough Solicitor)	The recommendations support the council's minimum licensing standards for Taxi and Private Hire services which in turn supports the council in delivering its statutory duties.
Risk Management:	If the recommendations are not implemented a significant proportion of the Hackney Carriage and Private Hire vehicle fleet will be unable to renew their licences from 1 April 2024.
Access to Information:	Not Confidential

Background Information:	The background papers relating to this report can be inspected by contacting Sharon Smith, Head of Public Protection.

Telephone: 0161 342 2277

e-mail: sharon.smith@tameside.gov.uk

1. INTRODUCTION

1.1 There are 912 licensed drivers, 621 private vehicle licenses, 130 hackney carriage (Taxi) licenses and 23 vehicle operators in Tameside. An efficient and safe taxi service has a significant contribution to the well-being and economy of Tameside. Minimum Licensing Standards for Greater Manchester raises the profile of the service across the region and aims to encourage the trust and appreciation of Greater Manchester registered taxis.

1.2 In 2018, Greater Manchester's ten local authorities agreed to collectively develop a common set of minimum licensing standards for Taxi and Private Hire services that covered the whole of Greater Manchester. At that time, the primary driver for this work was to improve public safety, but vehicle age and emission standards in the context of the Clean Air Plan also became major considerations.

1.3 Minimum Licensing Standards cover four broad areas:

- Drivers,
- Vehicles,
- Operators, and
- Local Authorities.

1.4 In 2021 due to the complexity and breadth of the work it was agreed to separate the implementation of the standards into two stages; Stage 1 (Drivers, Operators and Local Authority) and Stage 2 (Vehicles).

1.5 The Council adopted Stage 1 of the Minimum Licensing Standards at Full Council on 5 October 2021.

1.6 Stage 2 was approved on 7 December 2021, as a result these standards became the Council's Policy.

1.7 At present, these standards are still not fully adopted or implemented across Greater Manchester. Only seven districts (including Tameside) have fully adopted Stage 2.

1.8 Shortly after the Minimum Licensing Standards policy positions were initially agreed across Greater Manchester, the Department for Transport issued proposed Best Practice Guidance for Taxi and Private Hire licensing and ran a consultation from March – June 2022. Elements of this draft guidance departed significantly from the Minimum Licensing Standards that had been initially agreed across Greater Manchester, namely the vehicle age and private hire sticker policies. The Department for Transport is yet to respond to that consultation and has not committed to a timetable for issuing the final guidance.

1.9 With the ever-changing industry, continued licence shopping impacting many licensing authorities, and without final completion of Stage 1 & 2 of the Minimum Licensing Standards project being achieved some Greater Manchester districts have already felt compelled to review their position and depart from policies they had previously approved. Consequently, the Minimum Licensing Standards project is currently under full review, largely due to the further delay of the Clean Air Plan, which has in turn delayed access to Clean Taxi Fund.

1.10 Another major factor in the requirement to review policies is the growth of licence holders seeking to obtain licence from out of area Licensing Authorities. One example of this is Wolverhampton City Council who at 1 April 2023, licensed over 30,000 Hackney Carriage and Private Hire drivers. In the previous year, Wolverhampton City Council licensed 19,560 drivers. A large proportion of these drivers are working within Tameside and the wider Greater Manchester region. Licensing Authorities can only take enforcement action against their own licensees, they have no control over vehicles and drivers operating in their district which are licensed by out of area Licensing Authorities.

1.11 The aim of the Greater Manchester Minimum Licensing Standards is to bring consistency across all ten Greater Manchester Local Authorities. However, in the absence of government legislation to address the impact of out of area working and licence shopping, it is no longer feasible to maintain certain policy positions.

2. EMISSIONS POLICY

2.1 The current policy in relation to vehicle emissions states:

- All new to licence vehicles to be emissions compliant.
- For existing licensed vehicles – to begin transitioning as soon as the policy is in place and to complete transitioning by 1 April 2024.

2.2 The original date of compliance by 1 April 2024 for existing fleets was proposed in anticipation of the Clean Taxi Fund being opened in February 2022. This fund would allow vehicle proprietors to apply for funding which would subsidise the cost of upgrading to a compliant vehicle.

2.3 The Clean Air Plan was paused in February 2022 and a revised plan is yet to be agreed with government. As such, there is no clarity on if, and when any funding provision will be available to the trade as part of a revised Clean Air Plan, but is unlikely that any funding scheme will be available in 2023.

2.4 In February 2023 data produced by Transport for Greater Manchester showed that in Tameside, 67% (89 out of 133) of the Hackney Carriage fleet and 18% (111 out of 630) of the Private Hire fleet, were not compliant with the emission standards.

2.5 Therefore, without a change to the compliance date for these standards in Tameside, a significant proportion of the fleet will be unable to renew their vehicle licences from April 2024.

2.6 **Recommendation** – That the date requiring existing licensed vehicles to be emissions compliant, be extended to 31 December 2025.

3. AGE POLICY

3.1 The current age policies in Tameside are:

- Private Hire Vehicle – under 5 years on to fleet and 10 years off.
- Wheelchair Accessible Hackney Carriage or Private Hire Vehicle – under 7 years on to fleet and 15 years off.

3.2 Prior to the approval of Stage 2 of the Minimum Licensing Standards in October 2021, the maximum age limit for non-wheelchair accessible Private Hire Vehicles was 12 years. The amendment in 2021 allowed for a transitional period for existing vehicles to comply until 1 April 2024 and continue to renew licences of vehicles until they reach 12 years of age, until 1 April 2024.

3.3 **Recommendation** – That Private Hire Vehicles which are not wheelchair accessible be allowed to stay on the fleet until they reach 12 years of age, until 31 December 2025.

4. FURTHER PROPOSED POLICY AMENDMENTS

4.1 The Licensing Department have received representations from trade representatives seeking amendments to other policy areas which include:

- Remove minimum age limit for Hackney Carriage and Private Hire vehicles,
- Vehicle livery,
- Written Off Vehicles,
- Topographical test for new drivers,
- Driving proficiency tests for new drivers,
- Removal of the requirement for first aid kit in Hackney Carriage and Private Hire vehicles,
- Front plates from Hackney Carriage and Private Hire Vehicles,
- Allow advertisements to be displayed on all types of Hackney Carriage Vehicles.

4.2 A further report will be brought before Members to provide further detail on the proposals and consultation which will take place with the trade, members of the public and elected members.

5. CONCLUSION

5.1 The Greater Manchester Minimum Licensing Standards project is ongoing and further amendments to the Hackney Carriage and Private Hire Policy will be brought before the Council for consideration.

6. RECOMMENDATIONS

6.1 As set out at the front of the report.

This page is intentionally left blank

Report to:	**EXECUTIVE CABINET**
Date:	20 December 2023
Executive Member:	Cllr Leanne Feeley – Executive Member (Education, Achievement and Equalities)
Reporting Officer:	Jane Sowerby – Assistant Director - Education
Subject:	**DEPARTMENT FOR EDUCATION (DFE) GRANT EXTENSIONS FOR EXTENDED DUTIES OF THE HEADTEACHER OF THE VIRTUAL SCHOOL FOR CHILDREN WITH A SOCIAL WORKER AND PUPIL PREMIUM PLUS FOR POST-16**
Report Summary:	This report seeks to summarise the details of two recently announced grant extensions by the DfE: (i) The first confirms the level of funding being provided to the Council, from the DfE, to support the Virtual School Headteacher to deliver the extended duties for children with a social worker. (ii) The second is the extension of the Pupil Premium Plus to include funding for cared for children and care leavers post-16.
Recommendations:	That Executive Cabinet be recommended to agree: (i) That the Council accepts the grant extension for extended duties of the Headteacher of the Virtual School for children with a social worker 2023-2025. (ii) That the Council accepts the grant extension for Pupil Premium Plus for post-16 2023-2024. (iii) That the grant agreements are entered into subject to the necessary due diligence having been undertaken.
Corporate Plan:	The contents of this report links with the following elements of the corporate plan. **Starting and Living Well** • Aspirations and through learning and moving with confidence from childhood to adulthood • Resilient families and supportive networks to protect and grow our young people • Opportunities for people to fulfil their potential through work, skills and enterprise.
Policy Implications:	There are no policy implications to this report.
Financial Implications: **(Authorised by the statutory Section 151 Officer & Chief Finance Officer)**	Confirmation has been provided that Tameside will be granted £0.100m for the extension of the Virtual Heads role for children with a social worker in both 2023/24 and 2024/25. The Council will also be issued £0.068m to support cared for children and care leavers post-16 in 2023/24. The funding needs to be utilised in accordance with the grant guidance as set out in the body of the report. Acceptance of this

grant will enable the Council to increase support of children with social workers and care leavers post-16. Additional expenditure associated with these grants must be in line with funding conditions and not create pressure on the core council budget.

Legal Implications:

(Authorised by the Borough Solicitor)

The grant of the additional funding will assist the council with its delivery of statutory duties to children and young people.

There will be terms attached to the funding to ensure that it is spent within the remit of the grant and managed appropriately.

Due diligence will be undertaken in the grant agreements when received in order to ensure that the project officers are aware of any conditions so as to minimise any clawback provisions being triggered

Risk Management:

Without these grants the Virtual School and College Headteacher will be unable to fulfil both the extended duties and outcomes for these cohorts of young people will not improve. If the grant is not spent in accordance with the Memorandum of Understanding and the terms of the grant determination letter and non-statutory guidance, then future payments can be withheld.

Background Information:

The background papers relating to this report can be inspected bycontacting Rachael Weeden – Virtual School and College Head Teacher

Telephone: 0161 342 4057

e-mail: Rachael.Weeden@tameside.gov.uk

1. INTRODUCTION

1.1 Virtual School Headteachers receives a number of grants aimed at supporting various elements of their remit. The grant for children with a social worker and the Pupil Premium Plus are two of these grants which have recently been amended. This report seeks to summarise the details and uses, both planned and current of these grants.

2. GRANT EXTENSION TO SUPPORT THE EXTENDED DUTIES FOR CHILDREN WITH A SOCIAL WORKER

2.1 In September 2021 Local Authorities began receiving grant funding to extend the role of Virtual School Headteachers to include strategic responsibility for all children with a social worker. In spring 2023 it was confirmed by the DfE that all Local Authorities will continue to be eligible to receive grant funding to support Virtual School Headteachers in delivering this responsibility; and that this funding is confirmed until 2025. A grant determination letter detailing this and Memorandum of Understanding **(Appendix one and two)** was published on 19 June 2023.

2.2 The grant determination letter has confirmed that Tameside will receive £100,000 in financial years 2023-24 and 2024-25. This will be paid in three instalments per financial year; September, December and March. It is expected that a Memorandum of Understanding is read, signed and returned for each financial year. This outlines how the grant can be spent. It is expected that the LA provides an annual financial progress report on total receipt, expenditure of funding, and planned expenditure within the grant period. This was completed and returned for the period 2022-23.

2.3 It is expected that Virtual School Headteachers should work with early years settings, schools, colleges, and social care leaders to create a culture of high aspirations that helps all children with social workers to reach their potential. Non-statutory Government guidance, "Promoting the education of children with a social worker Virtual School Head role extension," updated in June 2022, outlines activities which should be undertaken to achieve this, as well as defining the scope of the role.**(Appendix three)**

2.4 The guidance states that: "The extended Virtual School Head role will:

- **2.4.1** Make visible the disadvantages that children with a social worker can experience, enhancing partnerships between education settings and local authorities to help all agencies hold high aspirations for these children.
- **2.4.2** Promote practice that supports children's engagement in education, recognising that attending an education setting can be an important factor in helping to keep children safe from harm.
- **2.4.3** Level up children's outcomes and narrow the attainment gap so every child can reach their potential. This will include helping to make sure that children with a social worker benefit from support to recover from the impact of COVID-19."

2.5 This grant can be spent to support costs associated with meeting these goals.

3. PREVIOUS USE OF THE CHILDREN WITH A SOCIAL WORKER GRANT

3.1 In previous years, the increased funding has been used to support increased capacity within the team as part of the service redesign carried out in 2021-22. It has also contributed towards the setting up of the SHiFT programme. A portion of this grant is likely to continue to support the increased staffing of the Virtual School and College. This allows the team to deliver some of the initiatives to support the children with a social worker cohort. Activities in this area so far have included:

- Increased training opportunities around educational issues for social care colleagues, delivered by the Virtual School and College Manager and creating links between Children's Social Care and the Virtual School and College.
- Open door policy for advice and signposting for social workers allowing them to contact the team to gain advice on educational issues.
- Training for Designated Safeguarding Leads as part of the yearly update delivered by the Virtual School and College Manager to outline the extended duties and our remit. Some bespoke training offered at high needs schools.
- Publicising the extended remit of the Virtual School and College at school networking events such as TASH (Tameside Association of Secondary Headteachers) and Primary Heads.
- Focus on the extended duties in governor training, delivered termly in year 2022-23.
- Joint working with Education Welfare Services and involvement in attendance strategy steering group.
- Pilot using Virtual School and College Educational Psychology time to provide targeted support to schools identified as high need, with high risk of permanent exclusions and suspensions.

3.2 Evidence of the impact of these initiatives is largely qualitative at this point. The training sessions delivered by the Virtual School and College managers was well received and has resulted in the forging of relationships between the teams. The Virtual School and College is receiving an increased number of enquiries for advice from social workers of Child Protection and Child in Need children. It has also provided some opportunities for case analysis to help the Virtual School and College gain an insight into the challenges of this cohort in Tameside. A similar outcome has been achieved as a result of the training and support delivered in schools.

3.3 The impact of the portion of funding designated to SHiFT is not yet evaluated as the programme is in its early stages. However, early signs are positive. 27 young people have been allocated to their SHiFT guides and the latest quarterly practice report indicates that 14 of them were engaging well and communicating with their guides.

3.4 A SHiFT steering group, which has Virtual School and College representation, meets every three months to review progress. Virtual School and College managers are also meeting regularly with the lead guide to discuss the young people involved and provide educational advice for the cohort where needed.

4. FORWARD PLANNING

4.1 The Virtual School and College Headteacher is undertaking a scoping exercise to support in planning for the use of the grant moving forward. This exercise will aim to better understand the needs of Tameside children with a social worker, consulting education and social care colleagues and children and young people. The non-statutory guidance and research tools will also be used to support this planning process.

4.2 Initial areas of development to be explored include:

- Developing links between the Virtual School and College and Social Care via locality working and designated education advice clinics.
- Development of work around attendance and understanding of the data for this cohort.
- Development of training offer for schools, social workers and governors, to also include Early Help as appropriate.
- Extension of Educational Psychology pilot already in place and investigating other support offers for this cohort.

- Dedicated Virtual School and College Conference with a focus on Children with a Social Worker for 2023/24 to raise the profile of this cohort and develop a Tameside response to supporting them.
- Investigating training opportunities which help support this cohort.

These initiatives will require increased capacity to support delivery. A portion of the funding would be used to fund an additional Education Welfare Officer to take specific responsibility for this cohort reviewed in line with funding availability and future grants.

5. POST-16 PUPIL PREMIUM PLUS

5.1 The Pupil Premium Plus (PP+) grant for cared for children aged 4-15 is well established and is used to provide both individualised educational support and support for the cohort as a whole. However, historically this funding has ceased when a child reaches the age of 16, although the Virtual Headteacher duties and need for support continues for as long as a child is in care.

5.2 The Post-16 PP+ grant is to provide additional funding to support cared for children and care leavers at post-16. A pilot for this grant has been underway in 58 local authorities since 2021 and in the spring it was confirmed by the DfE that the pilot would be extended across all eligible Local Authorities. Grant determination letters were published on 27 June 2023 which have confirmed that Tameside will receive £67,770 for the period April 2023-March 2024. **(Appendix four)** Unlike the 4-15 PP+, the funding formula is not calculated on a per head basis, but is calculated on a percentage rate basis. The grant will be paid in two instalments per year in September and January.

5.3 Local Authorities are expected to take into account statutory guidance to help implement this duty and are expected to engage with research partners in developing the evidence base for Virtual Headteachers working with further education institutions.

5.4 Initial publications encourage Virtual Heads to use the evaluation of the post-16 PP+ pilot to identify examples of best practice, as well as considering the needs of their cohort. The funding can be used to deliver both individual and cohort level support in order to improve outcomes; support particularly vulnerable groups, such as unaccompanied asylum seekers or young people who have recently left secure children's homes and to support young people who are not (or are at risk of not being) in education, employment or training (NEET).

6. SUPPORT CURRENTLY OFFERED FOR POST-16 CARED FOR CHILDREN AND CARE LEAVERS

6.1 The Virtual School and College uses existing funds to employ a post-16 achievement coordinator who is seconded from Tameside College for three days per week. This role focuses on providing support in gathering post-16 Personal Education Plans (PEPs), particularly for young people who are NEET and providing expert advice to social work colleagues and personal advisors in leaving care. The post also works with young people and professionals to support young people into suitable opportunities, as well as promoting routes into higher education.

6.2 The post-16 achievement coordinator also supports the Virtual School team in providing advice for young people 4-15 who are at risk of becoming NEET, as well as providing pastoral and transition support to those Year 10 and 11 students who may access college as part of their provision.

6.3 The post-holder tracks post-16 students to monitor engagement in Education, Employment and Training and offers support when concerns are raised, both through the PEP and outside this process.

7. FORWARD PLANNING

7.1 The Virtual School Headteacher intends to carry out a scoping exercise with colleagues in leaving care and with the post-16 achievement coordinator to establish how best to direct this additional funding. The results of the pilot and wider research will also inform the planning.

7.2 A dedicated post-16 conference, was attended which has provided an opportunity for reflection on current challenges and solutions, one of these being the accuracy of data around post-16 attendance and the ability to identify and support swiftly students at risk of becoming NEET . For this reason, it is planned for existing systems used to monitor pre-16 attendance and PEPs be extended to include post-16.

7.3 It is expected that some of this funding will be used to extend the capacity and focus in the team for working with this cohort and create an additional role to do this. The post would be linked to the grant period and would work closely with the existing achievement coordinator based in college. This would allow for a greater level of support to be offered to those students placed in institutions other than Tameside College and those who are NEET as well as more crossdirectorate working with Employment and Skills. It would also expand the capacity for the post-16 achievement coordinator to work with pre-16 students and offer opportunities to raise aspirations and prevent future care leavers falling into the NEET bracket.

8. CONCLUSION

8.1 Both of these grants present the opportunity to strengthen our support for two groups of vulnerable young people. While the Virtual Headteacher role extension is well established, the extension of the grant for a further two years will allow Tameside Virtual School and College to develop work in this area and consider longer-term aims. The extension of the Post-16 PP+ will allow us to develop our current offer for this cohort and offer both cohort-level and individual support, which has lacked funding previously. The desired outcome for both will be improved educational outcomes; better cross-service and partnership working and more developed timely support.

9. RECOMMENDATIONS

9.1 As set out at the front of the report.

JOINT MEMORANDUM OF UNDERSTANDING

Between the Department for Education and Local Authority

For

The provision of funding from the Department for Education for the extension of the Virtual School Head role to the cohort of children with a social worker[1]

---

1. Purpose of this Memorandum of Understanding

1.1 This Memorandum of Understanding (MoU) is entered into between the Department for Education (DfE) and Local Authority (LA).

1.2 The MoU provides a framework for how the LA is expected to share information with the Department for Education as they deliver an extension to the role of the Virtual School Head to promote the educational outcomes of the cohort of children with a social worker, from April 2023.

1.3 The MoU is not legally binding.

1.4 This MoU should be read in conjunction with the Grant Determination Letter issued to the LA and the non-statutory guidance Promoting the Education of Children with a Social Worker, published by the Department for Education. The Grant Determination Letter sets out the LA funding allocation and expectations on how the funding should be spent. The non-statutory guidance describes the objectives of the Virtual School Head role extension and the activities that they should undertake.

2. Background on Virtual School Head extension to children with a social worker

2.1 The Department for Education's Children in Need review concluded in 2019 and highlighted for the first time that 1.6 million children had needed a social worker in the previous six years, the equivalent to 1 in 10 children or an average 3 children in every classroom. The Children in Need review recommended that the Virtual School Head, as a strategic leader, could help bring together local authorities and education settings to improve the educational outcomes of children with a social worker. Virtual School Heads, who have statutory responsibilities for looked-after and previously looked-after children, are well positioned to enhance partnerships between agencies and raise aspiration for this cohort of children.

---

[1] For a full definition of children that Virtual School Heads will have responsibility for, please see the non-statutory guidance.

2.2 The Children in Need review found that children with a social worker do worse than their peers at every stage of their education and poor outcomes persist, even after social worker involvement ends. Experiences of adversity and trauma can create barriers to education that affect attendance, learning, behaviour and wellbeing. However, with the right support in place, children can overcome these barriers to reach their potential.

3. Objectives and Activities

3.1 From 2021, local authorities received funding to resource the Virtual School Head to work with early years settings, schools, colleges and social care leaders to create a culture of high aspirations that helps all children with social workers to make educational progress. Funding will continue for FY2023-24.

3.2 The extended Virtual School Head role will;

- make visible the disadvantages that children with a social worker can experience, enhancing partnerships between education settings and local authorities to help all agencies hold high aspirations for these children.

- promote practice that supports children’s engagement in education, recognising that attending an education setting can be an important factor in helping to keep children safe from harm.

- level up children’s outcomes and narrow the attainment gap so every child can reach their potential. This will include helping to make sure that children with a social worker benefit from support to recover from the impact of COVID-19.

3.3 Key activities that will be critical to the success of the Virtual School Head role include;

- enhancing partnerships between education settings and the local authority so agencies can work together.

- identifying the needs of the cohort and addressing barriers to poor educational outcomes, including attendance, and ensure pupils make educational progress.

- offering advice and support to key professionals to help children make progress, including through increasing their confidence in using evidence-based interventions.

4. Department for Education funding

4.1 The Department for Education has made a total of £16.6m available to local authorities to extend the role of the Virtual School Head to 31 March 2024. All local authorities, with the exception of the Isles of Scilly and City of London, will receive a baseline of funding, and for areas with the highest numbers of education settings further 'top up' funding has been allocated via a funding formula. Full details of specific funding amounts are found in the Grant Determination Letter.

4.2 The deadline for LAs to sign and return this MoU to the Department for Education is 14 July 2023.

5. Payment Details

5.1 The LA will receive funding through Section 31 of the Education Act 2002. Payments for FY 2023-24 will be made in three equal tranches in September 2023, December 2023 and March 2024.

5.2 It is expected that funding will be utilised for purposes outlined in the programme aims and objectives.

6. Reporting

6.1 The Department for Education and the programme's independent research partner may ask the LA to share information about how their Virtual School Head has been supporting children with a social worker and what funding has been used for. This research will help develop a strong evidence base for how Virtual School Heads can effectively promote the educational outcomes of children with social workers. It is expected that LAs take part in grant monitoring activity.

6.2 In addition, the LA may be asked to take part in focussed interviews to understand what helps Virtual School Heads to be effective in supporting children with a social worker. These interviews will involve Virtual School Heads, their teams and partner agencies. LAs may utilise reasonable funding provided to extend the role of the Virtual School Head for this activity. These interviews will offer more detailed insights and help ensure Virtual School Heads can learn from each other and the Department for Education can support the sharing of best practice.

7. Financial Management

7.1 The LA must maintain a sound system of internal financial controls. If the authority has any grounds for suspecting financial irregularity in the use of any grant paid under this funding agreement, it must notify the Department immediately, explain what steps are being taken to investigate the suspicion and keep the Department informed about the progress of the investigation. For these purposes "financial irregularity" includes fraud or other impropriety, mismanagement, and the use of grant for purposes other than those for which it was provided.

7.2 Furthermore, the LA will be expected to provide an annual financial progress report on total receipt, expenditure of funding, and planned expenditure within the grant period as shown in the annex. The form to be completed will be circulated to LAs on 6 November 2023 with instructions for completion and return. The financial progress report should be completed by the lead officer in the LA for the programme duties, signed and submitted by 8 December 2023 to the following email address: VSH.CIN@education.gov.uk. This process enables the department to meet its grant assurance obligations. Where funding is not spent for the purpose for which it was intended as set out in the grant determination letter, and in accordance with the memorandum of understanding and non-statutory guidance, the department may withhold future funding payments.

8 Records to be kept

8.1 The authority must maintain reliable, accessible and up to date accounting records with an adequate audit trail for all expenditure funded by grant monies under this Determination.

8.2 The authority and any person acting on behalf of the authority must allow: a) the Comptroller and Auditor General or appointed representatives; and b) the Secretary of State or appointed representatives; free access at all reasonable times to all documents (including computerised documents and data) and other information as are connected to the grant payable under this Determination, or to the purposes for which grant was used, subject to the provisions in paragraph 3.

8.3 The documents, data and information referred to in paragraph 8.1 are such which the Secretary of State or the Comptroller and Auditor General may reasonably require for the purposes of his financial audit or any department or other public body or for carrying out examinations into the economy, efficiency and effectiveness with which any department or other public body has used its resources. The authority must provide such further explanations as are reasonably required for these purposes.

9 Duration of the MoU

9.1 This MoU is in place until 31 March 2024 for the purposes of activity and 15 April 2024 for reporting.

10 Confidentiality

10.1 Each party shall treat the other’s confidential information as confidential and safeguard it accordingly and shall not disclose it to any other person without consent.

11 Resolution of disputes

11.1 If a dispute should arise in connection to this MoU or matters relating to it, the named Policy Contacts will together endeavour to resolve the issue. If they are unable to resolve the issue within a reasonable time, it will be referred by them for negotiation by senior officers in both organisations, who will intervene and direct a resolution.

12 Policy contacts

12.1 The Department for Education can be contacted at the following email address: VSH.CIN@education.gov.uk and an official will reply to all correspondence. In the event that the LA needs to urgently communicate with the Department for Education, the following officials will be the Policy Contacts for administration of this MoU.

Name:	*Email:*
David Shreeves	david.shreeves@education.gov.uk
Matthew Biggs	matthew.biggs@education.gov.uk

13 MOU Authorisation

Authorised to sign for and on behalf of the Secretary of State for Education:

Signature:

Date:

Name in capitals:

Address:

Authorised to sign for and on behalf of LA:

Signature:

Date:

Name in capitals:

Address:

Annex A

Financial Progress Report FY2023-24

Virtual School Head Role Extension to Children with a Social Worker

As set out in the memorandum of understanding, section 7.2, this financial progress report enables the department to meet its grant assurance obligations.

Notes for completion:

1. The Grant Recipient shall complete this return for the Grant Period 1 April 2023 – 31 March 2024.

2. This comprises two parts:

a) Confirmation of Receipt.
b) Confirmation of Expenditure

3. Please ensure that this report is completed by the lead officer in the LA for the programme duties (oversight of the education of children with a social worker). Where this is not the Virtual School Head, please include the VSH details in the report.

4. When completing confirmation of expenditure (part b), please include both funding spent and committed spend by the end of the grant period. Expenditure may include but is not limited to any activity which enables delivery of the programme aims as described in the guidance, memorandum of understanding and grant determination letter. For example: staff wages, programme delivery costs, training, investment in data systems etc.

5. If you anticipate an underspend of the programme funding allocated for FY2023-24, please provide a brief outline of the reasons for this in the box provided.

6. The Grant Recipient shall complete and return this report to the Department no later than Friday 8 December 2023.

a) **Confirmation of Receipt – to be completed by the lead officer for the CWSW duties**

Name of local authority	
Approved Project title	Virtual School Head Extension to Children with a Social Worker
Total amount of programme funding allocated for 2023/24	

I/we confirm that the total programme funding received was exclusively used for the purposes set out in the agreement and memorandum of understanding between the Grant Recipient and the Department.

Signature	
Name	
Date	
Position	
VSH Name *(where not the lead officer for the new duties)*	
Organisation address	
Postcode	
Initialled by Chief Financial Officer/ Auditor	

b) Confirmation of Expenditure

Name of local authority	
Name of Approved Project	Virtual School Head Extension to Children with a Social Worker
Expenditure Type	(£)
TOTAL EXPENDITURE for 2023/24 (including committed spend)	
Underspend on Grant (if applicable)	

Underspend comments:

Department for Education

Department for Education
Sanctuary Buildings
Great Smith Street
London SW1P 3BT

Tel: 0370 000 2288 www.gov.uk/dfe
Email enquiry form:
www.education.gov.uk/contactus/dfe

19/06/2023

To all local authorities in England

Section 31 Grant Determination Letter for the Extension of the Role of Virtual School Heads to children with a social worker FY 2023-25 [31/6732]

This determination is made between:

(1) **The Parliamentary Under Secretary of State for Children and Families,** and

(2) **The local authorities listed at Annex A**

Purpose of the grant

The purpose of this grant is to provide support to local authorities in England to help them to extend the role of the Virtual School Head to promote the educational outcomes of the cohort of children with a social worker. Virtual School Heads should take a strategic leadership role for this cohort of children and work with early years settings, schools, colleges, and social care leaders to create a culture of high aspirations that helps all children with social workers to reach their potential.

Local authorities can spend this grant to support costs associated with meeting this responsibility. In doing so, they should take account of the non-statutory guidance to help them implement this new duty.

Annex A attached includes the amount of funding awarded to each local authority for the 2023/24 and 2024/25 financial years.

Signed by authority of the Parliamentary Under Secretary of State for Children and Families.

Yours sincerely

K. Cornish

Kate Cornish and May El Komy, Deputy Directors, Outcomes, Care Leavers, and Capital Division, Children's Social Care

Sec 31 Extension of the Role of Virtual School Heads to children with a social worker GRANT DETERMINATION 2023/25: [31/6732]

The Minister of State for Education ("the Minister of State"), in exercise of the powers conferred by section 31 of the Local Government Act 2003, makes the following determination:

Citation

1) This determination may be cited as the EXTENSION OF THE ROLE OF VIRTUAL SCHOOL HEADS TO CHILDREN WITH A SOCIAL WORKER IMPLEMENTATION GRANT (2023/25) [No. 31/6732]

Purpose of the grant

2) The purpose of the grant is to provide support to local authorities in England towards expenditure lawfully incurred or to be incurred by them in respect of implementing the role of the Virtual School Head for children with a social worker.

Determination

3) The Minister of State determines the authorities to which grant is to be paid and the amount of grant to be paid; these are set out in Annex A.

Grant payments and expectations

4) Grant will be paid in 3 instalments per financial year of as near equal value as possible in 2023/24 and 2024/25. The first instalment will be paid in September. The second instalment will be paid in December. The third instalment will be paid in March. All payments will be paid before the end of the financial year.

5) Funding for financial year 2024/25 is indicative and allocations may, under exceptional circumstances, be revised.

6) Local authorities should refer to the Memorandum of Understanding, setting out expectations as to how the funding will be spent, at Annex B. A Memorandum of Understanding should be read, signed and returned to DfE by every local authority for each financial year.

Treasury consent

7) Before making this determination in relation to local authorities in England, the Minister of State obtained the consent of the Treasury.

UK Government Branding

8) The Grant Recipient shall at all times during and following the end of the Funding Period:

- 8.1 comply with requirements of the Branding Manual in relation to the Funded Activities; and
- 8.2 cease use of the Funded by UK Government logo on demand if directed to do so by the Authority.

Branding Manual

9) Branding Manual means the HM Government of the United Kingdom of Great Britain and Northern Ireland ‘Funded by UK Government branding manual’ first published by the Cabinet Office in November 2022 and is available at https://gcs.civilservice.gov.uk/guidance/marketing/branding-guidelines/ including any subsequent updates from time to time.

Signed by authority of the Minister of State for Education.

Kate Cornish and May El Komy, Deputy Directors, Outcomes, Care Leavers, and Capital Division, Children’s Social Care

ANNEX A – Local Authority Allocations

Local Authority	2023/24	2024/25	Total
Isles of Scilly	£30,000	£30,000	£60,000
City of London	£30,000	£30,000	£60,000
Rutland	£100,000	£100,000	£200,000
Hartlepool	£100,000	£100,000	£200,000
Bracknell Forest	£100,000	£100,000	£200,000
Kensington and Chelsea	£100,000	£100,000	£200,000
Darlington	£100,000	£100,000	£200,000
Torbay	£100,000	£100,000	£200,000
Blackpool	£100,000	£100,000	£200,000
Isle of Wight	£100,000	£100,000	£200,000
Kingston upon Thames	£100,000	£100,000	£200,000
Slough	£100,000	£100,000	£200,000
Southend-on-Sea	£100,000	£100,000	£200,000
Thurrock	£100,000	£100,000	£200,000
Middlesbrough	£100,000	£100,000	£200,000
Merton	£100,000	£100,000	£200,000
Richmond upon Thames	£100,000	£100,000	£200,000
Redcar and Cleveland	£100,000	£100,000	£200,000
Reading	£100,000	£100,000	£200,000
Barking and Dagenham	£100,000	£100,000	£200,000
Westminster	£100,000	£100,000	£200,000
Knowsley	£100,000	£100,000	£200,000
Camden	£100,000	£100,000	£200,000
Hammersmith and Fulham	£100,000	£100,000	£200,000
Harrow	£100,000	£100,000	£200,000
South Tyneside	£100,000	£100,000	£200,000
North East Lincolnshire	£100,000	£100,000	£200,000
York	£100,000	£100,000	£200,000
Sutton	£100,000	£100,000	£200,000
Portsmouth	£100,000	£100,000	£200,000
Halton	£100,000	£100,000	£200,000
Windsor and Maidenhead	£100,000	£100,000	£200,000
Wokingham	£100,000	£100,000	£200,000
Islington	£100,000	£100,000	£200,000

St. Helens	£100,000	£100,000	£200,000
Brighton and Hove	£100,000	£100,000	£200,000
Luton	£100,000	£100,000	£200,000
Bedford	£100,000	£100,000	£200,000
Telford and Wrekin	£100,000	£100,000	£200,000
Blackburn with Darwen	£100,000	£100,000	£200,000
Southampton	£100,000	£100,000	£200,000
Redbridge	£100,000	£100,000	£200,000
North Somerset	£100,000	£100,000	£200,000
Stockton-on-Tees	£100,000	£100,000	£200,000
Peterborough	£100,000	£100,000	£200,000
Bexley	£100,000	£100,000	£200,000
Hounslow	£100,000	£100,000	£200,000
Waltham Forest	£100,000	£100,000	£200,000
North Tyneside	£100,000	£100,000	£200,000
North Lincolnshire	£100,000	£100,000	£200,000
Hackney	£100,000	£100,000	£200,000
Bury	£100,000	£100,000	£200,000
Bath and North East Somerset	£100,000	£100,000	£200,000
West Berkshire	£100,000	£100,000	£200,000
Havering	£100,000	£100,000	£200,000
Swindon	£100,000	£100,000	£200,000
Solihull	£100,000	£100,000	£200,000
Lewisham	£100,000	£100,000	£200,000
Wandsworth	£100,000	£100,000	£200,000
Brent	£100,000	£100,000	£200,000
Gateshead	£100,000	£100,000	£200,000
Greenwich	£100,000	£100,000	£200,000
Haringey	£100,000	£100,000	£200,000
Rochdale	£100,000	£100,000	£200,000
Warrington	£100,000	£100,000	£200,000
Barnsley	£100,000	£100,000	£200,000
Lambeth	£100,000	£100,000	£200,000
Trafford	£100,000	£100,000	£200,000
Stoke-on-Trent	£100,000	£100,000	£200,000
Ealing	£100,000	£100,000	£200,000
Enfield	£100,000	£100,000	£200,000

Kingston Upon Hull City of	£100,000	£100,000	£200,000
Tameside	£100,000	£100,000	£200,000
Plymouth	£100,000	£100,000	£200,000
Salford	£100,000	£100,000	£200,000
Bournemouth, Christchurch and Poole	£100,000	£100,000	£200,000
Herefordshire	£100,000	£100,000	£200,000
Newcastle upon Tyne	£100,000	£100,000	£200,000
Newham	£100,000	£100,000	£200,000
Calderdale	£100,000	£100,000	£200,000
Bromley	£100,000	£100,000	£200,000
Hillingdon	£100,000	£100,000	£200,000
Medway	£100,000	£100,000	£200,000
Tower Hamlets	£100,000	£100,000	£200,000
Derby	£100,000	£100,000	£200,000
Nottingham	£100,000	£100,000	£200,000
Sefton	£100,000	£100,000	£200,000
Oldham	£100,000	£100,000	£200,000
Dudley	£100,000	£100,000	£200,000
Southwark	£100,000	£100,000	£200,000
Wolverhampton	£100,000	£100,000	£200,000
Leicester	£100,000	£100,000	£200,000
Milton Keynes	£100,000	£100,000	£200,000
Stockport	£100,000	£100,000	£200,000
Cumberland	£100,000	£100,000	£200,000
Westmorland and Furness	£100,000	£100,000	£200,000
South Gloucestershire	£100,000	£100,000	£200,000
Coventry	£100,000	£100,000	£200,000
Sunderland	£100,000	£100,000	£200,000
Sandwell	£100,000	£100,000	£200,000
Walsall	£100,000	£100,000	£200,000
Rotherham	£100,000	£100,000	£200,000
Croydon	£100,000	£100,000	£200,000
Wirral	£100,000	£100,000	£200,000
Doncaster	£100,000	£100,000	£200,000
Barnet	£100,000	£100,000	£200,000
Bolton	£100,000	£100,000	£200,000

Wigan	£100,000	£100,000	£200,000
Central Bedfordshire	£100,000	£100,000	£200,000
West Northamptonshire	£100,000	£100,000	£200,000
North Northamptonshire	£100,000	£100,000	£200,000
Wakefield	£116,731	£116,731	£233,462
East Riding of Yorkshire	£117,434	£117,434	£234,868
Shropshire	£117,434	£117,434	£234,868
Bristol City of	£118,019	£118,019	£236,038
Cheshire East	£118,136	£118,136	£236,272
Dorset	£118,721	£118,721	£237,442
Cheshire West and Chester	£119,189	£119,189	£238,378
Northumberland	£119,189	£119,189	£238,378
Liverpool	£120,125	£120,125	£240,250
Sheffield	£120,827	£120,827	£241,654
Kirklees	£121,061	£121,061	£242,122
Manchester	£121,529	£121,529	£243,058
East Sussex	£121,763	£121,763	£243,526
Bradford	£124,922	£124,922	£249,844
Buckinghamshire	£127,496	£127,496	£254,992
Wiltshire	£127,964	£127,964	£255,928
Worcestershire	£128,549	£128,549	£257,098
Warwickshire	£129,017	£129,017	£258,034
Cambridgeshire	£130,889	£130,889	£261,778
Durham	£131,240	£131,240	£262,480
Somerset	£131,357	£131,357	£262,714
Leeds	£132,176	£132,176	£264,352
Cornwall	£132,644	£132,644	£265,288
Leicestershire	£132,995	£132,995	£265,990
West Sussex	£133,463	£133,463	£266,926
Oxfordshire	£135,101	£135,101	£270,202
Gloucestershire	£135,218	£135,218	£270,436
Suffolk	£138,026	£138,026	£276,052
Nottinghamshire	£139,430	£139,430	£278,860
Lincolnshire	£142,706	£142,706	£285,412
North Yorkshire	£142,823	£142,823	£285,646
Devon	£143,174	£143,174	£286,348
Surrey	£146,333	£146,333	£292,666

Staffordshire	£146,918	£146,918	£293,836
Derbyshire	£148,907	£148,907	£297,814
Norfolk	£149,609	£149,609	£299,218
Birmingham	£151,833	£151,833	£303,666
Hampshire	£162,012	£162,012	£324,024
Hertfordshire	£162,246	£162,246	£324,492
Essex	£164,937	£164,937	£329,874
Kent	£168,330	£168,330	£336,660
Lancashire	£173,712	£173,712	£347,424

Department for Education

Promoting the education of children with a social worker

Virtual School Head role extension

June 2022

Contents

Summary

This non-statutory guidance from the Department for Education intends to support all local authorities as Virtual School Heads (VSHs) continue to develop their strategic leadership role in promoting the educational outcomes of the cohort of children with a social worker and those who have previously had a social worker who are aged from 0 up to 18. This guidance has been produced with input from the National Association of VSHs (NAVSH).

Our ambition is to transform the lives of the most vulnerable and disadvantaged, including those with special educational needs and disabilities (SEND) and in care, and ensure that those who have lost the most from the pandemic can recover and flourish, and that prosperity benefits all.

The Government's Children in Need review (2019) evidenced for the first time that at least 1.6 million children have needed a social worker between 2012/13 and 2017/18 – equivalent to 1 in 10 of all children. The review showed that these children do significantly worse than others at all stages of education and that poor educational outcomes persist even after social work involvement ends. The review recognised the crucial role that VSHs have in helping education settings and local authorities work together and made a commitment to explore the capacity needed to extend their leadership to the cohort of children and young people with a social worker. VSH leadership is vital now more than ever given the impact the pandemic has had on the learning of all children but none more so than the most vulnerable. For example, in the 2020/21 academic year Children in Need (CiN) lost an average of 4.1 months of learning in secondary school reading compared with 2.4 months for all children.[1]

That is why in September 2021 local authorities began receiving funding to extend the role of VSHs to include strategic responsibility for children with a social worker. Using their expertise and knowledge from working with looked-after and previously looked-after children, VSHs have made excellent progress in understanding and addressing the disadvantages and barriers that these children experience. VSHs have worked to strengthen partnerships between education settings and local authorities, establish a culture of high aspirations that helps these children to make educational progress, and demonstrate the benefits of good attendance.

All local authorities are eligible to receive continued grant funding to support VSHs in delivering this responsibility and are asked to participate in the research programme to help the department understand the impact of the new duties and identify emerging practices that could help VSHs deliver their role. Funding for this strategic

[1] Understanding Progress in the 2020 to 2021 Academic Year extension report covering the first half of the autumn term 2021 to 2022 (publishing.service.gov.uk)

leadership role for children with a social worker is confirmed until the end of March 2023.

This extended role does not require VSHs to provide direct intervention, help or support for individual children with a social worker or their families. This guidance does not change existing duties for looked-after and previously looked-after children, and should be read in conjunction with statutory guidance Promoting the education of looked-after and previously looked-after children.

Expiry or Review Date

This guidance will be reviewed before the end of March 2023 but will not be revised if it is no longer required.

Who is this publication for?

This guidance is for:

- Virtual School Heads in local authorities.
- Directors of Children's Services.
- Local authority officers (including social workers for children and young people, Troubled Families key workers, family support workers).
- Early Years leaders.
- School and Alternative Provision leaders (including Designated Safeguarding Leads (DSL), Special Educational Needs Co-ordinators (SENCO), Headteachers, Designated Teachers (DT), Directors and Chief Executives of Multi-Academy Trusts, and senior mental health leads (SMHL)), school staff and governing bodies in all maintained schools, academies, and free schools.
- College leaders in all Further Education (FE) settings, which includes FE colleges, sixth form colleges, independent training providers (ITP) and special post-16 institutions.
- Educational Psychologists.
- Managers and staff (including DSL and SENCO) in early years childcare settings.

Funding for the role extension

1. All local authorities are eligible to receive grant funding provided under Section 31 of the Education Act 2002 to deliver the extended VSH role.

2. Funding provides VSHs with the additional resource required to take on the strategic leadership role for children with a social worker and is sufficient to recruit additional team members to support them with these responsibilities.

3. A funding formula, based on the number of education settings within a local authority, has been used to establish the allocations for each local authority.

Local authorities are eligible for baseline funding and those with the greatest number of education settings will receive ‘top up’ funding to reflect the additional capacity they will need to work with these settings.[2]

4. The Grant Determination Letter and Memorandum of Understanding, issued to all local authorities, set out what each local authority can expect to receive and the conditions by which this funding must be used. This funding is intended to provide VSHs with the additional capacity they require to become the strategic leader that promotes educational outcomes for children with a social worker. Local authorities **should not** use this funding for any other purpose.

5. All local authorities need to sign and return the Memorandum of Understanding to the Department for Education.

6. On receipt of the signed Memorandum of Understanding, the Department will make three equal payments, in September 2022, December 2022 and March 2023 to all local authorities.

7. Local authorities will be asked to submit to the Department for Education a brief *financial progress report,* prior to the final payment, detailing the actual spend and forecast spend on the VSH extended duties up to and including the date of the request. Details will be set out in the Memorandum of Understanding.
8. For clarity, some children with social workers are eligible for Pupil Premium by virtue of current or past free school meal claims and education settings will continue to use this funding to improve their attainment. Only looked-after and previously looked-after children are eligible for Pupil Premium Plus (PP+).

Defining the cohort of children with a social worker

9. In September 2021 VSHs became, with agreement and support from their local authority, strategic leaders for the cohort of children who have been assessed as being in need under Section 17 of the Children Act 1989 and currently have a social worker and those who have previously had a social worker.

10. For ease, the term ‘*children with a social worker’* (CWSW) will be used to refer to this group of children throughout this document. It includes all children who have been assessed as needing or previously needing a social worker within the past 6 years due to safeguarding and/or welfare reasons. It includes all

[2] There are two exceptions to the baseline funding that all local authorities will receive. The City of London and Isles of Scilly will receive less than the baseline funding due to a much smaller number of education settings in these areas.

children aged 0 to 18 across all education settings subject to a CiN plan or a Child Protection plan.[3]

11. This cohort has been identified as a group of children who face significant barriers to education as a result of experiences of adversity, most commonly abuse and neglect.

12. Under Part 3 of the Children and Families Act 2014, all local authorities have duties to children with SEND. VSHs should not duplicate support available to children under existing local authority duties. The remit of the extended VSHs role includes children who are disabled and have, or have had, an allocated social worker.

13. The non-statutory responsibility for promoting the educational outcomes of children with a social worker is in addition to the existing statutory duties for looked-after and previously looked-after children.

The strategic leadership of Virtual School Heads

14. The new responsibilities for VSHs were introduced in September 2021 – giving them a strategic leadership role to champion the educational attendance, attainment, and progress of children with a social worker. This means that they should be:

    - making visible the disadvantages that children with a social worker can experience, enhancing partnerships between education settings and local authorities, including with children's social care, to help all agencies hold high aspirations for these children.

    - promoting practice that supports children's engagement in education, recognising that attending an education setting can be an important factor in helping to keep children safe from harm.

    - levelling up children's outcomes and narrow the attainment gap so every child has the opportunity to reach their potential. This will include helping to ensure that children with a social worker benefit from support to recover educationally from the impact of the pandemic.

[3] Children who have been assessed as needing or previously needing a social worker within the past 6 years due to safeguarding and/or welfare reasons i.e., *Ever6 CWSW*. This definition is similar to the definition of children who qualify for free school meals (FSM) at any point in the past six years i.e., Ever6 FSM.

What is not in scope for Virtual School Heads

15. The VSH role for children with a social worker is a strategic leadership responsibility.

16. VSHs are **not** expected to:

- work directly with individual children and their families - including tracking and monitoring of individual educational progress, providing academic or other interventions.
- respond to requests from parents or carers to offer advice, intervention, and support in relation to individual children with a social worker.
- take responsibility for children with SEND who do not require or need a social worker, as defined above.

Barriers to education for children with a social worker

17. The CiN review identified for the first time that 1.6 million children needed a social worker between 2012 and 2018, equivalent to 1 in 10 children or 3 children in every classroom. These children are present in 98%[4] of state schools and face barriers to education due to experiences of adversity, most commonly as a result of domestic abuse, mental ill-health, and substance misuse, with 62% of children needing a social worker having experienced one or more of these.[5]

18. On average, children with a social worker do worse than their peers at every stage of their education. In 2018, 50% of children who had a social worker in the last six years were able to achieve a good level of development in the early years, compared to 72% of children who never had a social worker.[6] Pupils who had a social worker in the year of their GCSEs were around half as likely to achieve a strong pass in English and Maths than their peers, and at the end of Key Stage 4 were around 3 times less likely to go on to study A levels at age 16, and almost 5 times less likely to enter higher education at age 18. After age 18 of those who needed a social worker in the year of their GCSEs, 6% were in higher education compared to 27% of those who did not have a social worker; and by age 21, half had still not achieved Level 2 qualifications (which include GCSEs), compared to 11% of those not in need of a social worker.

19. Some children with a social worker go on to become looked-after: of the cohort of children who were looked-after children in 2017-18, 62% had spent some time on a CiN plan in the previous 5 years and 39% had spent some time on a Child Protection plan.[7]

20. Children with a social worker are around 3 times more likely to be persistently absent from school and between 2 to 4 times more likely to be permanently excluded from school than their peers. This group are also over ten times more likely to attend state-funded alternative provision settings than all other pupils.

21. The CiN review found that VSHs, who can bridge the gap between and support education settings and local authorities, could present opportunities to promote the educational needs of children with a social worker. VSHs are already raising aspirations and promoting the educational achievement of looked-after children and the cohort of previously looked-after children, through local authority duties

[4] Children in need of help and protection CIN review: final data and analysis June 2019. Pupils aged 4-15 at the start of academic year 2017-18 in state-funded school provision.
[5] Children in Need: data and analysis: June 2019.
[6] Children in Need: data and analysis: June 2019
[7] CIN review: final data and analysis, June 2019.

which are set out in the Children Act 1989 and the Children and Families Act 2014. Unlike looked-after children, or previously looked-after children, the cohort of children with a social worker who are subject to CiN plans or Child Protection plans have not had the benefit of a strategic leader that is able to champion the educational needs of their cohort and help them make educational progress.

22. These experiences can affect children's attendance, learning, behaviour, and wellbeing and, if children cannot access support, they may struggle to reach their full potential. Even after a child no longer has a social worker, poor educational outcomes can persist.[8]

23. While there is no single cause for the poor educational outcomes for children with a social worker, experiences of adversity can create barriers to good outcomes. Children with a social worker are more likely to have experienced complex family circumstances; some may have been at risk of, or have suffered, physical, emotional, sexual abuse or neglect. At home, they may have lived in families where there is domestic abuse, mental ill-health, or substance misuse, and outside of the home, may be at risk of extra-familial harms, such as experiencing criminal or sexual exploitation or serious violence. Data tells us that children with a social worker are much more likely to experience frequent transitions, including moving home or school and experience changes in the professionals that are supporting them and their families.[9]

24. Despite the challenges that children with a social worker face, with the right support, the aspirations of these children can be raised, and they can go on to achieve more than their peers. It is crucial that those supporting children with a social worker have the vision, awareness, and the right tools to enable these children and young people to achieve their best and ensure there is equal access to education opportunities.

[8] CIN review: final data and analysis, June 2019.
[9] CIN review: interim publication, December 2018.

How Virtual School Heads should promote the educational outcomes of children with a social worker

25. As strategic leaders for children with a social worker VSHs should work to create a culture of high aspirations across both education and social care that helps to ensure children with a social worker make educational progress and reach their potential no matter their starting point.

26. VSHs should bring greater awareness to the disadvantage that this cohort of children can experience, promote engagement in education and help to narrow the attainment gap. VSHs will advocate for and model a strengths-based approach to supporting children and promoting their educational outcomes.

27. Local authorities should ensure they continue to make effective use of the funding provided to their VSH as they embed this strategic leadership role. Consideration should be given to the additional capacity VSHs need to work with a variety of education settings and social care partners to champion children with a social worker and should recruit staff with the right knowledge and skills.

28. VSHs should work closely with their Director of Children's Services to understand the needs of the cohort in their local authority and how best to improve their educational outcomes. There will be no single model for delivering improved outcomes and VSHs may want to consider how to make use of peer support, including through NAVSH as they share learning and develop good practice.

Activities for all Virtual School Heads

29. VSHs should take note of the CiN review, including the findings on how to improve children's outcomes. Although VSHs will adopt a flexible leadership approach to meet the needs of their local area, there are some activities which are critical for all, including:

- enhancing partnerships between education settings and the local authority so agencies can work together in a child focused manner.

- identifying the needs of the cohort and addressing barriers to poor educational outcomes to ensure pupils make educational progress.

- offering advice and support to key professionals such as Social Workers, Designated Safeguarding Leads, Designated Teachers, and school leaders to help children make progress, including through increasing their confidence in using evidence-based interventions.

Enhance partnerships between education settings and social care

30. Effective support for children with a social worker needs education settings and local authorities to work together. Leaders of all agencies can play a crucial role in establishing a culture where every child is able to make progress. Education settings and local authorities will have different responsibilities but establishing shared priorities can help to drive change for children.

31. To support effective partnerships, VSHs should:

- establish strong relationships with education settings and social care to raise awareness and expertise of schools to meet the needs of CWSW in their LA and of social workers to advocate effectively for CWSW in all educational settings. Where a child is educated in another LA the VSH should work with that authority to ensure awareness and expertise match that of their own LA.

- develop an expectation that all leaders and professionals supporting children with a social worker hold high aspirations for this cohort of children regardless of the child's background or stage of learning.

- clarify their role to education settings and social care services, including communicating their offer of advice and support to teams including promoting the concept that education settings are a safe and protective space for all CWSW. Work with social care professionals to communicate the need to and benefit of including education in all plans aimed at protecting the child.

- consider how to bring together education and local authority leaders to develop goals and set direction for improving children's outcomes most effectively. These goals should take account of other local strategic priorities, e.g., meeting Opportunity Area objectives or working with Violence Reduction Units to tackle serious violence.

- be involved in developing local authority messaging to schools on the barriers the cohort faces, the virtual school offer of support for the cohort, up to date information on best practice, the importance of all professionals working with children and/or families in a coordinated and transparent manner (where possible) to minimise disruption to the child's education.

The below is an example of emerging practice from a local authority on partnership working with education settings.

Seven lead practitioners for the education of CWSW have been selected by the VSH and Assistant Director of Education, mostly Designated Safeguarding Leads or Designated Teachers but some are deputy or assistant heads who have demonstrated excellent practice as well as passion and drive. The VSH described wanting to set a clear ‘gold standard’ so that the virtual school can be confident that the lead practitioners will demonstrate the very best practice for CWSW. They are part of a forum that the virtual school uses to train the trainers in the aims, priorities, and style of training that they then deliver across all the schools.

The virtual school noted that all schools in the LA have a named person, usually the DSL, who is the lead for CWSW. This person receives up-to-date information regarding CWSW, training and support through the DSL forum, and half termly round-up emails. If they are new to the post, they are invited to bespoke training led by the VSH. Schools that have particularly effective practice and provide good quality support for CWSW are recognised and used to support those schools that may need to develop their practice.

The VSH reported that at the virtual school conference attended by school staff and social workers included training sessions and workshops explaining the extended role. They noted that the virtual school psychologist ran training sessions at the conference about mental health, support, and advice on what impacts on CWSW.

Sharing data and information

32. Information sharing is key in promoting the welfare and educational outcomes of children with a social worker. It is vital that all parties, be that a VSH, relevant other local authority officer, school, trust/multi-academy trust, or another local authority where a child attends for their education, working with these children recognise the importance of information sharing and adopt effective procedures and principles to enable this.

33. As strategic leaders VSHs should receive or be provided access to necessary data which enables them to maintain effective oversight of the progress of children with a social worker under their care, regardless of where they may be educated. This may include, but not limited to, data on attendance and attainment, including cases of exclusions or persistent absence, as well as all safeguarding information. The expectation is that VSHs will use this information to develop and implement targeted cohort-level interventions to improve attendance and attainment, reduce exclusions and persistent absence, and ensure safeguarding of children with a social worker under their responsibility.

34. When requesting or providing access to data on children with a social worker, all interested parties, be that a VSH, school, trust/multi-academy trust, or another local authority where a child attends for their education, should consider statutory guidance:

- Working Together to Safeguard Children which states *'information sharing is essential for the identification of patterns of behaviour when a child is at risk of going missing or has gone missing, when multiple children appear associated to the same context or locations of risk….'* Furthermore, it states *'the Data Protection Act 2018 and General Data Protection Regulations (GDPR) do not prevent the sharing of information for the purposes of keeping children safe.'*; and

- Keeping Children Safe in Education, which states 'information sharing is vital… in promoting children's welfare, including their educational outcomes.,' Furthermore, it states '…arrangements are in place that set out clearly the processes and principles for sharing information within the school or college and with children's social care.'

The below is an example of emerging practice from a local authority on sharing data and information.

An educational psychologist, assistant head and three area-based leads for children with a social worker (CWSW) and a Virtual School SENCO were appointed to the virtual school from the extension grant (with some additional LA funding) and met regularly with the data team. The VSH reported that an attendance dashboard had been created that recorded numbers of CIN and CP, their attendance, suspensions, and exclusions. A more integrated dashboard was being developed (using Power BI) to provide 'live' recording of locality and entry into CIN/CPP. Use of it had been limited thus far by the fact that schools were readjusting following the pandemic, but it had provided an oversight at a cohort level, previously unavailable and not managed by the virtual school. The VSH suggested that previous use of data was linked to each professional area (e.g., SEND, social care) and provided siloed knowledge. Over 30 schools (including some academies, independent schools, and some small LA schools) had not signed the data sharing agreement. The Assistant Director commented that their strategy of admissions to 'local schools' with only a few CWSW outside their LA, made access to data less problematic.

The data manager worked across children's services and closely with the virtual school to provide analytical and performance support. They noted that CWSW had had much less attention than Children Looked After (CLA) previously, though this gained momentum during the pandemic and data on CWSW stood out as having the lowest attainment and attendance, and highest rates of exclusion. They commented that:

> *'…having this project has really …brought the recognition that we need to have oversight of this cohort at senior level, strategic level, there's not always been the resources available to have oversight of what is an increasingly large cohort… but one that's really vulnerable …the elements that we've implemented through the extension of the role of the VS have really tightened that up. It's been well received and arguably desperately needed for quite a long time in terms of a service taking ownership of a cohort, rather than just individuals.'* [Data Manager]

Identify the cohort's needs and address barriers to education

35. Children with a social worker may face multiple barriers to education because of their complex circumstances, which will have been further compounded by the pandemic and related restrictions. Even though the initial impact of the pandemic has subsided, and restrictions have ended, a significant detrimental influence on all children's learning, particularly that of the most vulnerable, remains.

36. The Government's white paper, Opportunity for all: Strong schools with great teachers for your child, sets out how it will introduce and implement standards that will improve children's education, deliver the right support if they fall behind and give them the tools to lead a happy, fulfilled, and successful life. This includes targeted support for every child who needs it.

37. To effectively identify the needs of children with a social worker and ensure they can access interventions that make a difference to their education, including government support to boost education recovery, VSHs should:

    - use data and analysis to understand and monitor the cohort's needs including making links to local strategic priorities e.g., attendance, suspension, and permanent exclusion rates, overlaps with other kinds of disadvantage such as Free School Meal (FSM) eligibility and SEND rates.

    - share knowledge and expertise to strengthen how education settings and social care understand the impact of adversity on learning and educational outcomes of children.

    - promote professional practice for education settings and local authorities which:

        - champion high levels of support alongside high standards for children with a social worker.

- recognise how stability and consistency in relationships can help children to overcome barriers to learning.

- encourage effective information sharing between professionals so that anyone supporting children and families understands their context.

Attendance

38. Regularly attending school or college[10] is vital for all children's educational progress, for their wellbeing and for their wider development. We know that pupils with higher overall absence tend to do less well in their GCSEs and are also more likely to not be in education, employment, or training post-16 (NEET). Prior to the pandemic in 2018/19 the average absence rate for all pupils was 4.8% and 10.7% for CiN, during the pandemic in 2020/21 these figures were 4.7% for all pupils and 13.4% for CiN. Prior to the pandemic in 2018/19 the average persistent absence rate for all pupils was 11.2% and 30.5% for CiN, during the pandemic in 2020/21 these figures were 12.3% for all pupils and 41.2% for CiN. In 2018/19 the average Attainment 8 score for CiN was 18.8 at key stage 4 compared to 46.7 for all pupils. In 2020-21, CiN had an average Attainment 8 score of 22.6 at key stage 4 compared to 50.9 for the wider population.[11]

39. For children with a social worker, attending school is also a protective factor, offering a safe space when home is not, away from the threat of gangs, crime, or exploitation. School also provides access to support from professionals helping these children make educational progress while ensuring that they are visible.

40. Designated Safeguarding Leads and Designated Teachers, present in every education setting, will likely have the most regular contact, sometimes daily, with these children. As such, the VSHs may wish to strengthen engagement with these professionals through established local networks to share advice, best practice, or training to support attendance and raise awareness of the barriers these children can face. Further information on improving attendance for schools and local authorities can be found in the following guidance 'Improving school attendance: support for schools and local authorities'.

---

[10] The term college is used to capture all those who are in attendance at sixth form colleges, general FE colleges, independent training providers, designated institutions, and special post-16 institutions.

[11] Outcomes for children in need, including children looked after by local authorities in England, Reporting Year 2020 – Explore education statistics – GOV.UK (explore-education-statistics.service.gov.uk)

Below is an example of emerging practice from a local authority on supporting attendance.

A new advisor for CWSW was appointed to the virtual school and has been running weekly attendance surgeries for Social Workers who report positively on these, stating that they are able to drop in and talk about any educational problems influencing attendance, and where appropriate, they are signposted to other services. Data (including attendance) on CWSW have improved with schools agreeing to add an 'Ever6 CWSW' marker (similar to the existing Ever6 FSM (Free School Meals)) to their systems and to the common transfer document (used when pupils transfer from one school to another). The virtual school is represented on the LA working group on the attendance of vulnerable groups, led by the attendance team integrating the work on CWSW into existing LA provision. This work is part of developing a culture across social care and education that recognises attendance is everyone's responsibility, and the virtual school has contributed to the draft LA Attendance Strategy. The VSH suggested that locating the work on CWSW within the LA's prevention approach reduces the impact of barriers to CWSW's attendance, while also reducing the need for individual interventions from the inclusion team or the virtual school.

Mental health and wellbeing

41. Children with a social worker are more likely to experience social, emotional, and mental health issues[12] than their peers. For example, they may struggle with executive functioning skills[13], forming trusting relationships, social skills, managing strong feelings (e.g., shame, sadness, anxiety, and anger), sensory processing difficulties and coping with transitions and change. Furthermore, almost two-thirds of children assessed as in need had at least one of either domestic violence, mental health (adult or child) or substance misuse recorded in their assessments.[14]

42. For many children, mental health and wellbeing will have been affected by the pandemic due to increased isolation, anxiety caused by uncertainty and concerns related to employment and health issues for family and friends. A report published in October 2020 by the NHS found that the proportion of

[12] Social, emotional, and mental health is one of the four broad areas of children's SEN identified in Special Educational Needs and Disability Code of Practice 0 – 25 years.
[13] The mental processes enabling us to plan, focus attention, remember instructions, and juggle multiple tasks successfully. (Harvard University Centre on the Developing Child).
[14] https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/809108/ CIN_review_final_analysis_publication.pdf

children and young people with probable mental health disorders increased from 1 in 9 in 2017 to 1 in 6 in July 2020.[15]

43. As such, VSHs should work with their local authority lead for mental health, responsible for linking with education settings, to ensure any mental health training provided includes:

- the value of a graduated approach[16] to assessing, understanding, and meeting the social, emotional, and mental health needs of children and young people with a social worker.

- how to identify signs of potential mental health issues for children with a social worker and how to access further assessment and support where necessary.

- understanding the impact of issues that children with a social worker can experience and that settings are able to offer targeted support to meet the needs of these children.

- how to recognise the value of engaging the child's voice in the process of identification and support.

44. VSHs may also want to work with individual school senior mental health leads (SMHL), where the role exists, to ensure children with a social worker are factored into the school's strategy on mental health and wellbeing. The SMHL is responsible for linking with the wider mental health system, implementing a whole school approach to mental health and wellbeing, and working with the school senior leadership team and wider community including VSH to raise awareness of mental health. SMHLs are present in most schools and colleges and the government remains committed to offering a grant to support all eligible state-funded schools and colleges to access SMHL training by 2025[17].

---

[15] https://digital.nhs.uk/data-and-information/publications/statistical/mental-health-of-children-and-young-people-in-england/2020-wave-1-follow-up

[16] See SEND Code of Practice 2015.

[17] Senior mental health lead training: conditions of grant for the 2022 to 2023 financial year - GOV.UK (www.gov.uk)

The below is an example of emerging practice on incorporating the voice of the child into virtual school ways of working.

At the National Association of VSHs (NAVSH) conference a care leaver spoke about their educational experiences, what was helpful and the support they had received from an advocate. This influenced the virtual school to consider how the advocacy support offered to Looked After Children through a charity should be extended to CWSW. The LA extended its commissioning of this charity who currently work with LAC and SEND, to provide an online tutor to support CWSW to develop confidence and voice so that they can give their views to others who represent them or directly contribute themselves.

The virtual school has highlighted this support to the Social Workers and DSLs to encourage referrals to this service so that the voices of CWSW can be heard and advocated for in CIN and CPP meetings. Where the CWSW do not attend the meetings, the advocacy service is helping to get their views and experiences represented, which the VSH noted would enhance longer-term capacity and sustainability of CWSW to speak up.

Lost learning - continuing recovery programmes following the pandemic

44. Almost two-thirds of children assessed as in need had at least one of either domestic violence, mental health (adult or child) or substance misuse recorded in their assessments. For some families, these issues may have been exacerbated by the pandemic and increased the barriers to learning that children with a social worker experience.

45. Where risk factors such as adult mental health and domestic violence are the reasons for the involvement of social care services and additional pressures created by the pandemic are present, this is likely to have impacted the stability of the home environment and parents' capacity to support home learning. This will have particularly impacted those children with a social worker who did not attend school during periods of restricted attendance.

46. Building on the success of the 2021/22 education recovery programme the Department will for 2022/23 directly fund schools to embed tutoring into children's education where they need extra support to progress. VSHs should be aware of the following initiatives, given the disproportionate impact of the pandemic on CWSW, and work with education settings to ensure these children are able to access the following support:

- National Tutoring Programme (NTP): continuing for 2022/23 with £349 million of tutoring funding going directly to schools. Schools that are currently working with Tuition Partners will be able to continue to do so in 2022/23. Similarly, eligible schools can continue to employ Academic

Mentors who are on their staff this year and will also still be able to recruit Academic Mentors directly.

- Summer Schools Programme: Schools are being given the flexibility to deliver tuition over the summer holidays, as the date to use the enhanced School-Led Tutoring (SLT) funding has been extended to the 31 August.

- Recovery Premium: As part of the Spending Review, the Government announced an additional £1bn to extend the recovery premium over the next two academic years (2022/23 and 2023/24). Primary schools will continue to benefit from an additional c.£145 per eligible pupil, with nearly double this amount in secondary schools. The Department will publish further detail around rates, allocations, and conditions of grant shortly. Schools, Tuition Partners, and Academic Mentors already engaged in the programme will be contacted on next steps.

The below is an example of emerging practice from a local authority on including educational targets within CIN/CP plans.

The VSH described how they set up a working group of Social Worker team managers, Social Worker advanced practitioners, early support and safeguarding Social Workers who pulled together what they felt SWs might need to know about the education of CWSW. The Virtual School Lead for CWSW talked to Social Workers and their managers who had no previous relationship with the virtual school, about the new duties, education, and the role of the virtual school. These discussions emphasised the importance of stating clear educational targets in the CIN/CP plans, familiarising themselves with names and contact details of the DTs in their CWSWs' schools and ensuring that these Designated Teachers attend CIN/CPP planning meetings. The DCS reaffirmed the importance of a clear education focus in the CIN/CP plans. The VSH stated that moving forward, when managers in social care undertake quality assurance where they look at CIN/CPP plans or any other assessments, the VSH will be involved to see whether the focus and clarity of information about education has improved.

Social Workers acknowledged that schools play a pivotal role in supporting the plans, working alongside a social worker, in terms of sharing information because teachers see the children every day for many years. They noted that some schools had better relationships with the children than the social workers can establish and are thereby more able to access the views of the children.

The high number of CWSW with additional SEND needs prompted the Social Workers to request training on SEND provision and what social worker support ought to be in the EHCP (Education and Health Care Plan) statutory assessment. The VSH arranged for the SEND team to provide this which subsequently increased Social Worker's contact with the SEND team about Children with a Social Worker.

Elective home education

48. Elective Home Education (EHE) is when a parent chooses not to send their child to school full-time but assumes responsibility for making sure their child receives a full-time education other than at school. Some electively home educated children may never attend school, in other cases a child may be removed from their school's roll for EHE.

49. Most parents' decision to home educate is made with their child's best education and wellbeing at the heart. However, this is not the case for all, and home education can mean some children are less visible to the services that are there to keep them safe and supported in line with their needs.

50. When a family notifies the local authority of their intention to home educate, we recommend that local authorities, schools, and other key professionals (such as social workers) work together to coordinate a meeting with parents/carers where possible. This is to ensure the parents/carers have considered what is in the best interests of each individual child. This is particularly pertinent if a child has SEN or has a social worker. For more information, VSHs should refer to the Government guidance on elective home education.

51. Introduced in the Schools Bill in May 2022, the Government will require each local authority to establish a registration system for children not in school. The measures will make each authority responsible for maintaining a register of children not in school, including electively home-educating children, and have a duty to provide support to those families where they request it. The registers will help identify children missing education and target resources to ensuring those children receive a suitable education and are safeguarded.

Working with pupils and students with Special Educational Needs and Disability

52. A significant proportion of children with a social worker may also be identified as having Special Educational Needs (SEN) or may be disabled[18]. These needs can exacerbate a child's vulnerability and increase the pressure on the family due to additional care demands.

53. Under the SEND Code of Practice 2015, education settings are under a duty to use their best endeavours to meet the educational needs of children with SEND. Where children have a social worker, settings can be supported by the sharing of information which will contribute to their assessment of a child's needs, help them to identify the most appropriate interventions and support a

[18] https://www.gov.uk/government/publications/review-of-children-in-need pg.8 'over a third of pupils in schools in 2017-18 who had been in need at any point since 2012-13 had SEN (35%).'

request for a statutory Education, Health, and Care assessment where necessary.

54. It is vital that aspirations for children with SEND are high, and that professionals do not make assumptions about a child's ability to progress and achieve solely because they are identified as having SEND. For the cohort of children who have SEND and are in need of the care and protection of a social worker, it can be challenging to identify those needs for which special educational provision is necessary, and those resulting from adverse experiences in the home and outside the home. Attendance at an education setting which provides stability, good quality pastoral support and effective SEND support is both protective for the child and the best way to promote achievement and enable the child to fulfil their potential.

55. VSHs should work strategically with the local authority Head of SEND and, where appropriate, with school leaders and SENCOs, to ensure that education settings adopt a graduated approach[19] to assessing, understanding, and meeting the special educational needs of children and young people with a social worker.

Advise and support key professionals

56. A diverse range of agencies and professionals may be involved in the lives of children with social workers. For a child who is currently in receipt of children's social care support and is subject to a Child in Need or Child Protection plan, social workers will play a critical role in supporting children and their families. The Virtual Schools' relationships with education settings and other universal services will be essential in supporting children to reach their potential, sharing their knowledge and experience to improve cultures and practices to promote the learning of these children.

57. VSHs are not being asked to work with individual children with a social worker as replicating existing professional relationships and support would be counterproductive and burdensome to children and their families, as well as resource intensive for the local authority. Instead, as strategic leaders, VSHs will be best placed to offer advice and information to professionals who are providing direct support to these children.

[19] See the SEND Code of Practice 2015.

58. In offering advice and information to support the outcomes and progress of children with a social worker, VSHs should:

- identify and establish links with key professionals e.g., DSL, social workers, headteachers, governors, SENCOs, SMHLs, other local authority officers, including Designated Social Care Officers (DSCOs) for SEND, where they exist, to help them to understand the role they have in improving outcomes for these children.

- provide advice on evidence-based interventions that can address barriers to learning, such as those highlighted by What Works for Children's Social Care in their analysis of the Education Endowment Foundation's schools toolkit, which identified academic interventions which show signs of potential for children with a social worker.

- engage with research organisations to help develop good practice and build a strong evidence base for what works to improve outcomes of children with social workers.

- support education settings and social care to be creative and thoughtful in building relationships with children and families, including taking account of children's wishes and feelings when understanding how to meet their needs.

Pupil Premium

59. Pupil Premium guidance encourages education settings to design their pupil premium strategy to meet the needs of eligible pupils and others who may benefit from extra support, such as children with a social worker. While senior leaders and pupil premium lead teachers are free to choose how best to arrange support, pupil premium strategies should focus on well-evidenced practice such as that published in the EEF's Guide to the Pupil Premium.

60. The guide highlights the professional development of teaching and support staff as the most effective use of the grant. VSHs may want to take account of analysis of the EEF's toolkit by What Works for Children's Social Care which identified the projects that show the greatest signs of potential for children with a social worker.

Case study from Camden Virtual School

Launched as part of the Department for Education's Children's Social Care Innovation Programme, Camden Virtual School have been piloting a model of support to promote the education of children subject to child in need and child protection plans since 2017.

The Virtual School has been able to join up the dots in local provision, helping partner agencies understand what support is available to children and families. The VSH has offered advice to schools and children's social workers to help them understand what children might need to engage in education. This advice has taken account of children's experiences such as domestic abuse, neglect, and substance misuse.

The training and coaching that Camden Virtual School has been able to provide social workers has helped them ensure that children and families are offered clear and accurate information about education. Social workers are confident to be able to reach out to the VSH and their team for support and there is a strong culture of promoting children's education through social care.

Research and emerging practice

61. VSHs will be invited to participate in research commissioned by the Department to capture emerging practice and contribute to the development of a strong evidence base for how they can effectively promote the educational outcomes of children with social workers and impact of the new duties to date.

62. The Department will ask all local authorities to share data and information about how their VSH has been supporting children with a social worker and what funding has been used for that support. This expectation is set out in the Grant Determination Letter and the Memorandum of Understanding issued to all local authorities. This information will be shared with the independent research partner.

63. In addition, some local authorities, including VSHs, their teams, and partner agencies, will be invited to take part in focussed interviews to build detailed case studies. This will inform our understanding of what helps VSHs to be most effective in supporting children with a social worker and help ensure VSHs can learn from each other.

Department
for Education

About this publication:

enquiries www.education.gov.uk/contactus

download www.gov.uk/government/publications

Follow us on Twitter: @educationgovuk

Like us on Facebook: facebook.com/educationgovuk

Department for Education
Sanctuary Buildings
Great Smith Street
London SW1P 3BT

Tel: 0370 000 2288
www.gov.uk/dfe
Email enquiry form:
www.education.gov.uk/contactus/dfe

Date: 27 June 2023

To local authorities in England listed in Annex A,

Section 31 Grant Determination Letter FY 2023-24 for Pupil Premium Plus (PP+) post-16 [No. 31/6733]

This determination is made between:

1. **The Parliamentary Under Secretary of State for Children and Families, and**
2. **The local authorities listed at Annex A.**

Purpose of the grant

Each local authority in England is required to appoint a Virtual School Head to promote the educational attainment of children in the care of their local authority. Virtual School Heads currently receive Pupil Premium Plus (PP+) funding of £2,530 per child in care, aged 4 to 15. This is used to provide both individual support that a child needs, as identified in their Personal Education Plan, and for the cohort as a whole. This funding ceases when the child reaches the age of 16, but Virtual School Head duties and the need for bespoke support continue for as long as the child is in care.

The purpose of this grant is to provide additional funding for looked-after children and care leavers at post-16 to all local authorities. The extension will run from April 2023 to March 2024.

This funding will provide support to local authorities in England for expenditure lawfully incurred or to be incurred by them to extend support to looked-after children and care at post-16. This will build an evidence base of best practice which will inform any future support for this cohort of young people.

Local authorities can spend this grant to support costs associated with meeting this duty. In doing so, they should take account of the statutory guidance *Promoting the education of looked-after and previously looked-after children*, published on 26th February 2018, to help them implement this new duty.

Annex A attached includes the amount of funding awarded to each local authority for the 2023-24 financial year.

Signed by authority of the Parliamentary Under Secretary of State for Children and Families.

Yours sincerely,

Kate Cornish, May El Komy
Deputy Directors, Children’s Social Care

PUPIL PREMIUM PLUS POST-16 FUNDING IMPLEMENTATION GRANT DETERMINATION FY 2023-24: [No. 31/6733]

The Secretary of State for Education ("the Secretary of State"), in exercise of the powers conferred by section 31 of the Local Government Act 2003, makes the following determination:

Citation
1) This determination may be cited as the PUPIL PREMIUM PLUS POST-16 FUNDING IMPLEMENTATION GRANT DETERMINATION (FY 2023-24) [No.31/6733]

Purpose of the grant
2) The purpose of the grant is to provide support to local authorities in England for expenditure lawfully incurred or to be incurred by them in respect of implementing the role of Virtual School Head (VSH) for post-16 looked-after children and care leavers.

Determination
3) The Secretary of State determines the authorities to which the grant is to be paid and the amount of grant to be paid. The authorities and the amounts are set out in Annex A.

Grant payments and expectations
4) It is expected that the grant will be used in line with the statutory guidance and to continue to develop the evidence base for VSHs working effectively with FE institutions to support looked-after children and care leavers.

LAs may be expected to engage with our research partner in evaluating outcomes for children and young people supported through the grant.

Payment arrangements
5) Grant will be paid in 2 instalments per year, which will be paid in September 2023 and January 2024. All payments will be paid before the end of the financial year 2023-24.

Treasury consent
6) Before making this determination in relation to local authorities in England, the Secretary of State obtained the consent of the Treasury.

UK Government Branding
7) The Grant Recipient shall at all times during and following the end of the Funding Period:

- 7.1 comply with requirements of the Branding Manual in relation to the Funded Activities; and
- 7.2 cease use of the Funded by UK Government logo on demand if directed to do so by the Authority.

Branding Manual
8) Branding Manual means the HM Government of the United Kingdom of Great Britain and Northern Ireland 'Funded by UK Government branding manual' first published by the Cabinet Office in November 2022 and is available at https://gcs.civilservice.gov.uk/guidance/marketing/branding-guidelines/ including any subsequent updates from time to time.

Signed by authority of the Secretary of State for Education

Kate Cornish and May El Komy
Deputy Directors, Children’s Social Care
Department for Education

Annex A: Local Authority FY2023-24 Allocations

LA	Allocation
Barking and Dagenham	£54,448
Barnet	£66,470
Barnsley	£23,748
Bath and North East Somerset	£21,721
Bedford	£33,016
Bexley	£38,229
Birmingham	£253,368
Blackburn with Darwen	£29,251
Blackpool	£46,338
Bolton	£48,076
Bournemouth, Christchurch and Poole	£132,158
Bracknell Forest	£20,273
Bradford	£115,920
Brent	£64,584
Brighton and Hove	£50,972
Bristol, City of	£82,830
Bromley	£34,960
Buckinghamshire	£62,267
Bury	£33,626
Calderdale	£33,885
Cambridgeshire	£78,196
Camden	£46,049
Central Bedfordshire	£48,484
Cheshire East	£56,475
Cheshire West and Chester	£52,710
City of London	£5,792
Cornwall	£52,131
County Durham	£64,400
Coventry	£79,065
Croydon	£112,371
Cumberland	£43,833
Darlington	£20,332
Derby	£56,765
Derbyshire	£137,632
Devon	£116,518
Doncaster	£59,371
Dorset	£50,683
Dudley	£125,120
Ealing	£59,950
East Riding of Yorkshire	£31,858
East Sussex	£75,440
Enfield	£54,158
Essex	£173,480
Gateshead	£34,175
Gloucestershire	£104,006
Greenwich	£60,819
Hackney	£69,797

Halton	£35,623
Hammersmith and Fulham	£54,740
Hampshire	£182,168
Haringey	£58,502
Harrow	£30,410
Hartlepool	£32,062
Havering	£42,573
Herefordshire, County of	£32,147
Hertfordshire	£149,731
Hillingdon	£94,125
Hounslow	£67,770
Isle of Wight	£39,100
Islington	£79,355
Kensington and Chelsea	£29,830
Kent	£301,200
Kingston upon Hull, City of	£79,355
Kingston upon Thames	£18,400
Kirklees	£57,960
Knowsley	£27,513
Lambeth	£75,590
Lancashire	£175,507
Leeds	£133,400
Leicester	£54,737
Leicestershire	£83,699
Lewisham	£78,200
Lincolnshire	£111,826
Liverpool	£156,400
Luton	£75,854
Manchester	£276,046
Medway	£41,705
Merton	£27,224
Middlesbrough	£55,522
Milton Keynes	£49,814
Newcastle upon Tyne	£59,661
Newham	£74,431
Norfolk	£121,349
North East Lincolnshire	£43,240
North Lincolnshire	£32,844
North Northamptonshire	£45,180
North Somerset	£29,830
North Tyneside	£33,595
North Yorkshire	£40,480
Northumberland	£34,960
Nottingham	£79,355
Nottinghamshire	£102,120
Oldham	£50,103
Oxfordshire	£90,560
Peterborough	£41,705
Plymouth	£50,683

Portsmouth	£51,552
Reading	£32,200
Redbridge	£46,338
Redcar and Cleveland	£34,754
Richmond upon Thames	£18,400
Rochdale	£39,560
Rotherham	£81,328
Rutland	£6,082
Salford	£55,606
Sandwell	£60,819
Sefton	£43,153
Sheffield	£75,440
Shropshire	£50,393
Slough	£33,306
Solihull	£56,475
Somerset	£61,978
South Gloucestershire	£44,574
South Tyneside	£26,355
Southampton	£52,131
Southend-on-Sea	£36,781
Southwark	£80,440
St. Helens	£29,440
Staffordshire	£125,693
Stockport	£41,994
Stockton-on-Tees	£56,304
Stoke-on-Trent	£70,666
Suffolk	£124,535
Sunderland	£33,120
Surrey	£123,280
Sutton	£39,098
Swindon	£38,519
Tameside	£67,770
Telford and Wrekin	£31,280
Thurrock	£38,519
Torbay	£48,484
Tower Hamlets	£62,847
Trafford	£35,333
Wakefield	£50,103
Walsall	£58,213
Waltham Forest	£56,185
Wandsworth	£43,240
Warrington	£37,360
Warwickshire	£129,030
West Berkshire	£23,748
Westmorland & Furness	£23,647
West Northamptonshire	£77,038
West Sussex	£129,748
Westminster	£43,732
Wigan	£55,317

Wiltshire	£56,304
Windsor and Maidenhead	£16,218
Wirral	£65,320
Wokingham	£18,825
Wolverhampton	£54,737
Worcestershire	£93,058
York	£19,694

Report to:	**EXECUTIVE CABINET**
Date:	20 December 2023
Executive Member:	Councillor John Taylor – Executive Member (Adult social Care, Homelessness and inclusivity)
Reporting Officer:	Stephanie Butterworth – Director, Adults Services
Subject:	**APPROVAL OF ADULT SOCIAL CARE CHARGING POLICY AND REVISED CHARGING SCHEDULE 2024/25 ONWARDS**
Report Summary:	This report seeks approval of the revised Adult Social Care Charging Policy and associated charging schedule for 2024/25. This updates the previous policy agreed February 2022 to simplify and explain more clearly, the way we charge for care in a single policy document. The associated appendix provides a schedule of the associated fees and charges for 2024/25 which seeks to align the charges to people who use our services with the fee paid by the Council for care and support provided, within the context of the national means test. Having an effective charging policy is a key requirement for both Care Act 2014 compliance and CQC inspection readiness.
Recommendations:	That Cabinet be recommended to agree: (i) That approval is given to the revised ASC Charging Policy, and the associated charging schedule for 2024/25 (ii) That approval is given to implement the alignment of charges (Appendix 2) with fees paid for all people who use our services with effect from 1 February 2024 (Option 1) (iii) To note and approve the need for public consultation on the charges referenced in section 3.3 of this report.
Corporate Plan:	The proposals align with the Living Well, Working Well and Ageing Well programmes for action. 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.
Policy Implications:	This report seeks permission to implement the revised Adult Social Care Charging Policy from 1st February 2024 onwards for new people who use our services and 1st April 2024 for existing people who use our services. Having an effective charging policy is a key requirement for both Care Act 2014 compliance and CQC inspection readiness.

Financial Implications: **(Authorised by the statutory Section 151 Officer & Chief Finance Officer)**	The 2023/24 Adult Social Care client income contributions budget for care provisions total £18.615m, £10.297m for Residential and Nursing care and £ 8.318m for Non-Residential care. The 2023/24 Period 7 forecast for client income contributions totalled £18.716m, £12.731m for Residential and Nursing care and £5.985m for Non-Residential care. This equates to a £0.101m over achievement in total shortfall in Non-Residential Client Income to budget for the financial year.

This report seeks approval to revise the current charging policy and align the charge to service user with either the fee paid by the Council for the care and support provided from an external organisation or the actual cost of the internal provision, for all provisions in Appendix 2. These include:

- Direct Payments (part)
- Support at Home – hourly rate
- Standard Homecare – hourly rate
- Extra care

This package cost would then be included in the financial assessment of the service user to determine their contribution, based on their ability to pay.

There are currently 2,325 Non-Residential clients in the Financial Assessment system of which 609 (26%) have been assessed as being able to pay the full cost of their care package. The average client contribution towards a Non-residential Care package currently equates to 36% of the total cost of the care package.

Any increase in service user charges will result in additional income to the Council to fund the care provided. However this would only effect full cost payers as all other service users have already been financially assessed in the current year.

The value of the estimated additional income that the Council will realise will be dependent on individual financial circumstances for the care provisions provided in Appendix 2. However, as a guide the table below provides a high-level summary of the estimated additional income in 2023/24 (2 months) and 2024/25 (full year). The 2024/25 values are dependent on the level of approved provider fee rates payable by the Council, which is subject to a separate report.

Financial Year	**2023/24 (2 Months) £m**	**2024/25 (Full Year) £m**
Estimated Additional Income (Lower Value)	0.054	0.350
Estimated Additional Income (Higher Value)	0.079	0.517

There is a risk that these estimated income values could reduce if existing full cost paying service users request a financial re-assessment on their ability to continue paying the full cost charge of care provided.

The full cost charging of the following care provisions will be subject to separate consultation as per recommendation 3:

- Daycare
- Transport
- Community Response Service
- Supported Living
- Respite (LD)
- Shared Lives

In addition, all Non-residential Care Packages are subject to a maximum weekly charge of £521.50 (2023/24) which a service user would pay. Any cost of care above this would be funded by the Council. This ceiling on the charge restricts the Council from realising any additional income above this value (subject to a means tested financial assessment). The proposed removal of this maximum charge will again be subject to consultation.

The outcome of the charges that are subject to public consultation will be included in a separate report at a later date, together with the related financial implications.

Legal Implications:

The body of the report correctly identifies and interprets the legislative requirements relevant to setting the adult social care charging policy. In addition to which, the decision maker has to have regard to general public law principles of "Wednesbury reasonableness" in considering the recommendations of the report ie to be assured that an appropriate process has been followed in proposing the recommendations, to take account of relevant considerations and to disregard irrelevant considerations. In that respect, the report highlights at section 4 that consultation has taken place and that the report has been formulated having regard to equality issues and mitigations that may arise from the options proposed.

Further, it is noted at section 1.8 of the report that no decision is sought at this stage in relation to those specified areas where it is considered that a further, wider, consultation is necessary and which will then be the subject of a further report for consideration.

Risk Management:

The risks associated with this decision are highlighted in detail in sections 5 and 6 of this report.

The key risks relate to people's ability to pay the charges that they are assessed for and the need to have robust financial monitoring and swift reactions between Resources and Adult Services to ensure that if people are struggling to pay that as much help and support is available so that people are either not left with adequate weekly income or without the correct level of care and support.

Background Information:

The background papers relating to this report can be inspected bycontacting Tracey Harrison Assistant Executive Director - Adults.

Telephone: 0161 342 3414

e-mail: tracey.harrison@tameside.gov.uk

1. INTRODUCTION

1.1 The Care Act 2014 placed a number of duties and responsibilities on local councils when considering charging for adult social care services including residential and non-residential care (such as homecare, day care and respite care). The Act continues to allow councils some discretion as to what services they can charge for and what income, savings and assets can be taken into account when calculating a person's ability to pay for their care.

1.2 In terms of the elements of the Act that are to do with charging for services, the Department of Health published two key sets of regulations that embody the statutory requirements of the Act as well as indicating the discretionary elements that are open to local interpretation and decisions.

1.3 The key regulations are:

- The Care and Support (Charging and Assessment of Resources) Regulations 2014
- The Care and Support (Deferred Payment) Regulations 2014

1.4 The review of the current charging policies and approaches has been undertaken following consultation with the public on the recently approved Adult Social Care Strategy 2024-2027. The consultation highlighted dissatisfaction with the quality and clarity of information relating to Adults Social Care and made particular reference to a lack of clarity on paying for social care. As a result, a full review of adult social care public facing information and web content has been undertaken as well as the improvement work to current systems supporting the commissioning, monitoring and charging for care and support.

1.5 As part of the aforementioned information review the current Charging Policy and associated charges has also been considered. This report outlines the key changes recommended to simplify and explain more clearly what and how we charge for care in a single policy document (Appendix 1).

1.6 Furthermore, the policy outlines key principles to ensure it is fair, equitable and sustainable for the Council in the long term by reflecting the true cost of care and support services and ensures consistency in applying charges and collecting income.

1.7 The review of the current policies and charging approaches has also involved benchmarking against other Councils policies and charging approaches to assess the most common approach to charging.

1.8 It should be noted that this report also identifies areas where wider consultation will be required and therefore will be subject to a separate report to Cabinet in due course. They are:

- Daycare
- Transport
- Community Response Service
- Supported Living
- Respite (LD)
- Shared Lives
- Maximum charge for non-residential services

1.9 The following areas have been identified for aligning the cost of delivery to the current charges, in line with the fees currently paid:

- Direct Payments
- Support at Home – hourly rate
- Standard Homecare – hourly rate
- Extra care

- Residential & Nursing Care

2. POLICY CONTEXT

2.1 The Care Act 2014 (the Act) was implemented on 1 April 2015. Crucially part 1 of the Act focussed on the assessment and eligibility of people for social care and support and with that the acknowledgement that people who had the ability to pay should indeed pay for those services that they were assessed as requiring. This principle of financial assessment and payment for services has been well established within statute over the years and until the Care Act had been encompassed within the Fairer Charging Policy and the Charging for Residential Accommodation Guide (CRAG).

2.2 The Act repealed both these sets of regulations and in their place sets out the Government's expectations of what councils must charge for and what they might want to consider charging for.

2.3 The following are key to the Council's duty and powers when determining how it charges for care and support:

- Council's power to charge for services arises from Section 14 of the Care Act 2014.
- Section 78(1) of the Care Act 2014 provides that Local Authorities should act under The Care and Support Statutory Guidance.
- The regulations made under the Care Act 2014 are the Care and Support (Charging and Assessment of Resources) Regulations 2014 ("The Regulations").
- The MIG (minimum income guarantee) is set by Regulation 7 of the Regulations.
- Under the regulations when assessing the level of charge the Council is prohibited from taking into account the following:
    i) Earnings from employment or self-employment (Regulation 14 of The Regulations).
    ii) Housing-related costs (Regulation 15(1) and Schedule 1 para 2 of The Regulations).
    iii) The mobility element of PIP (but not the daily living element of PIP) (Regulation 15(1) and Schedule 1 para 8 of The Regulations).
    iv) Any disability related expenditure ("DRE") paid for with disability benefits (Regulation 15(1) and Schedule 1 para 4).
- Otherwise, Regulation 15(2) gives the Council a discretion about what it will or will not take into account when means-testing the person to be charged for Council services.

2.4 The Regulations set the MIG amount and this is reviewed annually by the Department of Health and Social Care. The amount that a person is entitled to will vary depending on several factors, such as age and whether a person is married. The Council has agreed a more generous amount than this.

3. FINANCIAL CONSIDERATIONS

3.1 The Council relies significantly on income from charging for adult social care services. Table 1 provides the analysis of the 2023/24 budget together with the forecast outturn income as at 31 October 2023 (Period 7).

Table 1

Care Provision	2023/24 Income Budget £m	2023/24 Income Forecast £m	2023/24 Variation £m
Residential and Nursing	10.297	12.731	2.434
Non-Residential Services	8.318	5.985	(2.333)
Total	18.615	18.716	0.101
% to Total Gross Expenditure	**13.6%**	**12.6%**	

If the Council did not charge fees for these services, an equivalent level of efficiency savings from the Adult Social Care revenue budget would need to be made, which would significantly reduce the level of services provided in future years.

3.2 The review of the current policies and charging approaches has also involved benchmarking against other Councils' policies and charging approaches to assess the most common approach.

3.3 This review has also identified where there is a gap between the cost of delivering services and the charge made to people who use our services and therefore does not demonstrate best value for the Council. Where there is a significant difference between the cost to the Council and the charge to the client it is recommended that full consultation take place. These areas are:

- Daycare
- Transport
- Community Response Service
- Complex Supported Living
- Respite (LD)
- Shared Lives
- Maximum charge for non-residential services

3.4 The following areas have been identified for aligning the cost of delivery to the current charges, in line with the fees currently paid:

- Direct Payments
- Support at Home – hourly rate
- Homecare – hourly rate
- Extra care
- Residential & Nursing Care

3.5 A moderate increase in income from some charges is anticipated if the proposed policy is approved. The extent of this increase depends on the future uptake by customers of the disability-related expenses options and the financial assessment as permitted by Section 17 of the Care Act 2014.

3.6 Ongoing changes in the demographics of the borough, particularly increasing number of older people and younger adults with disabilities and life limiting health conditions, adds further pressure to the Adult Services budget.

3.7 Given the changes in the demographics, it is important that all aspects of budgets are scrutinised to ensure that services can be protected and maintained as much as possible and to that end, charging for services continues to be a crucial element of the management of the total budget.

4. EQUALITIES AND CONSULTATION

4.1 Throughout 2022-23, Adult Social Care engaged and consulted with local people about what mattered to them. A wide range of key stakeholders were involved including people who draw on adult social care and their families and carers. Conversations were based on what support they were accessing, what they needed and wanted, what worked well and where could be improved.

4.2 After hearing about people's views, the responses were grouped into emerging distinct themes. These themes were formally consulted with people (9 March – 15 April 2023) to check back that their views were accurately captured, whether they agreed with the vision for the future and if there was anything that was missed. A total of 73 responses through the formal consultation process.

4.3 The table below shows most respondents agreed with the themes.

Theme	Do you agree this is the right area of focus? (Yes)
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%

4.4 People told us that they wanted easier access to information in different ways, that it was in accessible formats tailored to the people that need it the most, information is accurate and communication is improved for people who already draw on support as well as people new to services.

4.5 The proposed Charging Policy (Appendix 1) has been reviewed in light of this to simplify and explain more clearly what and how we charge for care in a single policy document.

4.6 The charging for adult social care services is based on a person's ability to pay and a full financial assessment is carried out on anyone assessed as needing a social care service. If the savings and assets an individual has means that they are able to pay the full cost of their care then this would be appropriate and fair. If, on the other hand, a person is unable to pay for their care then it is right and proper that the Council pays all or a proportion of the cost of the care so that everyone is able to receive the correct level of care and support that has been assessed as being needed to meet their needs.

4.7 The proposed changes are in line with these key principles and will treat people equitably.

5. PROPOSED CHANGES AND RECOMMENDED APPROACH TO IMPLEMENTATION

5.1 This section of the report refers specifically to the recommended alignment of the cost of delivery to the current charges, in line with the fees currently paid, as referenced in section 3.4. It also makes clear the requirements to inform the Client Finance Team of any change of circumstances and how charges will be applied thereafter.

- **Change 1** – to have a single policy which simplifies and explains more clearly all charging related to Adult Social Care, this would supersede the current non-residential and residential charging polices. A copy of the proposed policy can be found at Appendix 1 of this report.
- **Change 2** – to align charges to people who use our services with the cost of care and support provided within the context of the national means test. A full copy of the proposed charges (alongside the current charges) can be found at Appendix 2 of this report.
- **Change 3** – It is proposed that the policy be subject to an annual review in conjunction with the annual care fee setting process. An annual schedule of charges will be published as an appendix to the annual fees report.
- **Change 4 –** Service users or their representative must tell the Client Finance Team about any change within one month of the change happening and we will then complete a new financial assessment from the date of the change. If people do not tell the Client Finance Team about any change within a month and the change means that they have been paying too much for their care we will only complete the financial assessment from the week we are told about the change. If people do not tell the Client Finance Team about any change within a month and the change means they haven't been charged enough they will have to pay the extra charges going back to when the change happened.

5.2 Should Cabinet approve the ASC Charging Policy and associated charging schedule for 2024/25 consideration need to be given to how and when this would be implemented. Options for implementation are outlined below:

- **Option 1** – To implement the alignment of charges with fees paid for all people who use our services with effect from 1st February 2024.

  Benefits:
  - Supports the immediate alignment of charges with fees paid for care and support for all people who use our services.
  - Provides for the maximisation of income at the earliest opportunity.
  - Ensures a single charging schedule in the payments systems.

  Risks:
  - Does not provide sufficient notice on the intention to align charges with fees paid for care and support for existing people who use our services.
  - Potential for increased complaints to the Council which could result in reputational damage for the Council.

- **Option 2** – A phased approach to implementation where all new people who use our services will be charged in line with the new policy from 1st February 2024 and existing people who use our services will be informed of the change in advance giving them notice the change will take effect from 1st April 2024.

Benefits:

- Supports the immediate alignment of charges with fees paid for care and support for all people who use our services.
- Provides for the maximisation of income at the earliest opportunity.
- Provides a notice period for existing people who use our services of an increase to charges and outline of the impact to them personally.

Risks:

- There is a low risk of challenge from new people who use our services to the phased approach of new and increased charges.
- There would need to be two parameters set up in Abacus for from 1st February – 1st April for charging purposes. This increases the potential for human error when selecting the correct charge for people who use our services.

- **Option 3 –** To implement the alignment of charges with fees paid for all people who use our services with effect from 1st April 2024.

  Benefits:

  - Provides a notice period for new people who use our services of the change to charges for care and support.
  - Provides a notice period for existing people who use our services of an increase to charges and outline of the impact to them personally.
  - Ensures a single charging schedule in the payments systems.

  Risks:

  - Reduces the opportunity to maximise income in the current financial year.

5.3 It is recommended that **Option 1** be agreed – "To implement the alignment of charges with fees paid (appendix 2) for all people who use our services with effect from 1st February 2024".

6. RISK MANAGEMENT

6.1 The table below outlines the key risks and mitigations associated with the content of this report.

Risk	Consequence	Likelihood	Impact	Action to Mitigate Risk
The Charging Policy is not equitable	Challenge to the Council regarding the equity of the Policy. Financial and reputational damage.	1	4	Legal advice has been sought on revised policy, consideration has been taken of Norfolk Judgement and Regulations and Care Act 2014 have been followed. Where there is increased risk of legal challenge full consultation is advised and these areas will therefore be subject to a separate report see 5.3 of this report.
People are unable to afford the charges	Either they would decide not to receive the care or get into debt.	2	4	Full financial assessment of all people who use our services and clear determination of an ability to pay will be established. If someone cannot afford to pay then further assessment may be required to ascertain the situation. The

				Policy should not leave people without adequate funds for daily living.
People accrue large debts once a charge has been set	Added anxiety to service user and family. Council unable to receive the full amount of the charge	2	4	Close scrutiny of the debts being accrued by client finance team and early warning system to be in place between Resources and Adult Services Directorates so that early intervention and support can be put in place
Non-payment of charges	Council's budget negatively affected and services may need to be stopped	2	4	Effective debt recovery in line with the Council's policy will be in place together with an early alert system allowing Adult Services to intervene and ensure that the person is aware of the consequences of non-payment and also is able to afford the charges.
People refuse to pay the charges	Potential for services to be stopped	1	4	Importance of explaining the Charging Policy from the start of the assessment process so that people are aware that they will be charged, following consultation new leaflets are being produced to leave with people who use our services. The website will be updated with clear information and the policy. Charges will be based upon an ability to pay and so if they are correct and the person refuses to pay then the consequences will be explained and inevitable services may need to be withdrawn.
Withholding or giving incorrect financial information	This could lead to an inaccurate financial assessment and the wrong charge being calculated	2	3	Clear explanation given to the user from the start of the assessment process explaining the consequences of withholding or giving inaccurate financial information.
Impact on the Council's financial position	Revised charges would provide a moderate increase in income	4	2	The maximum charge for non-residential services will require full consultation and therefore isn't part of this policy update. The extent of the increase income under the proposed policy depends on the future uptake by people who use our services.
	Phased approach to implementation could lay the Council open to potential legal challenge or settlement from new people who	2	4	Clear explanation given to people who use our services from the start of the assessment process on the policy and current charges. Website to contain clear information, the policy and copy of explanatory leaflets Paying for Care (tameside.gov.uk)

	use our services given a two tiered charging approach			
	Increased the potential risk for human error when selecting the correct charge for people who use our services during the implementation phase February 2024 -April 2024.	2	4	Training and additional quality assurance oversight to be in place for the phased implementation period.

7 FUTURE POLICY IMPLICATIONS

7.1 The Government long-term vision for reforming adult social care in England 'People at the Heart of Care' included an intention to introduce a cap on care costs and a more generous means test to further protect people against unpredictable and potentially unlimited care costs, however this proposal was formally delayed by Government until at least 2025.

7.2 The provision for an annual review of the policy and associated charges for care and support funded by the Council ensures the council can be responsive to any future national policy changes.

8. CONCLUSION

8.1 Every effort has been made to ensure people that could potentially be impacted by these proposals have had opportunity to feed into the consultation during 2023.

8.2 It is estimated that the proposed changes outlined in section 5 of this report will generate a moderate increase in income for the council by up to £0.350m annually. In addition, it will simplify the Adult Social Care Charging Policy and explain more clearly, the way we charge for care.

8.3 Furthermore if approved, this report makes provision for a further phase of consultation where it has been determined that changes may have a more significant impact on individuals for the charges referenced in section 3.3 of this report. Should it be approved, adult services will ensure consultation during 2024 to bring forward recommendations for subsequent changes at the earliest opportunity.

9. RECOMMENDATIONS

9.1 As set out at the front of the report.

This page is intentionally left blank

Tameside Adult Social Care

Charging Policy

2024 -2027

LIVING WELL AT HOME

CONTENTS:

Contents

1. INTRODUCTION

1.1 This policy complies with The Care Act 2014 which provides a single legal framework for charging for care and support in Adult Care Services.

1.2 The main aim of this policy is to produce a consistent and fair framework for charging for all people who receive care and support services from adult social care (referred to as 'people' in the rest of this document), following an assessment of their individual needs and their individual financial circumstances.

1.3 Section 17 of The Care Act 2014 permits local authorities to undertake a financial assessment which will determine the level of a person's financial resources, and the amount (if any) which the individual is assessed able to pay towards the cost of meeting their care and support needs.

1.4 The Care and Support Regulations (Statutory Instruments) and Care and Support Statutory Guidance and Annexes issued under The Care Act 2014 inform this policy.

2. KEY PRINCIPLES

2.1 The overarching principle is that where a person is required to pay for care and support, they should only pay what they can afford. Some people will be entitled to financial support on a means-tested basis and some people will be entitled to receive free care and support.

2.2 The key principles of the charging policy include:

- It is equitable and fair
- Is sustainable for the Local Authority in the long term
- Has a charging calculation that takes account of ability to pay
- Charges for a package of care and support are based on the amount of personal budget and an individual's ability to pay
- Ensures that the Council charging arrangements reflect the true cost of services
- Has a simple, efficient, cost effective financial assessment and income collection process
- Ensures that there is consistency in charging, applying the charging policy and collecting income
- Has an effective formal complaints process

2.3 The Council will:

✓ Encourage people to claim all the welfare benefits that they are entitled to receive
✓ Carry out an assessment of people's finances, taking into account relevant outgoings and disability related expenditure

✓ Ensure that the charges people are asked to pay for non-residential services do not reduce their disposable income below the minimum income guarantee
✓ Ensure that people know how to ask for their financial assessment to be reviewed or complain against the charge they are asked to pay
✓ Collect payment for all services via a number of methods e.g. standing order, cheque, debit or credit card and deduction from any direct payments
✓ Financially assess people as individuals.

2.4 The Council will not:

- Charge for services provided to carers
- Charge for intermediate care services (including reablement up to 6 weeks in duration)
- Charge for community equipment or minor adaptations (less than £1000)
- Charge people for assessing their care needs
- Charge people for providing advice about the services that are available
- Charge for support that relates to Mental Health Act section 117 aftercare needs
- Charge people more than the full cost of providing their services, over the duration of their services
- Ask people to pay any more than they can reasonably afford
- Subsidise the charge for services or provide continuing protection from the full cost of eligible services.

3. CHARGING AND FINANCIAL ASSESSMENT FOR NON-RESIDENTIAL SERVICES

3.1 This section should be read in conjunction with the Care and Support (Charging and Assessment of Resources) Regulations 2014.

3.2 The Council will charge for care and support delivered in a person's home (for example, home care) and other community settings (for example, day services). Home could be in supported accommodation, extra care accommodation or in Shared Lives.

3.3 Those requiring care and support in their own home or other community settings must have eligible care and support needs as determined by the national eligibility guidance. Only where a person has eligible care and support needs will a financial assessment be required.

3.4 Most non-residential services are provided via a personal budget. A personal budget is the amount of money that is required to meet eligible care and support needs, including the amount a person can contribute towards the cost. The difference is the amount of funding support that the local authority will provide.

3.5 There will be no reduction in the contribution that a person is required to make even if the weekly amount of support received reduces on a temporary basis. For example, if the person goes on holiday, cancels some support or goes in hospital, unless the person's circumstances have also changed.

3.6 There are some services that the Council offers that are not provided via a personal budget, these include; Appointeeship services, telecare (Tameside Community Response Service) and deferred payments.

FINANCIAL ASSESSMENT

3.7 Section 17 of The Care Act 2014 permits the Council to undertake a financial assessment to determine the amount a service user can contribute towards their care and support costs. The key principle of this process is that it is fair and equitable:

- Ensuring that a person is only required to pay what they can afford to pay
- The charge to the person for services provided is no greater than the cost of the services being received

3.8 Where a person has an eligible care and support need, the Council will determine an indicative virtual budget first through an initial costed support plan. Thereafter, the council will carry out a detailed financial assessment to determine the final personal budget and what the person can afford to pay towards their care. The final personal budget will be the basis for charges. People will be charged against this value or the cost to the council of services delivered, whichever is the lower.

3.9 The financial assessment takes into consideration income, capital, housing related expenditure (HRE) and disability related expenditure (DRE). Those with savings / capital in excess of the higher capital limit (£23,250.00) will be responsible for meeting all of their care and support costs. Evidence will be required to substantiate a person's financial circumstances and disability related expenses will be included from the date of receipt of the evidence. Any funeral plans will be treated as capital for the purposes of the financial assessment. Income and capital will either be disregarded (ignored), partly disregarded, or included in the calculation.

3.10 Property owned other than the person's main or only home will be included within the financial assessment as a capital asset.

3.11 The Care Act 2014 requires that financial assessments are completed for people as individuals. Where capital is held and income is received on a joint basis, then it is assumed that each party is entitled to 50% of that capital / income. A couple is defined (for the purposes of this charging policy) as two people living together as spouses or partners.

3.12 Following the financial assessment, the individual will be given a written record of the assessment, which will explain how the assessment has been carried out, what the weekly charge will be, how often it will be made and when it will be reviewed. People will be informed if they are considered as able to self-fund their care costs, or of the weekly amount they must contribute towards their care and support costs. Contributions are normally payable from the date care commences.

3.13 The Council will arrange services for those who are self-funding if requested to do so. There is a fee for this for people new to adult social care non-residential services from April 2022 (See appendix 2 for current charge).

3.14 Those who are not self-funding will have the option to take a personal budget as Council commissioned services or as a "direct payment", or a combination of both.

3.15 Where a person declines or refuses a financial assessment they will be required to pay for the full cost of their care and support services. Where there are unreasonable delays in the provision of information to support the financial assessment the Council will usually charge the full cost of care until the information is provided. **Charges will be backdated to the start of the services.**

3.16 Where a person has substantial difficulty understanding or completing a financial assessment and there is no other appropriate person available who can support them, the Council will consider requesting an independent advocate to support the person complete the process. Where a person lacks capacity and does not have a legal representative a financial assessment will be undertaken using the information available. The financial assessment will usually be updated and backdated if subsequently further information becomes apparent.

3.17 Financial assessments are completed every year to take into account any changes the Government makes to the amount of state retirement pensions and all other state benefits. A new financial assessment also needs to be completed when there is any other change in the person's financial circumstances, for example where their income goes up or down or there is a change in their savings. People must tell the Client Finance Team about any change within one month of the change happening and we will then complete a new financial assessment from the date of the change.

3.18 If people do not tell the Client Finance Team about any change within a month and the change means that they have been paying too much for their care we will only complete the financial assessment from the week we are told about the change.

3.19 If people do not tell the Client Finance Team about any change within a month and the change means they haven't been charged enough they will have to pay the extra charges going back to when the change happened.

3.20 If people are not sure whether or not we need to know about a change they should tell us anyway.

4. NON-CHARGEABLE SERVICES

4.1 The Council will not charge for the following services as they must be arranged free of charge:

- Intermediate care, including reablement, which will be provided **free of charge for up to six weeks**. Any continuation of services beyond that will be chargeable from the beginning of the seventh week.
- Community equipment (aids and minor adaptations). Aids must be provided free of charge whether provided to meet or prevent/delay needs. A minor adaptation is one costing £1,000 or less;
- Care and support provided to people with Creutzfeldt-Jacob Disease (CJD);
- After-care services/support provided under section 117 of the Mental Health Act 1983; (Services that meet needs which are unrelated to Section 117 will be subject to the local authority charging policy and may result in a client contribution. The local authority is also permitted to charge for the difference between the actual cost of preferred accommodation and the usual cost of providing or arranging for the provision of accommodation of that kind under Section 117).
- Any service or part of service which the NHS is under a duty to provide. This includes Continuing Health Care and the NHS contribution to Funded Nursing Care;
- More broadly, any services which the Council is under a duty to provide through other legislation may not be charged for under the Care Act 2014;
- Assessment of needs and care planning may also not be charged for, since these processes do not constitute "meeting needs".
- Any services which a local authority is under a duty to provide through other legislation may not be charged for under the Care Act 2014.

5. CHARGING AND FINANCIAL ASSESSMENT FOR RESIDENTIAL SERVICES

5.1 Those requiring care and support in a residential care home must have eligible care and support needs as determined by the national eligibility guidance.

5.2 The Council will charge for care and support delivered in a residential care home on a temporary or permanent basis. A temporary resident is defined as a person whose need to stay in a care home is intended to last for a limited period of time, and where there is a plan to return home. Those who have a temporary stay that becomes permanent will be assessed for a permanent stay **at the date permanency is confirmed.**

5.3 Fees and charges for residential services will be reviewed each year in line with costs of care/support and inflation.

FINANCIAL ASSESSMENT

5.4 The financial assessment is carried out in line with the Care and Support (Charging and Assessment of Resources) Regulation 2014.

5.5 Where a person chooses a residential care home that is more expensive than what the local authority deems is required to meet their eligible care and support needs, the difference, referred to as a “top up” must be paid by the person or a third party. This is subject to completion of a first or third party contribution written agreement which has been authorised by the Council, which will be reviewed on an annual basis.

5.6 The Council will ensure that the individual or third party is aware of the consequences of failing to maintain the top up payment which can include a move to an alternative affordable placement that is suitable to meet the person’s care and support needs (subject to a care and support assessment).

5.7 The Council will undertake a financial assessment and state benefits check for those moving into residential care on a permanent basis.

5.8 The financial assessment will take into consideration income, capital and the value of any assets and disability related expenditure (DRE). Those with assets in excess of the higher capital limit will be responsible for meeting the full residential care costs. Evidence will be required to substantiate a person’s financial circumstances. Where there are unreasonable delays in the provision of information to support the financial assessment the Council will charge the full cost of care until the information is provided. Any funeral plans will be treated as capital for the purposes of the financial assessment.

5.9 The financial assessment will take into account statutory amounts required to be retained by the person from their income, known as ‘personal expenditure allowance’.

5.10 A person’s assessed contribution will be reviewed on an annual basis at the beginning of April each year in line with the increase in state pensions / benefits. If requested, a person’s contribution can be reassessed where the person’s circumstances have changed, or for self-funding people, if their total savings / capital have fallen to or below the upper capital threshold.

5.11 Contributions are payable from the date of admission. If a person self-funds their residential care and their capital falls below the threshold, the Local Authority can only be responsible for any funding from the date the information for the financial assessment is received, or the date the capital falls below the threshold, whichever is the later.

5.12 Contributions are due until the day the person leaves or until the date of death. Although the Council pays additional amounts to providers, after the date of death, to enable rooms to be prepared for residency, this will not be passed onto the person's estate.

6. PROPERTY

6.1 There is a requirement that any property owned by a person should be included in the financial assessment unless there is a statutory disregard of the property as defined within the Charging for Care and Support Statutory Guidance.

6.2 Where a property is to be included, the Council will ignore its value for the first twelve weeks of permanent residency, this period is called the twelve week property disregard and allows the person time to consider the options available to fund their future care costs.

6.3 The value of a main residence will be disregarded when a spouse, partner or other dependent relative continues to reside there.

7. DISABILITY RELATED EXPENDITRURE (DRE)

7.1 The Council allows a standard disregard for disability related expenses per week (please see appendix 1 for current rate) which is deducted from a person's disposable income following the financial assessment. If a person's disability related expenses are higher than this figure, then the actual amount of the disability related expenses will replace the standard disregard. The standard disregard is reviewed annually.

7.2 In assessing disability-related expenditure, local authorities should include the following:

- payment for any community alarm system
- costs of any privately arranged care services required, including respite care
- costs of any specialist items needed to meet the person's disability needs

7.3 However, it should also be noted that this list is not intended to be exhaustive, and any reasonable additional costs directly related to a person's disability should be included (for further examples, please see appendix 3)

8. CHARGING FOR SUPPORT TO CARERS

8.1 Where a carer has eligible support needs of their own, the Council has a duty, or in some cases a power, to arrange support to meet their needs. When the Council is meeting this need by providing a service directly to a carer, it has the power to charge the carer.

8.2 The Council values carers within its local community as partners in care and recognise the significant contribution they make. Carers help to maintain the health and wellbeing of the person they care for, support this person's independence and enable them to stay in their own homes for longer.

8.3 The Council do not charge carers for support.

8.4 The support, which the Council can charge the carer for, must not be provided directly to the adult being cared for. The Council does not presently routinely charge carers, but can exercise its discretionary power to only provide funding the council feels is appropriate to the "cared for" persons eligible care and support needs.

8.5 In some circumstances the council may not agree to fund certain support requested by a carer, in which case they would be expected to pay for this support themselves.

9. DEFERRED PAYMENTS

9.1 The Council operates a Deferred Payment Scheme. Deferred Payments are designed to prevent people from being forced to sell their home in their lifetime to meet the cost of their care. The Deferred Payment Scheme is open to those people moving into residential settings. Those who own a property over which security can be taken, may be eligible to defer care costs against the value of the property, this is referred to as a deferred payment.

9.2 For further details relating to the Deferred Payments Scheme, please refer to our adult social care website pages about 'paying for care.'

10. DEPRIVATION OF ASSETS

10.1 Deprivation of assets means where a person has intentionally deprived or decreased their overall assets in order to reduce the amount they are charged towards their care. This means that they must have known that they needed care and support and have reduced their assets in order to reduce the contribution they are asked to make towards the cost of that care and support.

10.2 This can be by either depriving themselves of their capital or income. There may be good reasons why someone no longer has an asset but the Council must ensure all cases are explored before concluding whether a deprivation of assets has occurred.

10.3 Where this has been done to remove a debt that would otherwise remain, even if that is not immediately due, this must not be considered as deprivation.

10.4 In all cases, it is up to the person to prove to the Council that they no longer possess an income or an asset, and the reason for this. The council will determine whether to conduct an investigation into whether deprivation of income or assets has occurred.

10.5 An investigation will be conducted under guidance contained within the Regulation of Investigatory Powers Act, 2000. Following the investigation, where the council decides that a person has deliberately deprived themselves of an asset or income in order to reduce a charge for care and support, the council will initially charge the person as though they still owned the asset or income.

10.6 Where the person has transferred the asset to someone else, that person, is liable to pay the Council the difference between what it would have charged and did charge the person receiving care and support. However, the person is not liable to pay any more than the benefit that they have received from the transfer. If the person has transferred funds to more than one person, each of those people is liable to pay the Council the difference between what it would have charged or did charge the person in proportion to the amount they received.

11. DEBT RECOVERY

11.1 Where a person has accrued a debt to the Council, we will use our powers under the Care Act to recover that debt. The powers granted to the Council for the recovery of debt also extends to the person or their representative, where they have misrepresented or have failed to disclose (whether fraudulently or otherwise), information relevant to the financial assessment of what they can afford to pay.

11.2 The Council will approach the recovery of debt reasonably and sensitively, in accordance with the Council's Debt Recovery Policy. The Council will only take Court action as a last resort.

12. IF YOU DISAGREE WITH YOUR FINANCIAL ASSESSMENT

12.1 Any concerns, complaints or comments with the process of the financial assessment and benefit check should be directed in the first instance to the Client Finance Team (contact details are provided below)

12.2 Everyone can ask the Council to look again at the amount they have been assessed to contribute toward the cost of their service, including Disability Related Expenses (DRE), if they think something is incorrect.

12.3 You may wish to point out any mistakes that you think the Council have made. You may think we have made a wrong decision because we have missed some information, or we do not know something about your circumstances, including any exceptional expenses because of an illness or disability.

12.4 Where you have indicated that you do not agree with the outcome of your financial assessment, or any aspect of the assessment such as the DRE considered, this will be considered an appeal to the financial assessment outcome/decision.

12.5 If you wish to appeal your financial assessment, (including Disability Related Expenses (DRE) or any other aspect of your assessment), you need to put the reasons you disagree in writing to the Client Finance Team who will consider your request based on the evidence you provide.

12.6 You can do this by:

- writing to Client Finance, PO Box 304, Ashton-U-Lyne, OL6 0GA
- or by email at AdultServicesFinance@tameside.gov.uk
- or by phone 0161 342 3220

12.7 The Council will then look at your charges again and change any details where we can. Your financial details will be amended, and you will be notified of your revised contribution in writing, including the date from which the amendment is effective.

12.8 If our decision is found to be correct, we will write to you and explain why.

12.9 We aim to complete this review in 28 working days from receipt of your request.

12.10 If you are still not satisfied with the decision, you can make a formal complaint through the Corporate Complaints process.

GLOSSARY:

Non-residential services	Non-residential care is care, other than in a care home, usually in peoples', own homes
Residential Care services	Residential care means long-term care provided in a care home. It's for people who need substantial help with their personal care. There are two main types of care home: 1. Residential - they offer personal care, such as help with washing, dressing, going to the toilet and taking medication. 2. Nursing - they provide personal care and also have qualified nurses on duty at all times. They can be suitable for people who require frequent medical attention.
Package of Care	The range of services offered to you as an individual by your council, following an assessment of your needs. It may include day services, aids and adaptations for your home and personal care.
Eligible care and support needs	An individual will be deemed eligible for care if their needs, arising from disability or illness, prevent them from achieving two or more 'outcomes' – everyday activities (for example managing nutrition and hygiene) which if not completed, would have a 'significant' impact on their wellbeing. Section 13 of the Care Act 2014 and the Care and Support (Eligibility Criteria) Regulations 2015 sets out the national eligibility criteria which must be followed to determine if an individual has eligible needs for care and/or support.
Financial assessment	A financial assessment or means test works out if the council will pay towards your care. It looks at how much money you have.
Personal Budget	A personal budget is the amount of money that is required to meet eligible care and support needs, including the amount a person can contribute towards the cost. An indicative personal budget is costed when the support plan is developed. A finalised personal budget is clarified after the financial assessment is completed.
Self-funders	When a person has been financially assessed to pay full cost for their care and support services; they will not be entitled to financial support from the Council. These people may be referred to as 'self-funders'.
Capital	Capital refers to financial resources available for use and tends to be from sources that are considered more durable than money in the sense that they can generate a return. The following list gives examples of capital. This list is intended as a guide and is not exhaustive. (a) Buildings (b) Land (c) National Savings Certificates and Ulster Savings Certificates

	(d) Premium Bonds (e) Stocks and shares (f) Capital held by the Court of Protection or a Deputy appointed by that Court (g) Any savings held in Building Society Accounts and Bank Current Accounts, Deposit Accounts or special investment accounts. This includes savings held in the National Savings Bank; Girobank and Trustee Savings Bank; SAYE schemes; Unit Trusts; Co-operatives share accounts. (h) Cash (i) Trust funds (in certain circumstances).
Minimum Income Guarantee (MIG) / Protected Income	The purpose of the Minimum Income Guarantee is to promote independence and social inclusion and ensure that a person has sufficient funds to meet basic needs such as purchasing food, utility costs or insurance. This will be after any housing costs such as rent and council tax net of any benefits provided to support these costs – and after any disability related expenditure. The Council will ensure that a person's income is not reduced below a specified level after charges have been deducted. This level will be set at the minimum income guarantee level set out in the Care and Support (Charging and Assessment of Resources) Regulations 2014 and reviewed annually by the Department of Health and Social Care.
Deferred payments	Deferred Payments are designed to prevent people from being forced to sell their home in their lifetime to meet the cost of their care. The Deferred Payment Scheme is open to those people moving into non-residential settings.
Top up	In some cases, a person may actively choose a setting that is more expensive than the amount identified for the provision of the accommodation in the personal budget. Where they have chosen a setting that costs more than this, an arrangement will need to be made as to how the difference will be met. This is known as an additional cost or 'top up' payment and is the difference between the amount specified in the Personal Budget and the actual cost.
Disability Related Expenditure (DRE)	Disability Related Expenditure is the extra costs that arise as a result of disability to meet any needs which are not being met by the local authority. For example, if your relative needs several changes of clothing each day, there are additional costs for laundry, wear and tear on the washing machine and tumble dryer, electricity costs etc.

APPENDIX 1

CHARGING POLICY CURRENT THRESHOLDS AND ALLOWANCES

Applicable from April 2023

CHARGING FOR NON RESIDENTIAL SERVICES

Capital Thresholds

The lower threshold is £14,250 and the higher threshold is £23,250

Tariff income between these two amounts is £1 per week for every £250 (or part of) held

Minimum Income Guarantee (MIG) - the protected income levels

- People aged 18-24 £127.90 per week
- People aged 25-59 £149.40 per week

- People at pensionable age £214.35 per week
- People at pensionable age (couple) £163.65 per week

There is an additional £24.44 protected income per week for people on Enhanced Disability Premium.

CHARGING FOR RESIDENTIAL SERVICES

Capital Thresholds

The lower threshold is £14,250 and the higher threshold is £23,250

Tariff income between these two amounts is £1 per week for every £250 (or part of) held

Personal Expenditure Allowance

£28.25 per week up to £144.00 per week for a service user on a Deferred Payment Scheme.

People new to services are encouraged to pay by Direct Debit.

DISABILITY RELATED EXPENDITURE (DRE)

The standard disregard for disability related expenses is £16.70 per week.

APPENDIX 2

TAMESIDE ADULT SOCIAL CARE - ADDITIONAL CHARGES

Applicable from April 2023

For a list of current adult social care fees and charges, please see the council's 2023/24 budget report (appendix 15).

	Tameside Charges
Court of Protection Fees Fees for applying to act as court appointed deputy are fixed and are set by the Court of Protection: https://www.gov.uk/become-deputy/fees	There are additional fees payable for Financial Affairs Deputyship: ○ Deputyship Fee (assets >£16k) - Set up Fee £775.00 ○ Deputyship Fee (assets >£16k) - Annual cost after one year £650.00 ○ Deputyship Fee -OPG annual report (if requested) - £216.00 Tameside currently does not take on clients with a property.
Appointeeship fees A review of an Appointee's capital will be completed on an annual basis.	For people living in the community the charge is: ○ Appointee capital balance >£1000 - £11.50 per week
Deferred Payments In Tameside, the Deferred Payment Scheme is open to those people moving into residential settings.	○ All new Deferred Payment agreements will incur a set up fee of £769 + compound interest. ○ Interest is subject to change twice a year (01 January & 01 July). ○ Charges are added to the accruing debt.
Self Funders arrangement fee – non residential The council will arrange services for those who are self-funding if requested to do so.	For the arrangement of non-residential services: ○ there is a charge of £95.

APPENDIX 3

DISABILITY RELATED EXPENDITURE (DRE) EXAMPLES

Where disability-related benefits are taken into account, the local authority should make an assessment and allow the person to keep enough benefit to pay for necessary disability-related expenditure to meet any needs which are not being met by the local authority.

In assessing disability-related expenditure, local authorities should include the following.
(a) payment for any community alarm system
(b) costs of any privately arranged care services required, including respite care
(c) costs of any specialist items needed to meet the person's disability needs, for example:

- (i) Day or night care which is not being arranged by the local authority
- (ii) specialist washing powders or laundry
- (iii) additional costs of special dietary needs due to illness or disability (the person may be asked for permission to approach their GP in cases of doubt)
- (iv) special clothing or footwear, for example, where this needs to be specially made; or additional wear and tear to clothing and footwear caused by disability
- (v) additional costs of bedding, for example, because of incontinence
- (vi) any heating costs, or metered costs of water, above the average levels for the area and housing type
- (vii) occasioned by age, medical condition or disability
- (viii) reasonable costs of basic garden maintenance, cleaning, or domestic help, if necessitated by the individual's disability and not met by social services
- (ix) purchase, maintenance, and repair of disability-related equipment, including equipment or transport needed to enter or remain in work; this may include IT costs, where necessitated by the disability; reasonable hire costs of equipment may be included, if due to waiting for supply of equipment from the local council
- (x) personal assistance costs, including any household or other necessary costs arising for the person
- (xi) internet access for example for blind and partially sighted people
- (xii) other transport costs necessitated by illness or disability, including costs of transport to day centres, over and above the mobility component of DLA or PIP, if in payment and available for these costs. In some cases, it may be reasonable for a council not to take account of claimed transport costs – if, for example, a suitable, cheaper form of transport, for example, council-provided transport to day centres is available, but has not been used
- (xiii) in other cases, it may be reasonable for a council not to allow for items where a reasonable alternative is available at lesser cost. For example, a council might adopt a policy not to allow for the private purchase cost of continence pads, where these are available from the NHS

This list is **not exhaustive** and any reasonable additional costs directly related to a person's disability will be considered:

However, flexibility is needed. What is disability-related expenditure should not be limited to what is necessary for care and support. For example, above average heating costs should be considered.

This page is intentionally left blank

Part A **APPENDIX 2**

ADULTS SERVICES - FEES AND CHARGES SCHEDULE 2023/24					
Description of Fee	**2023/24 Service Cost (Excl VAT) £**	**2023/24 Current Charge to Client (Excl VAT) £**	**2023/24 Proposed Charge to Client (Excl VAT) £**	**Basis of 23/24 Proposed Charge to Client**	**Comments**
Direct Payments - Personal Assistant - per hour	13.10	13.10	13.10	No proposed change	
Direct Payments - Care Provider Rate - per hour	19.50	18.40	19.50	Full Cost Recovery	
Direct Payments - sleep in	68.30	68.30	68.30	No proposed change	
Direct Payments - night Sit	116.10	116.10	116.10	No proposed change	
Direct Payments Care Provider Rate - sleep-in	110.63	121.70	110.63	Full Cost Recovery	Alignment of charges – positive impact to client
Direct Payments Care Provider Rate - night sit	147.48	162.20	147.48	Full Cost Recovery	Alignment of charges – positive impact to client
Direct Payments Managed Account - weekly	7.90	7.90	7.90	No proposed change	
Direct Payments Hydrotherapy - session	49.60	49.60	49.60	No proposed change	
Direct Payments Day Care - day rate	37.10	37.10	37.10	No proposed change	
Direct Payments Day Care - additional hour	13.00	13.00	13.00	No proposed change	
Direct Payments Respite - weekly rate	512.80	512.80	512.80	No proposed change	
Direct Payments Respite	Varies - subject to Assessment	Varies - subject to Assessment	Varies - subject to Assessment	Full Cost Recovery	Specialised Externally Commissioned Individual Provision

ADULTS SERVICES - FEES AND CHARGES SCHEDULE 2023/24					
Description of Fee	**2023/24 Service Cost (Excl VAT) £**	**2023/24 Current Charge to Client (Excl VAT) £**	**2023/24 Proposed Charge to Client (Excl VAT) £**	**Basis of 23/24 Proposed Charge to Client**	**Comments**
Complex Care - weekly rate					
Support at home – Commissioned per hour	21.14	16.60	21.14	Full Cost Recovery	
Homecare - Commissioned - per hour	19.50	16.60	19.50	Full Cost Recovery	
Homecare – per Hour	24.57	16.60	24.57	Full Cost Recovery	
Homecare Specialised Care - per hour	Varies - subject to Assessment	Varies - subject to Assessment	Varies - subject to Assessment	Full Cost Recovery	Specialised Externally Commissioned Individual Provision Inc. Routes & Complex Care (the provider)
Homecare - standard disregard	16.70	16.70	16.70	No proposed change	
Extra care - per hour	17.29	17.20	17.29	Full Cost Recovery	
Residential & Dementia - standard	638.00	638.00	638.00	No proposed change	
Residential & Dementia - enhanced	682.66	682.66	682.66	No proposed change	
Specialist dementia - standard	696.30	696.30	696.30	No proposed change	
Specialist dementia - enhanced	745.04	745.04	745.04	No proposed change	
Nursing - standard *	700.54	700.54	700.54	No proposed change	
Nursing - enhanced *	763.29	763.29	763.29	No proposed change	
Nursing & dementia - standard *	774.24	774.24	774.24	No proposed change	
Nursing & dementia - enhanced *	842.15	842.15	842.15	No proposed change	
Residential & Nursing Specialised Care	Varies - subject to Assessment	Varies - subject to Assessment	Varies - subject to Assessment	Full Cost Recovery	Specialised Externally Commissioned Individual Provision

ADULTS SERVICES - FEES AND CHARGES SCHEDULE 2023/24					
Description of Fee	**2023/24 Service Cost (Excl VAT) £**	**2023/24 Current Charge to Client (Excl VAT) £**	**2023/24 Proposed Charge to Client (Excl VAT) £**	**Basis of 23/24 Proposed Charge to Client**	**Comments**
* Rate excludes Funded Nursing Care (FNC) element funded by Health					

Report to:	**EXECUTIVE CABINET**
Date:	20 December 2023
Executive Member:	Councillor John Taylor – Executive Member Adult Social Care, Homelessness and Inclusivity
Reporting Officer:	Stephanie Butterworth, Director of Adult Services
Subject:	**CONTRACT AWARD FOR THE PROVISION OF MENTAL HEALTH SUPPORTED ACCOMMODATION**
Report Summary:	On 24 August 2022, approval was given by Executive Cabinet to tender for the Mental Health Supported Accommodation service with the contract to commence 1 April 2024 for a period of five years up to 31 March 2029. Following a comprehensive competitive procurement process, the highest-ranking providers have been identified and this report seeks approval by Executive Cabinet to award the contract as detailed in the report.
Recommendations:	That following the evaluation of tender submissions, Cabinet be recommended to approve the award of the contract to the highest ranking and most economically advantageous provider namely: Company C - Creative Support.
Corporate Plan:	The proposals align with the Living Well, Working Well and Aging Well programmes for action. The service also links into the Council's priorities: - • Help people to live independent lifestyles supported by responsible communities. • Improve the health and wellbeing of residents. • Protect the most vulnerable.
Financial Implications: **(Authorised by the statutory Section 151 Officer & Chief Finance Officer)**	The Directorate are recommending approval for a contract award to Creative Support for the 5 year period 1 April 2024 to 31 March 2029. The Contract for Mental Health Supported Accommodation provision is costing £0.613m in 2023/24 and is financed by General Fund budgets. As stated in point 5.4 of the below report, the budget stated above relates to the two current provisions of Mottram Road and Bendix Court. The future funding decisions for Grosvenor Street will need to be included on a separate Executive Decision following completion of the project, to confirm the revenue costs and funding arrangements. Although the contract is proposed for a period of 5 years, appropriate break clauses are included within the contract arrangements to ensure that the commissioned service can be altered, should it be required, to mitigate any adverse financial impact on the Council. As stated in point 5.4 of the below report, an annual uplift may apply to the contract value following the setting of the council's budget and taking into account national announcements and indicators. Any decision will ensure that uplifts in commissioned contract values due to inflation, demand or service configuration is affordable for the Council and within the available annual budget allocation of the

	Service.
Legal Implications: **(Authorised by the Borough Solicitor)**	The report sets out the process that has been followed in relation to the contract award for the provision of Mental Health support accommodation service. It sets out the legally compliant process undertaken by STAR to date. Advice from STAR Procurement will also need to be provided in relation to the ongoing dialogue to ensure continued compliance with procurement legislation.
Risk Management:	There will be a continued dialogue between commissioners and the providers to ensure that best value is delivered against the contract resource with a view to working towards service developments. These will be delivered through contract performance management and working in partnership with neighbourhood teams.
Access to Information:	The background papers relating to this report can be inspected by contacting the report writer Kerry Woolley: Telephone: 07866 971 001 e-mail: kerry.woolley@tameside.gov.uk

1. INTRODUCTION

1.1 On 24 August 2022 Executive Cabinet approved a tender process to commence in October 2023 and complete in November 2023 for the provision of a Mental Health Supported Accommodation service. The current contract is due to expire on 31 March 2024.

1.2 An open tendering exercise commenced 4 October 2023 and closed 3 November 2023. The tender was completed fully in accordance with Tameside Metropolitan Borough Council Procurement Standing Orders and in conjunction with public procurement requirements via the CHEST (North West procurement portal).

1.3 The intention is to award a contract for a duration of five years commencing 1 April 2024 with an expiry date of 31 March 2029, with no option to extend.

2. MENTAL HEALTH SUPPORTED ACCOMMODATION

2.1 The service is delivered across two accommodation settings within the Borough of Tameside and supports 27 tenancies.

- Mottram Road, Hyde (Landlord Creative Support), which supports seven tenants.
- Bendix Court, Hyde (Landlord Creative Support), which supports 20 tenants.

2.2 In addition to the above, there is also provision of support for one short stay/respite bed at the Mottram Road property.

2.3 The service delivers access to 24-hour personalised support, 365 days a year.

2.4 It was approved by Executive Decision on 8 March 2023 to include the addition of a 17-tenancy unit based at Grosvenor Street in Stalybridge which will be provided by registered social landlord, Great Spaces. It is anticipated that Grosvenor Street will be ready to let from October 2024, 6 months into the 5-year contract term, however this is subject to change.

2.5 The Service will deliver an outcome model based on the principles of recovery, rehabilitation, and habilitation. The Service will therefore facilitate opportunities for individuals to engage in purposeful activity, develop and improve life skills, inclusion within the community and ensure a pathway to recovery that increases independence and a move on to more independent living.

2.6 The Service will support positive risk taking that is personally meaningful and reflects the lifestyles, skills and aspirations of individuals receiving support.

2.7 The Provider will have a flexible and innovative approach to service delivery. This will allow for consistent and continued provision where a supported individual experiences periods of fluctuating need/complexity and/or demand from the Commissioners. This is especially pertinent where supported individuals have not engaged with or responded to, previous approaches and interventions.

3. DETAILS OF PROPOSED CONTRACTUAL ARRANGEMENTS

3.1 Tameside Adult Services in its role as lead commissioner is looking to award a five-year contract, which is expected to commence on 1 April 2024 and expire on 31 March 2029.

4. PROCUREMENT APPROACH USED

4.1 An open tendering exercise commenced on 4 October 2023 and closed on 3 November 2023. The tender was completed fully in accordance with Tameside Metropolitan Borough Council Procurement Standing Orders and in conjunction with public procurement requirements via the CHEST (the North West procurement portal).

4.2 The approach used on this tender:

- Tender submission questionnaire - The tender submission questionnaire included seven quality questions and covered the following topics: experience and infrastructure, partnership working, challenges and opportunities, vision and implementation, development (introduction of Grosvenor Street), recruitment and retention and finally, a case study to support a recovery journey.

5. EVLUATION METHOD AND OUTCOME

5.1 Responses were received from ten organisations, and these were evaluated by:

Denise Buckley	Team Manager, Homes for All, Adults
Vicki Gee	Service Unit Manager, Operations, Adults
Jackie Taylor	Team Manager, Mental Health Service/AMHP & DOLS Lead
Kerry Woolley	Commissioning and Contracts Officer, Adults

Nicola Thewlis, Team Manager for the South Neighbourhood, was identified for participation in the evaluation panel, but was unable to participate due to sickness.

5.2 The tender submission was weighted, in terms of significance, based on a 70% Quality (including 20% Social Value) and 30% Cost split. The requirement to weight tender submissions ensures compliance with European Union Regulations 2006.

5.3 All questions were drafted with input from panel members and related to matters pertinent to the contract being tendered.

5.4 A maximum annual budget of £613,027 for the Service was included within the advertisement and organisations were invited to submit a year one pricing schedule (Part A) against the maximum budget. Due to the integration of Grosvenor Street (development agenda) early in the contract term, organisations were invited to complete a second pricing schedule (Part B) taking into consideration the indicative budget of £349,180 for the additional premises (£962,207 in total). Both pricing schedules were considered during the evaluation process.

The total budget for the 5-year contract will be dependent on the completion date for Grosvenor Street. Based on the anticipated completion date of October 2024 the total budget will be £4,636,446 however, this is subject to change. An annual uplift may apply to the contract value following the setting of the council's budget and taking into account national announcements and indicators.

6. CHECKS ON PROVIDERS

6.1 STAR Procurement has undertaken a full financial check via Company Watch. The check measures the overall financial health of a company. It is based on a statistical evaluation of a company's publicly available financial results in order to determine the level of financial risk associated with the company.

- Company A High Risk – No accounts data available

- Company B	Low Risk
- Company C	Medium Risk
- Company D	Medium Risk
- Company E	High Risk
- Company F	High Risk
- Company G	Low Risk
- Company H	Medium Risk
- Company I	High Risk – No accounts data available
- Company J	Low Risk

6.2 All organisations have indicated they have the appropriate levels of insurance on commencement of the service. Insurance documents will be obtained from the successful bidder on award of the contract.

7. CONCLUSION

7.1 A full summary of the evaluation scores is provided in the table below. The individual organisation's scores are available for scrutiny.

SUMMARY OF MODERATION SCORES				
Bidder	**Quality Score**	**Price Score**	**Total Score**	**Rank**
Weighting	**70.00%**	**30.00%**	**100.00%**	
Company A	10.01%	27.85%	37.86%	9
Company B	15.22%	25.96%	41.17%	7
Company C	**52.39%**	**25.61%**	**78.00%**	**1**
Company D	36.43%	30.00%	66.43%	2
Company E	15.74%	25.41%	41.15%	8
Company F	37.00%	25.23%	62.23%	4
Company G	33.75%	25.21%	58.96%	5
Company H	25.27%	Non-Compliant	25.27%	10
Company I	23.31%	25.83%	49.14%	6
Company J	40.83%	25.34%	66.17%	3

8. RECOMMENDATIONS

8.1 As set out at the front of the report.

This page is intentionally left blank

Report to:	**EXECUTIVE CABINET**
Date:	20 December 2023
Executive Member:	Councillor John Taylor – Executive Member Adult Social Care, Homelessness and Inclusivity
Reporting Officer:	Stephanie Butterworth, Director of Adult Services
Subject:	**CONTRACT AWARD FOR THE PROVISION OF MENTAL HEALTH SUPPORTED ACCOMMODATION**
Report Summary:	On 24 August 2022, approval was given by Executive Cabinet to tender for the Mental Health Supported Accommodation service with the contract to commence 1 April 2024 for a period of five years up to 31 March 2029. Following a comprehensive competitive procurement process, the highest-ranking providers have been identified and this report seeks approval by Executive Cabinet to award the contract as detailed in the report.
Recommendations:	That following the evaluation of tender submissions, Cabinet be recommended to approve the award of the contract to the highest ranking and most economically advantageous provider namely: Company C - Creative Support.
Corporate Plan:	The proposals align with the Living Well, Working Well and Aging Well programmes for action. The service also links into the Council's priorities: - • Help people to live independent lifestyles supported by responsible communities. • Improve the health and wellbeing of residents. • Protect the most vulnerable.
Financial Implications: **(Authorised by the statutory Section 151 Officer & Chief Finance Officer)**	The Directorate are recommending approval for a contract award to Creative Support for the 5 year period 1 April 2024 to 31 March 2029. The Contract for Mental Health Supported Accommodation provision is costing £0.613m in 2023/24 and is financed by General Fund budgets. As stated in point 5.4 of the below report, the budget stated above relates to the two current provisions of Mottram Road and Bendix Court. The future funding decisions for Grosvenor Street will need to be included on a separate Executive Decision following completion of the project, to confirm the revenue costs and funding arrangements. Although the contract is proposed for a period of 5 years, appropriate break clauses are included within the contract arrangements to ensure that the commissioned service can be altered, should it be required, to mitigate any adverse financial impact on the Council. As stated in point 5.4 of the below report, an annual uplift may apply to the contract value following the setting of the council's budget and taking into account national announcements and indicators. Any decision will ensure that uplifts in commissioned contract values due to inflation, demand or service configuration is affordable for the Council and within the available annual budget allocation of the

	Service.
Legal Implications: **(Authorised by the Borough Solicitor)**	The report sets out the process that has been followed in relation to the contract award for the provision of Mental Health support accommodation service. It sets out the legally compliant process undertaken by STAR to date. Advice from STAR Procurement will also need to be provided in relation to the ongoing dialogue to ensure continued compliance with procurement legislation.
Risk Management:	There will be a continued dialogue between commissioners and the providers to ensure that best value is delivered against the contract resource with a view to working towards service developments. These will be delivered through contract performance management and working in partnership with neighbourhood teams.
Access to Information:	The background papers relating to this report can be inspected by contacting the report writer Kerry Woolley:

Telephone: 07866 971 001

e-mail: kerry.woolley@tameside.gov.uk

1. INTRODUCTION

1.1 On 24 August 2022 Executive Cabinet approved a tender process to commence in October 2023 and complete in November 2023 for the provision of a Mental Health Supported Accommodation service. The current contract is due to expire on 31 March 2024.

1.2 An open tendering exercise commenced 4 October 2023 and closed 3 November 2023. The tender was completed fully in accordance with Tameside Metropolitan Borough Council Procurement Standing Orders and in conjunction with public procurement requirements via the CHEST (North West procurement portal).

1.3 The intention is to award a contract for a duration of five years commencing 1 April 2024 with an expiry date of 31 March 2029, with no option to extend.

2. MENTAL HEALTH SUPPORTED ACCOMMODATION

2.1 The service is delivered across two accommodation settings within the Borough of Tameside and supports 27 tenancies.

- Mottram Road, Hyde (Landlord Creative Support), which supports seven tenants.
- Bendix Court, Hyde (Landlord Creative Support), which supports 20 tenants.

2.2 In addition to the above, there is also provision of support for one short stay/respite bed at the Mottram Road property.

2.3 The service delivers access to 24-hour personalised support, 365 days a year.

2.4 It was approved by Executive Decision on 8 March 2023 to include the addition of a 17-tenancy unit based at Grosvenor Street in Stalybridge which will be provided by registered social landlord, Great Spaces. It is anticipated that Grosvenor Street will be ready to let from October 2024, 6 months into the 5-year contract term, however this is subject to change.

2.5 The Service will deliver an outcome model based on the principles of recovery, rehabilitation, and habilitation. The Service will therefore facilitate opportunities for individuals to engage in purposeful activity, develop and improve life skills, inclusion within the community and ensure a pathway to recovery that increases independence and a move on to more independent living.

2.6 The Service will support positive risk taking that is personally meaningful and reflects the lifestyles, skills and aspirations of individuals receiving support.

2.7 The Provider will have a flexible and innovative approach to service delivery. This will allow for consistent and continued provision where a supported individual experiences periods of fluctuating need/complexity and/or demand from the Commissioners. This is especially pertinent where supported individuals have not engaged with or responded to, previous approaches and interventions.

3. DETAILS OF PROPOSED CONTRACTUAL ARRANGEMENTS

3.1 Tameside Adult Services in its role as lead commissioner is looking to award a five-year contract, which is expected to commence on 1 April 2024 and expire on 31 March 2029.

4. PROCUREMENT APPROACH USED

4.1 An open tendering exercise commenced on 4 October 2023 and closed on 3 November 2023. The tender was completed fully in accordance with Tameside Metropolitan Borough Council Procurement Standing Orders and in conjunction with public procurement requirements via the CHEST (the North West procurement portal).

4.2 The approach used on this tender:

- Tender submission questionnaire - The tender submission questionnaire included seven quality questions and covered the following topics: experience and infrastructure, partnership working, challenges and opportunities, vision and implementation, development (introduction of Grosvenor Street), recruitment and retention and finally, a case study to support a recovery journey.

5. EVLUATION METHOD AND OUTCOME

5.1 Responses were received from ten organisations, and these were evaluated by:

Denise Buckley	Team Manager, Homes for All, Adults
Vicki Gee	Service Unit Manager, Operations, Adults
Jackie Taylor	Team Manager, Mental Health Service/AMHP & DOLS Lead
Kerry Woolley	Commissioning and Contracts Officer, Adults

Nicola Thewlis, Team Manager for the South Neighbourhood, was identified for participation in the evaluation panel, but was unable to participate due to sickness.

5.2 The tender submission was weighted, in terms of significance, based on a 70% Quality (including 20% Social Value) and 30% Cost split. The requirement to weight tender submissions ensures compliance with European Union Regulations 2006.

5.3 All questions were drafted with input from panel members and related to matters pertinent to the contract being tendered.

5.4 A maximum annual budget of £613,027 for the Service was included within the advertisement and organisations were invited to submit a year one pricing schedule (Part A) against the maximum budget. Due to the integration of Grosvenor Street (development agenda) early in the contract term, organisations were invited to complete a second pricing schedule (Part B) taking into consideration the indicative budget of £349,180 for the additional premises (£962,207 in total). Both pricing schedules were considered during the evaluation process.

The total budget for the 5-year contract will be dependent on the completion date for Grosvenor Street. Based on the anticipated completion date of October 2024 the total budget will be £4,636,446 however, this is subject to change. An annual uplift may apply to the contract value following the setting of the council's budget and taking into account national announcements and indicators.

6. CHECKS ON PROVIDERS

6.1 STAR Procurement has undertaken a full financial check via Company Watch. The check measures the overall financial health of a company. It is based on a statistical evaluation of a company's publicly available financial results in order to determine the level of financial risk associated with the company.

- Company A High Risk – No accounts data available

- Company B	Low Risk
- Company C	Medium Risk
- Company D	Medium Risk
- Company E	High Risk
- Company F	High Risk
- Company G	Low Risk
- Company H	Medium Risk
- Company I	High Risk – No accounts data available
- Company J	Low Risk

6.2 All organisations have indicated they have the appropriate levels of insurance on commencement of the service. Insurance documents will be obtained from the successful bidder on award of the contract.

7. CONCLUSION

7.1 A full summary of the evaluation scores is provided in the table below. The individual organisation's scores are available for scrutiny.

SUMMARY OF MODERATION SCORES				
Bidder	**Quality Score**	**Price Score**	**Total Score**	**Rank**
Weighting	**70.00%**	**30.00%**	**100.00%**	
Company A	10.01%	27.85%	37.86%	9
Company B	15.22%	25.96%	41.17%	7
Company C	**52.39%**	**25.61%**	**78.00%**	**1**
Company D	36.43%	30.00%	66.43%	2
Company E	15.74%	25.41%	41.15%	8
Company F	37.00%	25.23%	62.23%	4
Company G	33.75%	25.21%	58.96%	5
Company H	25.27%	Non-Compliant	25.27%	10
Company I	23.31%	25.83%	49.14%	6
Company J	40.83%	25.34%	66.17%	3

8. RECOMMENDATIONS

8.1 As set out at the front of the report.

This page is intentionally left blank

Report to:	**EXECUTIVE CABINET**
Date:	20 December 2023
Executive Member:	Councillor Jacqueline North– First Deputy (Finance, Resources and Transformation)
Reporting Officer:	Julian Jackson, Director of Place
Subject:	**NEW HAWTHORNS SEND SCHOOL – PITCH SCHEME**
Report Summary:	Executive Cabinet approved proposals to create the new Hawthorns SEND school on the Longdendale Playing Fields site on 26 April 2023. Approval was also given to the submission of a grant funding application to the Football Foundation for the development of football facilities at the site. It was also determined that a further report to Executive Cabinet would be progressed once the outcome of the application to the Football Foundation was known. The outcome of the Football Foundation bid is now known. This report provides a scheme update, a summary of the Football Foundations support including their standard Terms and Conditions for acceptance/approval, the operational proposals for the site and impact on the approved Hawthorns scheme capital budget.
Recommendations:	That Executive Cabinet be recommended to approve: 1. That the Council accepts the Football Foundation grant funding and notes the terms and conditions of the award subject to the Section 151 Officer and Borough Solicitor being satisfied that the terms and conditions of the grant do not create any additional risk for the Council. 2. That the Council accepts the contribution of £0.020m from Hollingworth Juniors Football Club as the ‘anchor’ club on the site. 3. That the Council accepts a legal charge or title restriction as outlined in the grant terms and conditions. 4. That the Council provides a lease to Hollingworth Juniors FC. 5. That the Council enters into the Football Foundation Framework Agreement to deliver the synthetic turf pitch element of the scheme as a condition of accepting the grant from the Football Foundation. 6. That the £0.020m contribution from Hollingworth Juniors is added into the Education Capital Programme. 7. That the £0.727m Football Foundation grant is added into the Education Capital Programme.
Corporate Plan:	Contributes to a number of Health and Wellbeing related themes in the Corporate Plan.
Policy Implications:	In line with existing policy.
Financial Implications: **(Authorised by the statutory Section 151 Officer & Chief Finance**	As reported to Executive Cabinet on 26 April 2023, this pitch scheme was estimated to cost £1.100m with potential funding from the Football Foundation of £0.770m and S106 funding of £0.075m. Funding of £0.255m was identified from Education Capital Grant to

Officer)	support the delivery of this scheme.	

	Original Figures £m	Updated Figures £m
Cost of Pitch Scheme	1.100	1.077
Football Foundation Contribution	(0.770)	(0.727)
S106 Contribution	(0.075)	(0.075)
Contribution from Hollingworth Juniors	0.000	(0.020)
Match Funding Required	**0.255**	**0.255**

Tendered costs have been received and the updated cost for the scheme is estimated to be £1.077m. The confirmed Football Foundation contribution of £0.727m and S106 funding of £0.075m means there is a capital funding requirement of £0.275m. The difference of £0.020m is to be met from a contribution from Hollingworth Juniors Football Club.

A lease agreement will be required with Hollingworth Juniors which will initially be a peppercorn rent. If commercial rent is applied at a later date, there could be VAT implications, and these will need to be considered before any update of the lease agreement.

The grant from the Football Foundation of £0.727m substantially funds the playing fields element of the Hawthorns site. The Football Foundation attaches terms and conditions to the grant that the Council must consider as to whether they are too restrictive to the authority so as to place the Council at significant risk of breach of terms and therefore repaying part or all of the grant.

Legal Implications: **(Authorised by the Borough Solicitor)**	As outlined in the report, approval is being sought to receive Grant Funding from the Football Association to assist with the delivery of a new synthetic pitch at the Hawthorn New SEND School. The Scheme will require and is conditional upon the Council entering numerous legal agreements, the principal terms of which are yet to be agreed. There are risks inherent in failing to agree any one of these legal agreements and so officers will need to measure the risks of failing to reach agreement with any of the parties and possible claw-back of some or all of the Grant Funding against failing to accept the Grant Funding at this stage.
Risk Management:	The risks associated with this scheme are set out in section 8
Access to Information:	Not Confidential
Background Information:	The background papers relating to this report can be inspected by contacting: Ben Middleton Telephone: 07976 974702 e-mail: ben.middleton@tameside.gov.uk

1. INTRODUCTION

1.1 Executive Cabinet approved proposals to create the new Hawthorns SEND School on the Longdendale Playing Fields site on 26 April 2023. Approval was also given to the submission of a grant funding application to the Football Foundation for the development of football facilities at the site. It was also determined that a further report to Executive Cabinet would be progressed once the outcome of the application to the Football Foundation was known.

1.2 The outcome of the Football Foundation bid is now known. This report provides a scheme update, a summary of the Football Foundations support including their standard terms and conditions for approval, the operational proposals for the site and impact on the approved Hawthorns scheme capital budget.

1.3 Further to the Executive Cabinet's approval to create the new Hawthorns school in April 2023, the S151 officer approved a request on 16 November 2023, to increase the specialist Academy places for primary aged children at Hawthorns Academy. The Academy came forward with a number of amendments, which would enable them to accommodate an additional 26 spaces for pupils (increasing the Academy's capacity from 220 to 246 pupils) and to also provide a specification, which will allow the Academy to meet the needs of pupils with more complex needs, a copy of the signed decision notice is attached as **Appendix 8.**

1.4 For primary age pupils, independent places cost on average £0.071m per annum. The outlay of £0.046m as approved by the S151 officer on the capital scheme, would help the Council avoid up to £1.300m in revenue cost to the Dedicated Schools Grant (DSG) over a full financial year as a result of the 26 additional places. Every independent primary place avoided will provide an average cost avoidance of £0.050m and the 10 places that Children's Services are already consulting on would provide a cost avoidance to the Council of up to £0.500m per year. Additional costs that may arise from the use of the independent sector include transport and associated passenger assistance, which are borne by the General Fund.

2. BACKGROUND

2.1 The location of the new SEND school is the former Longdendale Playing Fields site which historically was used as public open space and provided four natural turf, adult full-sized football pitches until the site became unusable in the winter months due to poor drainage. Accordingly, in order to support the planning application for the new school, the provision of a 9v9 floodlit synthetic turf pitch, a full-sized natural turf pitch and a basic toilet and changing accommodation was included in the planning application and agreed by Sport England as adequate mitigation for the loss of two of the four former playing fields to the new school footprint and surrounding infrastructure. In addition, the provision of a natural turf pitch is supported by a s106 Agreement under the planning permission granted in December 2020 for residential development on the site of the former 'Organ Inn' public house and associated playing field in Hollingworth.

2.2 A grant bid, submitted to the Football Foundation in July 2023 by the Council, in partnership with Holllingworth Juniors FC, has been approved subject to the Council's acceptance of the Football Foundations standard terms of conditions of grant as set out in an offer letter dated 26 September 2023, attached as **Appendix 1.**

3. SCHEME OUTLINE

3.1 The scheme is split into three components all of which have planning permission: A 9v9 synthetic turf pitch with fencing and floodlights, a full sized natural turf pitch and a refurbished changing/toilet pavilion with modest kitchen/catering facilities. If approval is given to progress the three elements of the scheme will to be delivered as follows:
Synthetic Turf Pitch – All Football Foundation schemes require the use of their approved procurement framework to deliver the synthetic turf pitch element. The scheme has been tendered and a fixed price established.

Natural Turf Pitch – The natural turf pitch to be delivered by the LEP as a variation to the main Hawthorn school design and build contract. A high-level cost plan for this has been established.
Changing/Toilet Pavilion/Catering – The existing changing room block at the site will be refurbished by the LEP under the Tameside Additional Services contract. A high-level cost plan has been established**.**

3.2 The draft programme for the delivery of the pitch scheme is set out below in **table 1**:

Table 1

Activity	Start	Completion	Comments
Football Foundation Grant Bid		September 2023	Completed - Offer Letter received
Governance	Report to Board December 2023	Report to Executive Cabinet December 2023	Football Foundation Grant offer to be formally accepted.
Synthetic Turf Pitch	March 2024	July 2024	Delivered by the Football Foundations framework contractor under a JCT form of contract
Natural Turf Pitch	April 2024	March 2025	Pitch requires 12 months of maintenance before use.
Pavilion	February 2024	July 2024	To be undertaken by the LEP under the Tameside Additional Services contact
Operational Start	September 2024	September 2024	Facilities become operational as school completes. The natural turf pitch will come "on line" in Spring 2025

4. FOOTBALL FOUNDATION SUPPORT

4.1 A grant offer letter received by the Council on the 26 September 2023, confirms the offer of grant to support the development of the facilities set out in section 3.1 of this report. A copy of the letter is attached as **Appendix 1.** In order to accept the grant offer the Council must confirm that it is willing to abide by the Football Foundations standard terms and conditions of grant for awards over £0.100m. A copy of the terms and conditions is attached as **Appendix 2.**

4.2 In addition to the standard terms and conditions the Council is required to accept a legal charge or restriction on the freehold title. A copy of the legal pack is attached as **Appendix 3.** The requirement for a legal charge or restriction stems from the Football Foundations need to protect its investment preventing the applicant from using the land for any other purpose without the written consent of the Foundation.

4.3 The delivery of the synthetic turf pitch element of the scheme is to be delivered through the Football Foundations Framework Agreement. A copy of the framework process and associated guidance is provided as **Appendix 4 & 5.** The framework is fully compliant with the Official Journal of the European Union (OJEU) procurement rules. The process requires the Council to enter in to a JCT form of contract for the synthetic turf pitch and Form of Joining Agreement attached as **Appendix 6.**

5. FINANCIAL SUMMARY & IMPLICATIONS

5.1 The estimated cost of the new school and associated pitch scheme was set out in the 26 April 2023 Executive Cabinet report. In relation to the pitch element the total cost of the scheme was estimated to be £1.100m with 70% contribution provided as grant funding from the Football Foundation of £0.770m which required match funding of 30% of £0.330m from the Council. The total estimated cost of the new Hawthorns school project is £22.762m. This includes the additionality of the football pitches development into the overall cost including an estimate of additional funding of £0.770m from the Football Foundation and the s106 funding of £0.075m from the redevelopment of the former 'Organ Inn' public house in Hollingworth.

5.2 **Table 2** illustrates the cost estimates set out in the April Executive Cabinet report, the tendered and priced elements submitted to the Football Foundation and the financial offer made by the Football Foundation.

Table 2
Cost Estimate

Original scheme			**Updated Position**	
	£m			£m
Bid development fees	0.010		Bid development fees	0.008
Synthetic Turf Pitch	0.725		Synthetic Turf Pitch	0.514
Natural Turf Pitch	0.160		Natural Turf Pitch	0.216
Pavilion	0.130		Pavilion	0.171
Other infrastructure elements	0.025		Other infrastructure elements	0
Contingency	0.050		Contingency	0.043
Total Cost	1.100		Total Cost that FF Contribute Towards	0.952
Likely contribution from FF @70%	(0.770)		Confirmed contribution from FF @76%	(0.727)
			Ineligible costs relating to grass pitch	0.125
Council match requirement	0.330		Revised Council match requirement	0.350

5.3 **Table 2** illustrates the ineligible costs relating to the provision of the grass pitch which the Football Foundation would not accept as part of the grant application. The ineligible funding relates to:

- Fees required to recreate the drawing set for the entire scheme including adjustments to the pre-designed drainage system.
- The cost of additional insurance cover for the variation to the main contract.
- There is also a financial allocation to cover risk.

The Council's funding match requirement, including the ineligible costs, are set out in **Table 3** below.

Table 3

Existing Match commitment	£0.330m	This includes s106 contribution of £0.075m
Contribution from Hollingworth Juniors FC	£0.020m	Capital Contribution from the club. Letter confirming the clubs contribution is attached as **Appendix 7.**
Total Budget	£0.350m	Value of the match funding to be updated in the capital programme.

6. MANAGEMENT ARRANGEMENTS, TENURE & OPERATIONAL SUSTAINABILITY

6.1 The development of facilities such as this require the involvement of an "anchor" football club, which in this case is Hollingworth Juniors FC, they have been based in the area for circa 35 years. Hollingworth Juniors FC is an FA Charter Standard Club. They have been proposed as the 'anchor' club by Manchester FA, who recognise them as a progressive and developmentally minded organisation providing a range of opportunities for local young people in the Hollingworth, Longdendale and Hattersley areas of the Borough. The requirement for an anchor club is key to a successful bid to the Football Foundation. Hollingworth Juniors are a joint applicant and will manage the facilities upon completion.

6.2 It is proposed that Hollingworth Juniors FC will occupy and manage the two pitches and changing pavilion by way of a lease in a form to be approved the head of legal services taking in to consideration the terms and conditions of the Football Foundation. The Football Foundations lease requirements are set out in the Legal Pack attached as **Appendix 3.**

6.3 Part of the grant application to the Football Foundation includes the development of a detailed operational business plan which demonstrates viability. The Football Foundation will not support any application that does not demonstrate a need for the development in any locality or its ability to operate as an ongoing, viable entity. The business plan includes the provision of a sinking fund to replace the synthetic carpet in 10 years' time. The club will be required to demonstrate operational and development success to the Football Foundation in the form of performance data. The Football Foundation monitors the scheme on a six monthly basis throughout its clawback lifetime including the financial performance of the club. The club is required to set aside a sinking fund to replace the carpet in circa 10 years' time. If the club is not on target to achieve that then the Football Foundation will request and monitor any corrective action.

6.4 Upon completion, the club will manage the facility. The synthetic turf pitch will be made available for the SEND school between the hours of 9am till 4pm Monday to Friday 'term time only' to meet the needs of the curriculum. The school's main use will be the synthetic pitch with the occasional use of the natural turf pitch during the summer months. The management arrangements will be set out in a Community Use Agreement based on the Sport England model. The operational costs of the facility will be met by the club. Parties to the agreement will include Hollingworth Juniors, the new School operator and the Council.

7. CHANGING ROOM & TOILET PROVISION (Pavilion) – ADVENTURE LONGDENDALE CLOSURE

7.1 The planned redevelopment of the existing changing room building/pavilion is a key component of the grant application to the Football Foundation. The building is a disused annexe to Adventure Longdendale which sits adjacent and provides power and its water supply.

7.2 Adventure Longdendale is no longer managed by Active Tameside and has been returned to the Council. The demolition of the main building and disposal of the site has been approved.

7.3 In order to retain the pavilion, it will be refurbished as part of the scheme. An option to demolish the changing room block and replace with a modular installation elsewhere on the site has been considered and discounted due in part to cost. A relocated unit would cost circa £0.340m.

8. RECREATIONAL OPEN SPACE PROVISION

8.1 Public consultation for the Hawthorns scheme identified a need to retain an element of recreational space on the site which can be accessed by residents separately from the new school and football pitches. In order to provide accessible recreational space as well as maintain a safe environment for children, staff and parents attending the site changes to the existing security fence are now required.

8.2 It is proposed that the cost of the security fence will be met from unallocated S106 monies of for the creation/improvement of greenspaces.

8.3 The recreational open space at Longdendale Playing Fields was maintained by the Council's Operations and Greenspace team prior to it being developed as a new school. It is proposed that the retained recreational space will continue to be maintained by the Council.

9. RISKS

9.1 Planning permission for the Hawthorns new SEND school scheme is predicated on the provision of new sports pitches and ancillary accommodation on the site.

9.2 Until the Football Foundation has received, and approved, the business plan from the 'anchor' football club the grant contribution of £0.727m supporting the delivery of the football pitches will remain at risk.

10. RECOMMENDATIONS

10.1 As set out at the front of the report.

This page is intentionally left blank

Roger Greenwood
Tameside Metropolitan Borough Council
Council Offices
Wellington Road
Ashton Under Lyme
Lancashire
OL6 6DL

Philip Gurton
Hollingworth Juniors FC
81 Taylor Lane
Denton
Greater Manchester
M343WQ

26/09/2023

Offer Letter

Ref: G-209601

Dear Roger Greenwood and Philip Gurton,

TAMESIDE METROPOLITAN BOROUGH COUNCIL AND HOLLINGWORTH JUNIORS FC: NEW 9V9 3G FTP, 11V11 NATURAL GRASS PITCH AND REFURBISHMENT OF CHANGING ROOMS

The Football Foundation (Foundation) has approved a capital grant offer of **77%** of a total project cost of **£952,342**, subject to a maximum payment of **£727,342**, to Tameside Metropolitan Borough Council and Hollingworth Jnrs And Old Boys F.C. towards the New 9v9 3G FTP, 11v11 natural grass pitch and refurbishment of changing rooms at Longdendale Playing Fields and delivery of the aims and objectives detailed in the Application and the Site Development Plan submitted as part of your application, (which is available in your online Foundation Grant Management Account) in accordance with the General Terms and Conditions enclosed with and set out in this letter. The definitions in the General Terms and Conditions attached also apply in this letter.

Conditions

Pre-Construction

- That planning permission is confirmed, and a copy of the planning decision notice is forwarded to the FF before work starts on site.
- That the procurement exercise is completed to the satisfaction of the FF and that the final tender evaluation report is agreed in writing by the FF, prior to the contractor being appointed.

Football Foundation
Wembley Stadium, Wembley
London HA9 0WS

footballfoundation.org.uk

Pre-Claim

- That the applicant provides evidence for the bank account that the grant will be paid into before any funds are released. This must be in the form of a paper bank statement or E-Statement from a PRA regulated high street bank, Monzo or Starling (excluding Metro Bank). The evidence must clearly contain the account name, account number, sort code, address and the account type. Business accounts, community/society accounts and schools accounts are all acceptable account types. However please note, that screenshots of mobile banking, banking letters, statement of fees, bank details on letterhead, paying in slips, cheques (void and blank) and personal bank account types are all unacceptable forms of bank evidence.

Pre-opening

- That the Club forwards it's new articles of association, following registration of it's new governance structure, prior to the opening of the facility.
- That SLAs are agreed and signed by Dukinfield Tigers, Man United Foundation and East Manchester Junior Football League, prior to the facility opening.
- That prior to the facility opening, the programme of use and pricing policy is forwarded to the Foundation, and Manchester County FA for approval
- That a Steering Group is established to monitor and review delivery of the plan, and that Manchester County FA are invited to be part of this process. A copy of the Terms of Reference and minutes of this Group are to be submitted to the Foundation, prior to the facility opening.
- That the Organisation procures the operator of the commercial small-sided league via a competitive tendering procedure, prior to the opening of the facility. This would remain an ongoing condition to include any subsequent appointment of a small-sided league operator throughout the clawback period of the grant.

Final 5% Conditions

- That the signed copy of the lease agreement between Tameside MBC and Hollingworth Juniors FC is forwarded to the FF, prior to release of the final 5% payment.
- That a minimum of two representatives from the Organisation complete a Grounds Management Association Level 1 Football Groundsmanship course (ONLINE) and provides evidence of completion to the Foundation, prior to the release of the final 5% payment.
- That all the goalposts at the site comply with The FA Goals for Football: Guidance Note and must comply with British Standards (EN16579 or BS EN 748).
- That the Organisation shall at their own cost grant a charge to the Foundation over the property on which the Facility is being developed ("the Property") and enter a restriction on the registered title to the Property as detailed in clause 21 of the General Terms and Conditions. Further: - The Organisation's solicitors must provide a solicitor's undertaking that the Organisation will pay the Foundation's legal costs of putting the charge in place as set out in the guidance note provided. - The Organisation's solicitors must provide a satisfactory certificate of title in the Foundation's standard form. - If the grant of a charge is likely to cause delays, the Foundation, may agree in writing to give the Organisation permission to start construction before the certificate of title has

been provided or before the charge is completed, but not before the solicitor's undertaking has been given, and in the event of such permission having been given, receipt of a satisfactory certificate of title and completion of the charge will be treated as a Final 5% Condition.

- That the Organisation undertakes maintenance training provided by the supplier prior to the facility opening to include processes to mitigate against and minimise the risk of infill loss into the surrounding environment, and that the Organisation commits to uphold these processes as part of their maintenance programme for the duration of the claw back period.

Post Completion

- That an amendment to the planning consent is submitted by the applicant, requesting extended use of the 3G FTP to 10pm Monday to Friday, after the first year of operation.

Ongoing

- That the Organisation provides the Foundation with Monitoring information in respect of the condition of each of the grass pitches at your site for the period of claw-back. Pitch assessment data must be submitted at least twice per year using the PitchPower tool https://footballfoundation.org.uk/pitchpower within the following window 1st November – 31st March (essential) and within at least one of these windows; 1st April – 30th June or 1st July – 31st October. Whenever pitch assessment data is submitted, it is important that there is at least one month between the readings. On receipt of the data, the Pitch Advisory Service will provide a Grass Pitch Assessment Report (GPAR) from which the recommendations identified are to be undertaken in order to improve and maintain the grass pitches at your site to at least the Pitch Quality Standard (PQS) of 'Good'. Visit https://thegma.org.uk/sites/default/files/documents/pages/pgf_pilot_for_pitchpower.pdf for information on the Pitch Grading Framework and to see what 'Good' means.
- That yearly reports against the Site Development and Business Plans are submitted to the Foundation. These should be attached to the electronic Annual Monitoring & Evaluation Returns Form that the Foundation will send you on a yearly basis.
- That the 3G pitch meets the standards for small sided pitches contained within The FA Guide to 3G FTP Design Principles and Layouts (February 2020) and that the surface shall meet BS EN 15330-1:2013 Surfaces for Sports Areas for the duration of the clawback period.
- That the Organisation ensures that the 3G FTP is maintained and is kept on The FA's 3G Pitch Register throughout the duration of the claw back period.
- That all revenues generated by the site, net of contributions made into an annual sinking fund, are ring-fenced into a football development fund held by the Applicant. - The purpose of this fund will be to re-invest into football activities/programmes or further football facility improvements. - This football development fund and the related sinking fund shall be reviewed on an annual basis and any re-investment decisions taken by a small working group made up of the applicant and Manchester County FA. - Applicants would be required to present annual accounts relating to facility income and sinking funds to the Foundation as part of on-going M&E obligations.

1. Additional Conditions

1.1 The Grant is subject to satisfaction of the following additional conditions:

1.2 Until the pre-construction and pre-claim capital conditions are fulfilled, no Grant will be payable.

1.3 Until the pre-claim revenue conditions are fulfilled, no revenue Grant will be payable.

1.4 Until the final 5% conditions are fulfilled, the final 5% of the capital Grant will not be paid.

1.5 The Organisation must request the first payment of Grant **within six months of the date of the Grant Offer Letter**, unless otherwise agreed in writing by the Foundation. See section 7.7 of the General Terms and Conditions for more detail.

1.6 The Organisation must request the last payment of the Grant **within 12 months of the date that the first claim is paid by the Foundation**, unless otherwise agreed in writing by the Foundation. See section 7.8 of the General Terms and Conditions for more detail.

1.7 If the Organisation has the responsibility of maintaining their own grass pitches on site, the Foundation recommends that a minimum of two representatives from the Organisation complete a Grounds Management Association Level 1 Football Groundsmanship course (ONLINE). Further information can be found at https://www.thegma.org.uk/learning/training

2. Acceptance

2.1 The Organisation has **two months from the date of the Grant Offer Letter** to electronically accept the terms and requirements of this Grant. If the Organisation does not accept the terms and requirements of this Grant within two months from the date of this letter, the offer will lapse unless reasons are given for the delay, which are accepted by the Foundation. If the offer lapses, your application will be regarded as having been withdrawn. You are bound by this Grant Offer Letter, or the General Terms and Conditions attached until such time as you make a claim for payment of the Grant, or any payment of Grant is made to you.

2.2 No Grant Agreement comes into existence between the Foundation and the Organisation, and accordingly the Foundation is not bound to make payment of the Grant, unless and until a signed Grant acceptance form has been received by the Foundation and where applicable the specific requirements set out in paragraph 1.1 above have been fulfilled to the Foundation's satisfaction.

2.3 If you wish to accept this Grant on the terms stated herein, **please visit your online Grant Management Account through which you made your application and complete the form of acceptance**, duly electronically signed and dated by two authorised signatories (or four in the case of a joint award). You should retain an electronic copy of the acceptance, which, together with this letter, will constitute the Grant Agreement between the Foundation and the Organisation.

3. Payment of the grant

3.1 **Capital Grants**. On compliance with the pre-construction conditions and pre-claim capital conditions set out in paragraph 1.1 and on receipt of appropriately completed claim forms and relevant supporting documents, the Foundation will pay claims at the same percentage rate that the Grant bears to the Project cost. This will continue until 95% of the Grant has been released. The remaining 5% of the Grant will be paid on receipt of written evidence of completion of the Project in accordance with clause 8 or clause 9 of the General Terms and Conditions and any other specific final 5% claim conditions referred to in clause 1.1, if any.

3.2 **Revenue Grants**. On compliance with the pre-claim revenue conditions set out in paragraph 1.1 above and on receipt of satisfactory completed revenue claim forms and relevant supporting documents, the Foundation will pay claims six monthly in arrears at the percentage rate detailed in Schedule 1.

3.3 Your Organisation must ensure that sufficient funds are retained to meet the balance of any costs and to cover the period between the penultimate payment and completion of the work to be funded by the Grant.

3.4 Electronic claim forms can be completed on the Foundation website through your Grant Management Portal and completed and returned as the work progresses. Each claim must include a completed statement of expenditure and details of the net value of the work completed at each claim stage (excluding voluntary labour, other contributions in kind, contractual retention fees and other non-allowable costs). The form must be electronically signed and counter-signed by two appropriately qualified and authorised persons and must be accompanied by appropriate supporting documentation.

3.5 Payments will be made by Bankers Automated Clearing Services (BACS) directly into a valid bank account.

4. Signage and Publicity

4.1 Please note that you have been awarded the grant from the Premier League, The FA, and Government via the Foundation. Accordingly, please ensure that you refer to the organisation in this way throughout all public communications, such as websites, press releases and newsletters.

4.2 Your attention is drawn to the provisions of clause 10 of the General Terms and Conditions. The Foundation will provide official signs to give recognition to the financial support provided by the Premier League, The FA and Government. Your Technical Project Manager will be liaising with you to begin the process of ordering and installing this signage.

4.3 You are asked to fill in the opening ceremony form that will be sent to you two months prior to your project's projected completion date. This will ensure the Foundation's communications team are kept abreast of any event you hold to officially open your new facility. If you need any more information, you can contact the communications team on 0345 345 4555 ext. 4292 or at events@footballfoundation.org.uk. Also, please be aware that the Foundation will be writing to your local MP to inform them of your grant award.

5. Project Monitoring

Further payments of the Grant are dependent on the satisfactory fulfilment of the Foundation's monitoring requirements, for the duration of the Grant Agreement (see clause 11 of the General Terms and Conditions for more details). The current evaluation requirements can be found on the Foundation's website.

6. Increased Costs and VAT

6.1 If at any time the total expenditure for the Project exceeds the estimated amount stated in the Grant Offer Letter, there will be no corresponding increase in the Grant even if additional costs arise that were previously unforeseen and in particular the Foundation will not increase its Grant if VAT becomes payable. You should seek specific advice about your Organisation's VAT status and the Project's liability to VAT.

6.2 The Foundation also reserves the right, if the final total allowable expenditure is less than the estimated expenditure to review the amount of the Grant and, where it considers appropriate, to reduce the Grant payable or to demand a refund of part of the Grant. The amount of such reduction or refund shall be determined by the Foundation at its discretion but shall not exceed the amount of the under-spend.

6.3 The Foundation pays its Grant as a percentage of Project costs subject to a maximum sum. The amount of the Grant payable by the Foundation will therefore be less than the maximum stated if your Project is delivered under budget.

7. Your rights to privacy

7.1 On 25 May 2018, new law came into effect in the UK which updates your rights to privacy and changes the rules about how we can use your personal information.

7.2 The Foundation values our relationship with you and therefore takes your rights to privacy seriously. We have therefore updated our privacy statement to explain what personal information we collect about you, how we use and look after it, and your rights. We want to share this with you so that you are clear about our obligations and your rights, and in case you have any questions for us. The privacy statement can be found on our website.

7.3 The privacy statement contains important information about your rights to privacy, so we encourage you to take the time to read it.

If you have any questions about this letter, please contact your Technical Project Manager, Lee Davies, at lee.davies@footballfoundation.org.uk.

All correspondence regarding your project should also be addressed to your Technical Project Manager.

With best wishes,

Dean Potter

Director of Grant Management

Football Foundation
Wembley Stadium, Wembley
London HA9 0WS

footballfoundation.org.uk

This page is intentionally left blank

Football Foundation

General Terms and Conditions of Grant

Table of contents

The Football Foundation, 10 Eastbourne Terrace, London, W2 6LG
T 0345 345 4555 **E** enquiries@footballfoundation.org.uk **W** footballfoundation.org.uk

Registered Charity Number 1079309 Registered in England and Wales Company limited by guarantee Company number 3876305

1. Definitions

1.1 For the purposes of the Grant and the Grant Agreement (as defined below) the following expressions shall have the meanings respectively ascribed to them:

"Organisation Application"	means the application submitted by or for the Organisation for a Grant in respect of the Project and shall include all written and oral representations made by the Organisation to the Foundation regarding the Organisation, the Project and the Facilities
"Capital Funding"	means the Grant (or part of Grant) referred to in the Grant Offer Letter that relates to funding which is to be used for the purchase, construction or development of Facilities and/or Grant Assets
"Clawback Period"	means the period of up to 10 years for grants of between £25,000 and £100,000, and up to 21 years for grants of over £100,000 from the date of acceptance of the Grant
"Facilities"	means any facility, capital equipment (including Grant Assets), building (including fixtures and fittings) and/or land in respect of which the Grant is made as specified in the Grant Agreement and shall include without limitation, any facility, equipment, buildings and/or land proposed to be acquired or improved as a result of the Grant
"Football Development Plan"	means a plan prepared by the Organisation setting out the aims, objectives, responsibility and timescales relating to the development of football in the area in which the Facilities are situated
"Foundation"	means the Football Foundation (registered Company number 3876305; registered charity number 1079309) whose registered office is at 10 Eastbourne Terrace, London, England, W2 6LG and references to the Foundation shall include the Foundation, its staff and any other person representing the Foundation
"Funders"	means the Big Lottery Fund, the Exchequer, Sport England, the Football Association Limited and the Football Association Premier League Limited, as applicable
"General Terms and Conditions"	means these terms and conditions
"Grant"	means the sum referred to in the Grant Offer Letter awarded to assist in financing the Project which may consist of Capital Funding and/or Revenue Funding

"Grant Assets"	means any property (i) whose acquisition, creation or improvement is funded in total or in part by the Grant; and (ii) that has an acquisition cost or value (whichever is higher) of £1,000 or above; and (iii) that has an economic life of three years or more (based on normal accounting practice)
"Grant Agreement"	means the agreement entered into between the Organisation and the Football Foundation in the form of a Grant Offer Letter, which incorporates these General Terms and Conditions
"Grant Offer Letter"	means the grant offer letter sent to the Organisation confirming the Grant
Organisation"	means the organisation or organisations to which the Grant is made
"Practical Completion"	means, where the Facilities are land or buildings to be constructed or improved as a result of the Grant, the date specified in any certificate issued by the supervising architect, surveyor, engineer or other competent professional as the date on which work on the Facilities was practically completed under the terms of the relevant building contract
"Project"	means the project or projects described in the Application, the Football Development Plan and/or the Grant Offer Letter
"Project Plan"	means a plan prepared by the Organisation relating to the financial and operational management and marketing of the Project and the Facilities
"Project Specification"	means the most recent specification for the Project supplied by the Organisation and approved by the Foundation
"Revenue Funding"	means the Grant (or part of Grant) referred to in the Grant Offer letter that relates to funding which is to be used for management or development of projects and/or the purchase of equipment that does not constitute Grant Assets
"Sign Contractor"	means the person named in the Grant Agreement as the Foundation's authorised supplier of signs, or such other person as may from time to time be notified by the Foundation to the Organisation; and
"Sport England"	means The English Sports Council.

1.2 References in the Grant Agreement to any clause, sub-clause or Schedule without further designation shall be construed as a reference to the clause, sub-clause or Schedule to the Grant Agreement so numbered.

2. Use of Grant (All Grants)

2.1 The Grant will be used solely towards the Project in accordance with the Grant Agreement, and only by the Organisation, and under no circumstances shall it be used for any other purpose.

2.2 The Organisation will use its best endeavours to deliver the aims and objectives detailed in the Football Development Plan and in accordance with the Project Plan.

2.3 Delivery of the Project will comply with any Project Specifications agreed with the Foundation.

3. Construction of Facilities (Capital Funding Only)

Where land or buildings are to be acquired, constructed or improved as a result of the Grant: -

3.1 the highest standard of Facilities must be aimed for;

3.2 the Organisation must have security of tenure of the Facilities and/or the land on which the Facilities are built for the Clawback Period by means of a freehold or uninterruptible leasehold. A copy of any relevant lease must be sent to the Foundation on request;

3.3 the construction, improvement and/or development of the Facilities must be supervised throughout by a qualified architect, surveyor or engineer or other competent professional;

3.4 the Organisation must take into account and make appropriate provision for use and enjoyment of the Facilities by people with disabilities; and

3.5 the Organisation will notify the Foundation immediately following Practical Completion.

4. Construction/Development of the Facilities (Capital Funding Only)

In respect of the costs of construction and/or development of the Facilities:

4.1 at least three competitive tenders for the provision of the Facilities shall be obtained by the Organisation in accordance with normal tender and contract procedures;

4.2 an explanation of the tender accepted shall be submitted to the Foundation prior to works being commenced. The explanation must be satisfactory to the Foundation, failing which the Grant may be withdrawn by the Foundation at its sole discretion and any Grant monies already paid shall immediately become repayable to the Foundation;

4.3 a copy of the original “form of tender” from the appointed contractor for the construction works shall be submitted, together with a list of the unsuccessful tenders. On Facilities where a “tender report” is prepared by a consultant quantity surveyor, architect, or other professional, a copy of this report shall also be submitted; and

4.4 the Organisation shall ensure that the Foundation has the right, in its absolute discretion, to inspect and copy the relevant documents and records of all persons from whom tenders have been obtained in relation to the Project.

5. Management & Use of Project and Facilities (Capital Funding Only)

5.1 The purpose of the Project, the arrangements for management and community use of the Facilities and the purpose for which the Facilities are used shall be as set out in the Application and the Grant Agreement and shall not be changed throughout the Clawback Period without the prior written consent of the Foundation.

5.2 The Organisation undertakes, warrants and agrees to use its best endeavours to manage and operate the Project and the Facilities in accordance with the aims, objectives, targets, and timescales set out in the Football Development Plan and the Project Plan.

5.3 The Organisation shall at all times throughout the Project and the development of the Facilities and until the expiry of the Clawback Period:

5.3.1 ensure that, unless the Foundation has given its prior written consent, the fees and charges for use of the Project and the Facilities by members of the public do not increase beyond any increase in the Retail Price Index from the date on which the Application was approved by the board of the Foundation;

5.3.2 keep the Facilities, and all facilities, fittings or equipment used in connection with them in good repair and condition and undertake all things as may be necessary to ensure their proper maintenance;

5.3.3 That the applicant ensures that where the facility includes a full size 3G FTP, the pitch is maintained to the FIFA Quality Concept for Football Turf or the International Match Standard (IMS), or superseding standard, and kept on The FA 3G Pitch Register throughout the duration of the clawback period. Smaller pitches should be built to this quality standard and tested to BS EN 15330-1:2013 Surfaces for sports areas;

5.3.4 That the applicant ensures that where the facility includes grass football pitches, all of the football pitches are improved and maintained to meet the Grounds Management Association (formerly the Institute of Grounsmanship) ‘Good’ or ‘Advanced’ standard (or any superseding standard). The applicant will be asked to provide pitch quality data three times per year using a Digital Assessment Tool.

Monitoring Information must be submitted a minimum of three times per annual Football Season throughout the clawback period of the award, once within each of the following three windows:

(a) 1st April – 30th June
(b) 1st July – 31st October
(c) 1st November – 31 March

At least two calendar months must have elapsed between the next submission of monitoring information.

5.3.5 decorate all internal and external parts of the Facilities following their construction as often as may be necessary in the opinion of the Foundation;

5.3.6 take out and keep in force a comprehensive policy of insurance with reputable insurers to cover the Project, the Facilities, the Grant Assets, their use and any activities carried out thereon against and in respect of all usual risks (including third party, public, employee and occupier's liability) to their full replacement value (where relevant), and a copy of the current policy and evidence of premium payment shall be provided to the Foundation upon request;

5.3.7 make and operate satisfactory arrangements for the storage and safekeeping of any equipment, or Grant Assets, acquired or improved as a result of the Grant. If any such equipment is lost or otherwise unavailable for use the Organisation shall replace it as soon as reasonably practicable at no cost to the Foundation;

5.3.6 take into account and make appropriate provision for use and enjoyment of the Project and the Facilities by people with disabilities;

5.3.7 ensure that no-one will be denied access to use the Project or the Facilities on grounds of disability, race, creed, colour, sex, occupation, sexual orientation, religion or political persuasion;

5.3.8 comply with all statutory requirements and other laws and regulations relating to the Project and the Facilities and the development and operation thereof, including without limitation employers' liability insurance, the national minimum wage, the "Working Time" Directive, health and safety, data protection, intellectual property, and religious, political, race, sex and disability discrimination requirements, laws and regulations.

5.3.9 comply with all statutory requirements and other law, regulation, regional and national practice guidance and procedures, recommendations and any such other requirements that may be notified to the Organisation in writing relating to safeguarding children and vulnerable adults (as may be amended and/or supplemented from time to time) including without limitation ensuring that the Organisation appropriately reviews, updates and follows comprehensive safeguarding policies in respect of which all staff and volunteers are appropriately trained. Such safeguarding policies must, as a minimum, provide for the carrying out of appropriate checks on and supervision of people working with children and vulnerable adults on the Project and/or at the Facilities and requirements for identifying, managing and reporting any incidents, together with any and all other detail that is either mandatory or desirable from time to time in line with best practice.

5.4 The Organisation must inform the Foundation in writing of anything that materially threatens, makes unlikely, or delays the completion or success of the Project and the Facilities.

6. Management of the Project (Revenue Funding Only)

6.1 The purpose and the duration of the Project shall be as set out in the Application and the Grant Agreement and shall not be changed without the prior written consent of the Foundation.

6.2 The Organisation undertakes, warrants and agrees to use its best endeavours to manage and operate the Project in accordance with the Football Development Plan and the Project Plan.

6.3 The Organisation shall at all times throughout the Project:

6.3.1 ensure that, unless the Foundation has given its prior written consent, the fees and charges for the use or participation in the Project by members of the public do not increase beyond any increase in the Retail Price Index from the date on which the Application was approved by the board of the Foundation;

6.3.2 take out and keep in force a comprehensive policy of insurance with reputable insurers to cover the Project in respect of all the usual risks and provide a copy of the current policy and evidence of premium payment to the Foundation upon request; and

6.3.3 comply with the provisions of 5.3.5 to 5.3.9 and 5.4 in relation to the Revenue Funding.

6.4 Where Revenue Funding is to be used for the employment of staff or consultants the Organisation shall:

6.4.1 advertise for the post and supply details of the post, the recruitment process and any recruitment advertisements to the Foundation; and

6.4.2 obtain the prior written consent of the Foundation to the matters in clause 6.4.1; and

6.4.3 throughout the selection, recruitment and appointment process apply equal opportunity policies; and

6.4.4 supply to the Foundation details of the terms of employment if requested by the Foundation.

7. Payment

7.1 Payments of Grant will only be paid into an ordinary business bank account in the name of the Organisation. Cheques from the account must be signed by at least two individuals.

7.2 The Organisation shall not deposit any part of the Grant outside ordinary business accounts within the clearing bank system, without the prior written consent of the Foundation.

7.3 The Foundation reserves the right to call for proof of payment.

7.5 No Grant will be paid until the Foundation is satisfied (acting reasonably) that such payment will be in relation to proper expenditure for the Project.

7.6 The Organisation must promptly repay to the Foundation any Grant incorrectly paid to it as a result of any administrative error. This includes (without limitation) situations where either an incorrect value of Grant has been released or where Grant has been released in error before all applicable General Terms and Conditions of Grant have been complied with by the Organisation.

7.7 The Organisation must electronically request the first payment of Grant within six (6) months of the date of the Grant Offer Letter, unless otherwise agreed in writing by the Foundation. If this date cannot be met, the Organisation must promptly send the Foundation a written explanation as to the reasons for the delay in requesting payment. If the first payment of Grant is not requested by the Organisation within six (6) months of the date of the Grant Offer Letter, the Grant will automatically lapse without the Foundation providing any additional warning or other form of notification to the Organisation.

Thereafter, the Foundation will not be liable for making any future Grant payments and the Grant Agreement shall terminate immediately provided always that termination of the Grant Agreement for whatever cause shall not prejudice or affect the rights of one party against the other in respect of any breach of the Grant Agreement.

7.8 The Organisation must request the last payment of the Grant within twelve (12) months of the date that the first claim is paid by the Foundation, unless otherwise agreed in writing by the Foundation. If not requested within such twelve (12) month period, the Foundation will have no obligation to make any further payment(s) pursuant to the Grant Agreement.

8. Claiming Capital Funding

8.1 Capital Funding to purchase, construct or develop Facilities shall be paid as follows:

8.1.1 on compliance with any pre-construction conditions and pre-claim capital conditions set out in paragraph 1.1 of the Offer Letter and on receipt of appropriately completed electronic claim forms and accompanying invoices the Foundation will pay claims at the same percentage rate that the Grant bears to the Project cost as set out in the Grant Offer Letter. This will continue until 95% of the Capital Funding has been released. The remaining 5% of the Capital Funding will only be paid:-

(a) on receipt of an independent auditors certificate (or, where previously agreed with the Foundation, a statement confirming the relevant accounts have been independently examined);

(b) on receipt of a certificate of practical completion;

(c) on receipt of a certificate confirming all relevant Building Control Regulations have been complied with and any mechanical and electrical test certificates;

(d) on receipt of written confirmation from the planning department confirming the discharge of any conditions attached to the planning approval; and

(e) on completion of a site visit by the Foundation or its agent; and

(f) on satisfaction any other condition that remains outstanding specified in the Grant Offer Letter.

8.1.2 the Organisation must ensure that sufficient funds are retained to meet the balance of any costs and to cover the period between the penultimate payment and completion of the work to be funded by the Capital Funding; and

8.1.3 electronic claim forms will be provided by the Foundation through the applicants Grant Application Manager on their website and should be completed and returned as the work progresses. Each form must include a completed statement of expenditure and details of the net value of the work completed at each claim stage (excluding voluntary labour, other contributions in kind, contractual retention fees and other non-allowable costs). The form must be electronically counter-signed by an appropriately qualified and authorised person and must be accompanied by appropriate supporting documentation.

9. Claiming Revenue Funding

9.1 On compliance with the pre-claim revenue conditions set out in paragraph 1.1 of the Offer Letter and on receipt of satisfactory completed revenue claim form and relevant supporting documents, the Foundation will pay claims six monthly in arrears in accordance with and at the same percentage rate detailed in Schedule One to the Grant Offer Letter.

9.2 Where Capital Funding is being provided then notwithstanding clause 9.1, no Revenue Funding will be paid unless the first claim under the Capital Funding element has been paid.

10. Project publicity

10.1 Where Capital Funding has been received:

10.1.1 throughout the Project and during the Clawback Period the Organisation will be asked to erect at the site of the Project and/or at the Facilities such internal and/or external signs reflecting the Grant as may be supplied to it by the Sign Contractor on behalf of the Foundation;

10.1.2 the Organisation shall be responsible for obtaining all approvals or consents for installation of the sign as may be required by statute, contract, landlord permission or otherwise;

10.1.3 on delivery of any sign to the Organisation the sign will become the property of the Organisation, which will maintain all signs to a satisfactory and safe condition. The Organisation will notify the Foundation and the Sign Contractor immediately if there are any defects in the sign or its installation;

10.1.4 the Organisation shall for the Clawback Period officially acknowledge the support of the Foundation in all materials which refer to the Project, and all spoken public presentations about the Project; and shall include (where appropriate or where requested by the Foundation) the Foundation's logo and, if asked by the Foundation, the names and/or logos of such of the Funders as the Foundation shall specify, provided always that the Foundation's logo may only be used with the prior written consent of the Foundation.;

10.1.5 the Organisation will co-operate with the Foundation in respect of publicity for the Grant. The Foundation will co-ordinate media activity in respect of the Grant. The Organisation shall not issue any public release nor hold any press conference about the Grant or the Facilities without the prior written consent of the Foundation; and

10.1.6 the Organisation shall arrange an official opening ceremony for the Project and/or the Facilities (in the latter case within a reasonable period after completion of the Facilities), which the Foundation may attend. The organisation shall liaise with the Foundation to agree a date of and the arrangements for the opening ceremony.

10.2 The Organisation will keep the Foundation informed of any sponsorship relating to an event, programme or facility wholly or substantially funded by the Grant, will use its best endeavours to include in any such sponsorship agreement(s) entered into after the date of this Agreement a clause prohibiting the sponsor ambushing the Foundation's Grant or by taking credit due to the Foundation or its Funders for that funding and will use all reasonable endeavours to prevent ambush marketing tactics by the sponsor and ensure the Foundation and its Funders receive appropriate credit proportionate to the amount of funding it has contributed. For the avoidance of doubt, this clause shall not prevent a sponsor taking full credit for its own funding.

10.3 Where Revenue Funding has been received the Organisation will give appropriate recognition for the financial contribution provided by the Foundation for the duration of the Project.

10.4 For all Grants the Foundation shall have the right to promote its association with the Organisation, the Project and Facilities publicly and the Organisation shall grant the Foundation a licence without charge to use the name and image of the Organisation without restriction for this purpose.

11. Project monitoring

11.1 The Project and the Facilities shall be closely monitored by the Foundation throughout the Clawback Period to ensure that the aims and objectives specified in the Application, Football Development Plan, Project Plan and Project Specification are being met, that the Grant Agreement is adhered to and that the Project and the Facilities represent good value for money.

11.2 Wherever it requires during the Clawback Period (including without limitation at any time both during the development and/or construction phases of the Project and the Facilities and after completion of the Project and the Facilities), the Foundation and any person authorised by the Foundation may make unannounced visits (including without limitation site visits, site audits and compliance visits) and may request meetings, for the purposes of monitoring the Project and the Facilities and monitoring compliance with the Grant Agreement. The Organisation will facilitate and co-operate in the arrangement and conduct of such visits and meetings and shall allow the Foundation and any person authorised by the Foundation access to inspect the Project and/or the Facilities at any time.

11.3 The Organisation will promptly provide to the Foundation any information and/or reports (including without limitation regular progress reports) requested by the Foundation in connection with the Project, the Facilities or the Organisation and its activities. The Organisation will complete any questionnaires requested by and respond promptly to any questions raised by the Foundation.

11.4 The Organisation shall evaluate and monitor the Project and, where Capital Funding has been provided, the Facilities, their use and success, and shall cooperate with and provide all the assistance required by the Foundation to allow the Foundation to evaluate and monitor the Project and the Facilities and their use and success. In particular, but without limitation, the Organisation shall keep records of the number of jobs created by the Project and Facilities, the number of users and other beneficiaries of the Project and the Facilities, and such other information as the Foundation shall require from time to time.

11.5 The Organisation will provide a final report on the Project, in such form as is required by the Foundation, which confirms that the Project has been properly completed.

11.6 The Foundation may call for the views of any appropriate organisation or person on the progress of the Project.

11.7 The Organisation shall on request provide the Foundation with contact details of an individual who shall liaise with Sport England to provide the contact details of users of the Project to allow Sport England to monitor and evaluate use of the Project. In providing this information to both the Foundation and Sport England, the Organisation shall comply with all relevant data protection legislation.

12. Accounts and Records

12.1 If all or any part of the Grant is awarded for the purchase of Grant Assets the Organisation shall maintain a detailed register of the Grant Assets throughout the Clawback Period and shall supply the Foundation with a copy of this annually, or when new assets are acquired or disposed of (whichever is the sooner).

12.2 The Organisation shall keep separate, full, proper and up-to-date accounts and records regarding the development, purchase, financial trading and use of the Project and the Facilities. Any person or persons authorised by the Foundation shall be given access, at the Foundation's request, to these accounts and financial records and the Foundation shall have the right to take copies of such accounts and records.

12.3 The Organisation must have its accounts externally audited (or independently evaluated, where appropriate) and if requested by the Foundation must provide a copy of the audit (or evaluation) report and the annual accounts to the Foundation.

12.4 The Organisation must meet any relevant statutory requirements as regards accounts, audit or examination of accounts, annual reports and annual returns.

12.5 The Grant must be shown in the Organisation's accounts as a restricted fund and not be included under general funds.

13. Mortgage, Disposal, Lease, or Change of Use of Facilities (Capital Funding Only)

13.1 During the Clawback Period, subject to the terms of any charge or charges to which the Foundation shall previously have consented, the Organisation shall not without the prior written consent of the Foundation's Chief Executive:

13.1.1 transfer, sell, lease, licence or otherwise dispose of all or any part of the Facility;

13.1.2 grant any charge, mortgage or other form of security or encumbrance over all or any part of the Facility; or

13.1.3 cease to use the Facility for the purposes previously approved by the Foundation.

The Organisation shall give written notice to the Foundation a reasonable period before it proposes to take any action that requires consent under this clause.

13.2 The Foundation may give consent in accordance with clause 13.1 subject to any or all of the following conditions:

13.2.1 the sale, lease, licence or other disposal is made at full market value as determined and evidenced by an independent professional valuation by an appropriately qualified expert approved in writing by the Foundation;

13.2.2 prior to the completion of the transfer, lease, licence, sale or other disposal the proposed new owner of the Facility enters into a deed of novation with the Foundation to ensure that the new owner is obliged to comply with the terms of the Grant Agreement in place of the Organisation;

13.2.3 the Organisation repays to the Foundation a sum equivalent to the Grant or at the discretion of the Foundation a sum equivalent to the Grant increased in line with inflation as determined by the Retail Price Index or such other sum as the Foundation at its discretion deems appropriate;

13.2.4 termination of the Grant Agreement;

13.3 failure to obtain consent as required by clause 13.1 or failure to comply with any conditions imposed in accordance with clause 13.2 shall entitle the Foundation to terminate the Grant Agreement and to receive repayment from the Organisation of a sum equivalent to the Grant or at the discretion of the Foundation a sum equivalent to the Grant increased in line with inflation as determined by the Retail Price Index or such other sum as the Foundation at its discretion deems appropriate.

14. Cessation or Suspension of Grant and Termination (all Grants)

14.1 Without prejudice to the Foundation’s other rights and remedies, (a) the Foundation’s obligation to make any payments of Grant shall forthwith cease; (b) the Foundation may make all further payments of Grant subject to such conditions as it may specify; (c) the Foundation may require the full amount of Grant released to the Organisation (or such other sum as the Foundation may require) to be repaid to the Foundation on demand and (d) the Foundation shall have the right at any time during the Clawback Period to terminate this Agreement forthwith or suspend all or any of its obligations hereunder upon such terms and for such period as the Foundation shall at its absolute discretion determine; if:

14.1.1 the Organisation ceases to operate for any reason, or it passes a resolution (or the Court makes an order) that it be wound up (other than for the purpose of a bona fide reconstruction or amalgamation), or, if it was a charity at the time that the Application was made, it ceases to be a charity;

14.1.2 the Organisation becomes insolvent, or it is declared bankrupt, or it is placed into receivership, administration or liquidation, or a petition has been presented for its winding up, or it enters into any arrangement or composition for the benefit of its creditors, or any of its members are surcharged or a manager is appointed on behalf of a creditor in respect of its business or a part thereof, or it is unable to pay its debts within the meaning of section 123 of the Insolvency Act 1986 as amended;

14.1.3 within the Clawback Period the Organisation fails to comply with any of the General Terms and Conditions of the Grant Agreement;

14.1.4 in the reasonable opinion of the Foundation or any of the Funders the Organisation fails to apply any part of the Grant for the intended purpose;

14.1.5 in the reasonable opinion of the Foundation or any of the Funders the Organisation fails to complete the works to be carried out in executing the Project in accordance with the terms of and to the standard indicated in the Application (unless any variation has been previously approved in writing by the Foundation);

14.1.6 any of the circumstances described in clause 15.1 occur without the Foundation's prior approval of a new application as required by that clause;

14.1.7 the Organisation fails to complete the Project on time or within a reasonable period (when no time is specified) or it appears that the Project is unlikely to be completed on time or within such period;

14.1.8 after considering the purpose of the Grant, in the Foundation's opinion further payment of the Grant would not constitute good value for money. (However, the Foundation shall, subject to the other terms of this Agreement, continue to pay the Grant to the extent that

the Organisation has, with the prior written consent of the Foundation, contracted for goods and services and it is not practically possible to cancel such arrangements.);

14.1.9 there is evidence of financial mismanagement, breakdown of budgetary control or any other irregularity, within the Organisation;

14.1.10 in the reasonable opinion of the Foundation or any of the Funders, any of the assurances given or representations or information contained in the Application or other documents submitted by the Organisation to the Foundation were fraudulent, incorrect or misleading, or if the Organisation acts fraudulently. Any attempts to defraud the Foundation by any means will be pursued rigorously: a report will be submitted to the appropriate body and any other necessary action taken;

14.1.11 any assurance, representation, release of information or statement made regarding the Application or the Project has changed in a manner that has a materially adverse effect on the Project and the Organisation has not informed the Foundation of the change;

14.1.12 the Organisation, any member of the governing body, volunteer or member of staff of the Organisation, any person acting under the control or authority of the Organisation or any partner or partnership organisation connected in any way with the Application, the Project or the Facilities have acted fraudulently or negligently at any time or in a manner which might have a detrimental effect on the Project, or the completion, development or management of the Facilities;

14.1.13 the Organisation, any member of the governing body, volunteer or member of staff of the Organisation, any person acting under the control or authority of the Organisation, or any partner or partnership organisation connected in any way with the Application, the Project or the Facilities does anything which may bring the Foundation into disrepute;

14.1.14 the Organisation is offered for public subscription to flotation on the stock market; or

14.1.15 any of the following circumstances occur without the Organisation first notifying the Foundation and obtaining its prior written consent and the Foundation reasonably considers such circumstances to be materially detrimental to the Project: -

(a) a transfer of assets from the Organisation to a third party;

(b) merger or amalgamation by Organisation with another body (including a company established by the Organisation);

(c) except where the Organisation is a local authority or parish council any change to the composition, structure or key personnel of the Organisation; or

(d) except where the Organisation is a local authority or parish council, any change to the Organisation’s constitution, in particular but without limitation as regards its purposes, payment to members and members of its governing body, distribution of assets (whether on dissolution or not) or admissions of members (where it has a membership).

14.2 Without prejudice to sub-clause 14.1 the Foundation may suspend all or any of its obligations under the Grant Agreement while investigations are carried out into any matter referred to in sub-clause 14.1.

14.3 If the Foundation chooses to suspend this Agreement pursuant to this clause and the Organisation remains in default of any of the provisions of sub-clause 14.1, or indicates its intention to remain in default of any such provision, the Foundation may terminate the Grant Agreement immediately upon notice in writing to the Organisation.

15. New Application

15.1 Without prejudice to clause 14, a new application must be submitted to the Foundation if prior to full payment of the Grant:

15.1.1 the Organisation proposes to change or vary the Application, the Project, its implementation, the works carried out or to be carried out in the execution of the Project, the Facilities or the purpose of the Facilities;

15.1.2 the Organisation proposes to dispose of the whole or any part of the Facilities;

15.1.3 there is a change to the ownership of the Facilities;

15.1.4 the legal structure or ownership of the Organisation changes;

15.1.5 it is proposed that the legal identity of the Organisation should change; or

15.1.6 there is a material change in the financial circumstances of the Organisation.

15.2 While the new application is being considered, no payments of the Grant shall be made and any payments made or liabilities incurred by the Organisation in respect of the Facility shall be at their sole risk and expense. In the event of the Grant being rescinded, the Foundation shall, at its sole discretion, be entitled to demand a full or partial refund of any payments of Grant already made.

16. Further conditions

16.1 The Organisation agrees and accepts that payments of Grant can only be assured to the extent that the Foundation has available funds.

16.2 The Foundation may on giving prior written notice to the Organisation assign or transmit the benefit and burden of the Grant Agreement established by virtue of these General Terms and Conditions to any successor body of the Foundation.

16.3 The Organisation acknowledges that the Grant and the Grant Agreement are personal to it and not transferable.

16.4 Unless otherwise agreed by the Foundation in writing, the Organisation must notify the Foundation in writing of any legal actions, claims or proceedings made or threatened against it (including any actions, claims or proceedings made or threatened against members of its governing body or staff) during the Clawback Period. Such notification shall be made as soon as practicable and in writing.

16.5 If the Organisation is not registered for VAT, this may be considered as part of the eligible project cost. Should the Organisation subsequently become registered for VAT, and be able to reclaim that element of expenditure, the reclaimed tax will be repaid to the Foundation. The Foundation will not increase the amount of the Grant if VAT is or becomes payable and/or unrecoverable. The Organisation is advised to seek its own advice on its own and the Project's status as regards VAT.

16.6 The Foundation shall have the right in its absolute discretion to disclose and make available for inspection and copying any information, documents, accounts and/or records relating to or concerning the Project, the Facilities and the Organisation to third parties including, without limitation, the Funders, the National Audit Office and any person authorised by any of them. The Foundation will be sensitive to situations where it is aware that confidentiality is a significant matter, but the Organisation acknowledges that the Foundation is obliged under the terms of agreements with the Funders to disclose certain information, documents, accounts and/or records relating to or concerning the Project, the Facilities and the Organisation to third parties.

16.7 Any failure, relaxation, forbearance, delay or indulgence by the Foundation in enforcing any of the terms or conditions of the Grant Agreement shall not be deemed a waiver of future enforcement of that or any other provision, and nor shall the granting of any time by the Foundation prejudice or affect or restrict any of its rights arising under the Grant Agreement or be deemed a waiver by the Foundation of any breach or subsequent or continuing breach.

17. Duration

Except where otherwise specified, the General Terms and Conditions of the Grant Agreement will apply from the date on which they are accepted by the Organisation until the later of:

17.1 the period of one year following payment of the last instalment of Grant;

17.2 so long as any Grant monies remain unspent by the Organisation;

17.3 where Capital Funding has been received for the duration of the Clawback Period; and

17.4 so long as any General Terms and Conditions of the Grant Agreement remain unperformed, or any event referred to in clause 14 has occurred and is continuing.

18. Warranties

The Organisation warrants, undertakes and agrees that:

18.1 it has all necessary resources and expertise to carry out the Project;

18.2 it has and will keep in place adequate procedures for dealing with any conflicts of interest;

18.3 it has and will keep in place systems to deal with the prevention of fraud;

18.4 all financial and other information concerning the Organisation comprised in the Application or otherwise disclosed to the Foundation is to the best of its knowledge and belief, true and fair;

18.5 it is not under any contractual or other restriction within its own or any other organisation's rules, regulations or otherwise which may prevent or materially impede meeting its obligations in connection with the Grant;

18.6 it is not aware of anything in its own affairs, which it has not disclosed to the Foundation or any of its advisers, which might reasonably have influenced the decision of the Foundation in making the Grant on the terms contained in the Grant Agreement;

18.7 since the date of the last accounts there has been no change in the financial position or prospects of the Organisation.

19. Multiple Organisations receiving the Grant

Where there is more than one organisation receiving the Grant and/or delivering the Project: -

19.1 where any standard, obligation, representation or warranty under this Agreement is expressed to be undertaken or adhered to by the Organisation, each organisation shall be jointly and severally responsible for it;

19.2 the Foundation may release or compromise the liability of any of the organisations acting as the Organisation under this Agreement or grant any time or other indulgence without affecting the liability of any of the other organisations; and

19.3 any consent or authority given by the Organisation under or in connection with this Agreement shall bind all the organisations.

20. Exclusion of Liability/Indemnity

20.1 The Foundation, its employees, agents, officers or sub-contractors will not at any time be liable to any person for anything in connection with the development, planning, construction, operation, management and/or administration of the Facilities or the Project. In particular but without limitation, it shall not be liable to the Organisation for any loss or damage arising directly or indirectly as a result of the compliance by the Organisation with the General Terms and Conditions of this Grant Agreement.

20.2 The Organisation will indemnify and hold harmless the Foundation, its employees, agents, officers or sub-contractors with respect to all claims of, and liability to, third persons for injury, death, loss or damage of any type arising out of or in connection with the Facilities, the Project and any activities carried out thereon except where such injury, death, loss or damage have resulted from the negligent act or omission of the Foundation or its employees or agents. In this latter case, the Organisation shall provide prompt notice to the Foundation of any such claim, and the Foundation shall have the sole right to control the defence of any such claim.

20.3 The Foundation has no liability for losses or costs arising from failure to make any payment of the Grant on any agreed date.

21. Security (Capital Funding)

21.1 With regard to Capital Funding only, in the event that the construction or development of the Facility or purchase of land for the Facility exceeds £100,000 in value the Foundation may require that the Organisation shall at its own cost, if the Foundation so requires:

21.1.1 enter a restriction in such form as the Foundation may require on the registered title of the relevant property ; and/or

21.1.2 grant or cause to be granted to the Foundation a legal charge over the relevant property in such form as the Foundation may require; and

21.1.3 in either case the Organisation shall execute such further documents and provide such assistance as the Foundation may reasonably require in order to effect either of the foregoing and the Organisation shall make the necessary registrations at Companies House and/or the Land Registry and supply the Foundation's solicitors with evidence of such registrations.

21.1.4 in the case of a charity and the giving of a legal charge comply with the provisions of s.38 of the Charities Act 1993 (as amended).

21.2 The Organisation shall provide in the case of a legal charge a solicitor's certificate of title confirming good and marketable title in respect of the relevant property in such form as the Foundation may require.

21.3 The Organisation shall provide a solicitors' undertaking to be responsible for the Foundation's solicitor's fees in connection with the grant of a legal charge or the entry of a restriction on the registered title or in the case of unregistered land a caution against first registration and the completion of a deed of dedication.

22. Law and Jurisdiction

The construction, validity and performance of the Grant Agreement shall be governed in all respect by English law and be subject to the non-exclusive jurisdiction of the English Courts. The parties undertake to each other to use their best endeavours wherever possible to resolve any dispute, which may arise under the Grant Agreement amicably.

23. Rights of Third Parties

Subject to clause 24 below, a person who is not party to this Agreement has no right under the Contracts (Rights of Third Parties) Act 1999 to enforce any term of the Grant Agreement.

24. Funders

24.1 The Foundation has been appointed by Sport England to enter into agreements with Organisations for the purpose of distributing Lottery and government funds to Organisations.

24.2 The Foundation enters into the Grant Agreement as principal for itself and as agent for and on behalf of Sport England.

24.3 The Organisation acknowledges that copies of the Grant Agreement and any other information, documents, accounts and/or records may be disclosed and made available to the Funders, the National Audit Office and any person authorised by them, and their respective representatives.

24.4 The Funders have a right to enforce any of the Foundation's rights under the Grant Agreement. Such rights may not be altered or extinguished without the consent of the Funders.

24.5 The Funders shall have all rights conferred on the Foundation by the Grant Agreement including without limitation all rights to information, inspection, disclosure, access and clawback.

24.6 In the event of any of the events listed in clause 14 of these General Terms and Conditions occurring, the Funders have a right to have the Grant Agreement novated to the Funders or any successor of the Funders to allow them to take the place of the Foundation in relation to this Grant Agreement.

24.7 The Funders may disclose any information concerning the Organisation, the Project or the Facilities to any persons.

24.8 In the event of any termination of the Foundation's agreement with any Funder:

24.8.1 the Organisation will return to the relevant Funder all the documentation relating to the Grant and specified by the Funder at a date to be agreed between the Funder and the Foundation; and

24.8.2 the Organisation shall return to the relevant Funder any part of the Grant provided to the Foundation by such Funder which is unspent on the date that the Funder or the Foundation notified its desire to terminate the agreement between the Funder and the Foundation, subject to the agreed terms of termination.

24.9 Any of the Funders may assign all or any of its rights under this Agreement to any successor or such other body as the relevant Funder shall determine.

<u>Your rights to privacy</u>

On 25 May 2018, new law comes into force in the UK which updates your rights to privacy and changes the rules about how we can use your personal information.

The Football Foundation values our relationship with you and therefore takes your rights to privacy seriously. We have therefore updated our privacy statement to explain what personal information we collect about you, how we use and look after it, and your rights. We want to share this with you so that you are clear about our obligations and your rights, and in case you have any questions for us. The privacy statement can be found on our website.

The privacy statement contains important information about your rights to privacy, so we encourage you to take the time to read it.

LEGAL CHARGE, RESTRICTION OR CAUTION PROCESS

BACKGROUND

The Football Foundation as part of its standard terms and conditions, requests that for all grants of over £100,000 that a legal first charge is taken over the freehold or leasehold in order to secure its grant funding. The terms and conditions do also allow for security to be taken on grants of less than £100,000, where deemed necessary.

If you are a public authority, local authority or parish council, and are unable to charge your premises to us, we will place a restriction on the title to the premises at the Land Registry, which prevents you selling or letting the premises without our knowledge or consent.

Should the applicant's paperwork not be in order or in the correct format at the time of application, this can be a time-consuming process to make any necessary amendments that can take months or even years to resolve. The result of this can either be a) rejection of the application, b) a significant delay to the start of the works, or c) delays in the release of the final payment.

To aid matters, this information pack should assist applicants in speeding up the process by ensuring that as much of the legal information required is provided ahead of the grant application being made. By providing the key legal documentation during the pre-application stage, the quicker the project will be able to start on site, and enable you to receive payment.

For further guidance on this matter, please contact your relevant Technical Project Manager.

QUESTIONNAIRE FOR APPLICANTS FOR COMPLETION PRIOR TO GRANT APPLICATIONS BEING SUBMITTED TO THE FOOTBALL FOUNDATION

Please complete the questionnaire below regarding your property and provide the information requested with your application ticking the relevant boxes and/or delete Yes / No as appropriate.

1.		Name of applicant(s):		
2.		Type of entity:		
		Ltd Company number (if applicable):		
		Charity registration number (if applicable):		
3.		Full address and postcode of the property to be charged:		
4.		Does the applicant requesting the grant own the land on which the facility is to be developed? (tick as appropriate)	Freehold	Leasehold
5.	a)	If freehold please attach a copy of the freehold registered title from the Land Registry, with a copy of the plan from the Land Registry.	Yes	No
	b)	If leasehold please attach a copy of the lease and a copy of the registered leasehold title, with a copy of the plan from the Land Registry.	Yes	No
	c)	• Please confirm that the name of the applicant is the same as the name of the owner of the property. • If the applicant is not the proprietor of the property, please provide further details.	Confirmed or details provided	
	d)	• Please confirm if the lease requires consent for the tenant to charge it or not. • Please note that if the lease does not conform to the requirements of the attached guidance note and a charge is required to secure any grant funding, then amendments may be needed to the lease. Please note that in most instances, any grant of £100,000 or more will require security to be taken.	Yes	No

	e)	If a lease of the property is currently being negotiated (and a charge over the lease is required) then please attach a copy of the latest draft as we would prefer to confirm its format is satisfactory for security before it is completed in case any amendments are required.	Draft attached / draft not attached	
	f)	Please confirm the relationship between the applicant and the owner of the freehold or leasehold interest in the property if the applicant does not own the property:		
6.		Does the Applicant only hold an Agreement for Lease with the lease not due to be completed until works are complete at the property? If yes, please provide a copy of the completed Agreement for Lease and the agreed form lease and plans attached.	Yes	No
7.		Please provide a plan showing the facilities for which the grant is requested and showing access from the facilities to the nearest adopted highway. This can be shown on the Land Registry plan referred to at 5A above.		
8.		Please confirm if there are any current charges on the property. The Foundation will require a first charge on the property. If there are current charges please provide details of the existing charge holder: 1. 2. 3. 4. Please confirm the amount outstanding on the charge: 1. 2. 3. 4.	Yes	No
9.		Please confirm if the works to the facilities on the property require other partnership funding and if so, from whom, and how much additional funding is required. Please confirm if they require a legal charge to be taken: 1. 2. 3.	Yes	No

10.	Please note that the legal costs of the Foundation will be the responsibility of the applicant. For a legal charge these will be £2,000 plus VAT and out of pocket disbursements For a restriction on the title or a caution against first registration these will be £1,000 plus VAT and disbursements. Please note that these amounts are not fixed, and particularly complex matters may require an additional undertaking.	
11.	Please provide details of your solicitors including their telephone number and email address:	Details of solicitors

GUIDANCE NOTES FOR APPLICANTS – LEASE REQUIREMENTS

Where new leases are being drafted, or existing leases are being amended, the following matters **MUST** be incorporated:

1. **TERM** - The term of the lease, or the remaining unexpired term at the date of acceptance of the offer must be at least 21 years.
2. **ALIENATION** – The lease must be assignable (albeit with Landlord consent).
3. **CHARGING** – If necessary, landlord's consent must be obtained for the proposed charge to the Football Foundation. The clause should allow charging with the Landlord's consent not to be unreasonably withheld.
4. **USE**- the use clause must not limit the use of the premises to be only by the tenant named on the lease.
5. **RIGHTS OF RE-ENTRY**

5.1 The lease must not contain any right for the landlord to end the lease in the event of the tenant's insolvency (but the right to do so for non-payment of rent or breach of covenant is acceptable).

5.2 The lease should include a mortgagee protection clause in the following terms:

"PROVIDED THAT before exercising any right of re-entry under this clause the landlord shall give 60 days written notice to The Football Foundation or any other mortgagee of this lease for which notice has been given to the landlord (together "the Mortgagee") and if within 60 days of the expiry of such notice the Mortgagee indicates in writing to the landlord that it wishes to remedy such breach the landlord shall allow the Mortgagee a period of three months or such longer time as may be reasonable (in view of the nature and extent of the breach) to remedy such breach or to procure that it is remedied."

6. **BREAK OPTIONS** - The lease must not contain a right for the Landlord to break the lease before the end of the term. It is also preferable if the Tenant cannot do so.
7. **INSURANCE** – If there is any damage to the property which the landlord decided it could not reinstate, instead of the lease providing for all monies received from the insurers being given to the landlord, the lease should state that the insurance monies should be paid out according to the shares of the parties in the property taking into account any grant or third party lending.
8. **CONTRACT (RIGHTS OF THIRD PARTIES) ACT 1999** – the lease should include the following wording in respect of the Contracts (Rights of Third Parties) Act 1999–

"Except as expressly provided for in clause [being the mortgage protection clause referred to above at point 5.2] a person who is not a party to the lease shall not have any rights under the Contracts (Rights of Third Parties) Act 1999 to enforce any term of the lease. This does not affect any right or remedy of a third party which exists, or is available, apart from that Act".

GUIDANCE NOTES FOR APPLICANT'S SOLICITORS

1. The Football Foundation's solicitors will need the information and documents set out below:

1.1. Where the Football Foundation will be taking a charge over the Applicant's property:

1.1.1 Details of any existing charges over the property.

1.1.2 Details of other funders requiring a charge in connection with the project.

1.1.3 The Applicant's solicitors will need to provide a certificate of title in the Football Foundation's standard form, a copy of which is attached and to do this will need to have obtained such search results as they consider appropriate to enable them to complete the Certificate

1.2 In the case of land owned by a public authority (e.g. Parish Council or Local Authority), where a charge cannot be taken, a restriction must be entered on the title to the Applicant's property. The Applicant will need to provide the full address and postcode and the Land Registry title number of the property.

1.3 Where, in the case of land owned by a public authority, a restriction cannot be entered because the land is unregistered, a caution against first registration must be lodged at the Land Registry and the Applicant may be required to enter into a deed of dedication in the Football Foundation's standard required form. The Applicant will need to provide the full address and postcode and the title deeds or an epitome of title for the property.

2. The solicitors acting for the Football Foundation are:

Bates Wells
10 Queen Street Place
London
EC4R 1BE
DX 42609 (Cheapside 1)
Reference: Jane Lougher

Tel: 0207 551 7683
Email: j.lougher@bateswells.co.uk

3. Under the general terms and conditions of grant, the Applicant is responsible for its own legal fees and will also be required to pay the Football Foundation's legal fees as follows:

3.1 For a legal charge – £2,000 plus VAT and disbursements.

3.2 For a restriction, or in the case of unregistered land, a caution against first registration and deed of dedication – £1,000 plus VAT and disbursements.

The Applicant's solicitors will need to provide an undertaking to be responsible for fees up to the limits set out above before legal work is commenced by The Football Foundation's solicitors. The Football Foundation's solicitors will require further undertakings for payment of fees should the fees exceed the amount for which the initial undertaking was given. Up to £2,000 is allowed out of the grant for the payment of legal fees.

3.3 If the legal fees exceed £2,000 the Applicant will be responsible for paying the fees and cannot reclaim any additional amount for fees from the Football Foundation.

4. Work cannot start on the project site until the charge, restriction or caution is in place. It is therefore important to progress matters quickly to avoid delays in the project timetable.

AGP Framework Delivery Process – An 'Additional Client' Guide

The Football Foundation Engagement Manager (EM) carries out an initial project feasibility and will issue an information pack to you. This includes a 'Joining Agreement' for your signature. Within the Framework Contract you will become an 'Additional Client'.

Stage 1 - Following viability checks and receipt of the signed Joining Agreement, the EM produces project brief/feasibility report and instructs FF Technical Project Manager (TPM) to undertake a site visit.

TPM instructs survey company to carry out desk top review and utility search of site to aid feasibility.

TPM visits site to gather further information and develop the brief/ feasibility.

Stage 2 - TPM instructs approved survey company to undertake Topographical, Intrusive Ground Investigation and electrical capacity surveys.

TPM agrees fee with Robinson Low Francis (RLF) as the Framework Managing Consultant (FMC), and issues Feasibility Report and Survey data.

Stage 3 – RLF issues Third Party Warranty to applicant. On receipt of signed warranty. RLF produces construction budget and issues 1st Stage Tender Documents to AGP Suppliers.

AGP Suppliers submit Guaranteed Maximum Price (GMP) 1st Stage tender. RLF completes tender evaluation based on Most Economically Advantageous Tender (MEAT) criteria and issues report and recommendation to you and the FF for approval.

Stage 4 - RLF instructs preferred supplier, who is brought on board to undertake detailed design. RLF drafts Pre-Contract Services Agreement (PCSA) for execution by you and the AGP supplier.

AGP Supplier carries out any further surveys required and undertakes detailed design. Supplier acting as Planning Agent submits Planning Application and responds to any planning queries.

RLF liaises with Supplier, checking and challenging design with a view that costs are engineered to find savings and provide betterment to the GMP tender price. Supplier issues invoice to you for Design Development work.

Once planning permission is granted the Supplier begins process of discharging any pre-commencement conditions.

RLF agrees a final Tender Price (2nd Stage Tender) with Supplier and issues Tender Report to you and the TPM for approval.

Grant Application is submitted to Football Foundation and assessed. This may happen earlier if timescales dictate.

Stage 5 – Grant offer made and accepted and conditions of award discharged. RLF prepares JCT Design & Build contract and pre-start meeting takes place with you, the TPM, FMC and AGP Supplier in attendance.

AGP Supplier undertakes construction. Specialist Testing Consultant (STC), Sports Labs, carries out Key Stage Inspections and testing during the construction phase.

RLF Administrates the Building Contract and processes monthly interim valuations. AGP Supplier raises an invoice for completed works and you submit an online claim to the FF to draw down your grant.

Stage 6 - On or before completion STC carries out FIFA test and RLF undertakes handover inspection, checks O&M manuals and warranty and issues copies to you. RLF conducts completion review prior to pitch handover.

Stage 7 - RLF monitors any defects during the 12 months defects period and ensures they are remedied. RLF issues the necessary paperwork to close out the project at the end of the 12 months.

Department for Digital, Culture, Media & Sport
Premier League
Football Foundation
The FA For All
Together for Football

V2 Feb 2020

This page is intentionally left blank

AGP FRAMEWORK

ORGANISATION/SITE

Organisation Name:

Site Address:

Project:

Football Foundation Project Team
Technical Project Manager:
Email:
Mobile:
Delivery Manager:
Email:
Mobile:

Framework Managing Consultants
RLF PM/Surveyor:
Email:
Mobile:

Applicant Contacts Details	
The main contact must be able to act as the legal representative for the organisation and is empowered to make all decisions and issue instructions as requested	
Main Contact	
Position	
Address	
E-mail	
Telephone Number	
Secondary Contact	
Position	
Address	
E-mail	
Telephone Number	

Local Planning Authority	

The Football Foundation, 10 Eastbourne Terrace, London W2 6LG
T 0345 345 4555 **E** enquiries@footballfoundation.org.uk **W** footballfoundation.org.uk

LFFP Priority	

VAT status?	*Exempt/partial exemption/reclaim/full liability*

Security of Tenure

Freehold or Leasehold title holder?	
Has title documentation been provided?	
Has applicant agreed (in writing) to possible Charge/Restriction (to include whole site)	
Any other Legal issues	

Title Plan:

Existing Facilities:

Artificial Grass pitches	Are there any existing Artificial Grass Pitches at the site? When was it installed? Who funded it? Are there any grant conditions?
Team Changing Rooms	Number, condition
Officials Changing rooms	Number, condition
Spectator WC's	Are there separate toilets available for spectators to use at the site (these are to be separate from those within the changing provision areas)?
Accessible WC/Changing	As above
Car park/vehicular access	How many available spaces/condition
Other internal sports facilities	(sports hall, gym, etc)?
Other external sports facilities	(tennis courts, MUGA, etc)?
Any other relevant facilities?	
Natural Grass Provision:	
Existing natural grass pitch provision:	How many natural grass pitches are there at the site and what is your current pitch configuration?
Is there cricket / athletics provision on the site that may be affected by a new 3G FTP?	
RPA visit/Pitch Power App?	(If ''No' and there are grass pitches located within the site, then please contact your County FA to arrange for this to be undertaken)
Grass pitch standard	Basic/Good/Advanced/Elite?
Pitch maintenance	Who maintains the pitches and what maintenance equipment do you have?

Other/General comments	Anything else worth mentioning about the existing facilities?

Project Scope **Preferred Location of Proposed Pitch:**	
Project Detail	Including AGP and any other works, such as Car parking, changing room improvements and natural grass pitch works etc.
Project Brief	
Proposed usage	
Pitch Testing Requirements	
Anticipated level of competition	
Daily hours of use required	
Proposed new/improved ancillary facilities	

General Comments on Pitch Location:

Site investigations/Survey information:	
Survey company engaged:	*JPP/ST*
Topographical survey	*Complete/attached*
Ground Investigations	*Complete/attached*
Electrical Capacity Survey	*Complete/attached*
Flood risk assessment (desktop)	*N/A/ Complete/attached*
Statutory Utilities assessment	*Complete/attached*
Site Characteristics and constraints	*Including services and relevant natural and built features*
Historical Site information (Client to advise on any known information such as domestic / private services in the vicinity of the proposed pitch area)	
Easements/rights of way	
Spoil retention – is this an option?	

Critical Dates/Anticipated Programme: **Dates are indicative and cannot be guaranteed.*

FF Application dates	
Application submission	
Panel Date	
Board date (if applicable)	
Project Commencement	*Anticipated commencement date*

Framework Process Programme Dates:	
Initial TPM Feasibility meeting:	
Stage 1 & 2 – Feasibility stage	*Date SI Consultant engaged*
Stage 3 – Tender Stage (GMP1)	*Date RLF engaged*
Stage 4 – Technical Design and Planning submission	*PCSA Commencement date*
Stage 4 – Planning Approval/Conditions (GMP2)	*Date planning approval received*

Any other comments:

List of appended information:
A - Joining Agreement Information
B - AGP Suite of Documents confirmation

The Football Foundation, 10 Eastbourne Terrace, London W2 6LG
T 0345 345 4555 E enquiries@footballfoundation.org.uk W footballfoundation.org.uk
Registered Charity Number 1079309 Registered in England and Wales Company limited by guarantee Company number 3876305

Appendices:

APPENDIX A:

Joining Agreement Information:	
Project Name	
Authority/Company Name and Number (If applicable)	
Authority/Company Registered Address	
Name of Main Contact Nominated by the Additional Client	
Name and Email Address of Director/Authorised Signatory (Please note the agreement is to be executed as a deed)’	

APPENDIX B:

AGP Suite of Documents (provided by Delivery Manager):	
Date Received	
Have you read and understood the Guide to the Artificial Grass Pitch Framework?	**Yes/No**
Have you read and understood the Terms & Conditions?	**Yes/No**
Have you read and understood the Legal Information Pack provided?	**Yes/No**

Can you therefore confirm you agree to proceed on the basis that the Football Foundation would register either a Legal Charge and/or Restriction on the Title for the whole site, subject to a grant award?	**Yes/No**
For educational establishments, is Secretary of State/ESFA approval required to place a Charge/ Restriction on the registered title?	**Yes/No -** (incl. details of relevant organisation and likely timescales if 'Yes').
Name and position of person confirming this information	

The Football Foundation, 10 Eastbourne Terrace, London W2 6LG
T 0345 345 4555 **E** enquiries@footballfoundation.org.uk **W** footballfoundation.org.uk

FORM OF JOINING AGREEMENT

(see clauses 1.11 and 14.6)

THIS JOINING AGREEMENT is made the [insert day] day of [insert month] [insert year]

IN RELATION TO the delivery of the [insert Project Name], as described in the *Framework Documents* under the *Framework Alliance Contract* (as described below) (the *Framework Programme*)

BETWEEN

(1) **The Football Foundation** of 10 Eastbourne Terrace, Paddington, London, W2 6LG [the Client];

(2) **[Insert Authority Name]** (company number XXXXXX) whose registered address is [Insert Authority Address] [the "Additional Client");

The *Alliance Members* named below to a framework alliance contract dated [insert date] (the *Framework Alliance Contract*)

WHO AGREE that words and expressions in this *Joining Agreement* shall have the same meanings as in the *Framework Alliance Contract*, and that with effect from the date of this *Joining Agreement* the *Additional Alliance Members* shall be a party to the *Framework Alliance Contract* and that the *Additional Alliance Members*' role, expertise and responsibilities, its *Core Group* member, its agreed insurance and any additional and amended *Framework Documents* shall be as follows:

The role, expertise and responsibilities of the *Additional Alliance Member* are:

To act in the role of "Additional Client" *a*s further described in the *Framework Alliance Contract.*

The *Core Group* member nominated by the *Additional Client* is:

[insert details]

The insurances of *Additional Alliance Member* are:

As set out at Clause 12 of the *Framework Alliance Contract*.

The additional and amended *Contract Terms* and other *Framework Documents* are:

[insert details]

Executed as deed by the *Client*, the *Additional Client* and all other *Alliance Members*

The Football Foundation (the "Client)" of 10 Eastbourne Terrace, Paddington, London, W2 6LG

and whose email addresses are [insert details]@footballfoundation.org.uk and [insert name]

Executed and delivered as a deed by	)	
The Football Foundation	)	
		--
		[Authorised Trustee]
		--
		--
		Print Name

in the presence of:

Witness

Signature: ____________________

Name: ____________________

Address: ____________________

____

____

Occupation: ____________________

The Alliance Members

Signed as a DEED by ____________________ as attorney for **Co Creation Grass Ltd**, a company incorporated in Hong Kong, such attorney being a person who in accordance with the laws of that territory is acting under the authority of the company pursuant to a power of attorney dated ____________ 2020	)))))))))	____________________ Authorised attorney

in the presence of:

Witness

Signature: ____________________

Name: ____________________

Address: ____________________

____

____

Occupation: ____________________

[further signature pages overleaf]

Signed as a DEED by ________________________________ as attorney for **Lano Sports NV,** a company incorporated in Belgium, such attorney being a person who in accordance with the laws of that territory is acting under the authority of the company pursuant to a power of attorney dated ___________________ 2020	))))))))	________________________________ Authorised attorney

in the presence of:

Witness

Signature: ________________________________

Name: ________________________________

Address: ________________________________

____

____

Occupation: ________________________________

Signed as a DEED by ________________________________ as attorney for **Limonta Smith JV Limited** pursuant to a power of attorney dated ___________________ 2020	))))))	________________________________ Authorised attorney

in the presence of:

Witness

Signature: ________________________________

Name: ________________________________

Address: ________________________________

____

____

Occupation: ________________________________

Signed as a DEED by)
)
______________________________)
)
as attorney for **FieldTurf Tarkett SAS**, a company incorporated in France, such attorney being a person who in accordance with the laws of that territory is acting under the authority of the company pursuant to a power of attorney dated __________________ 2020)
)
)
)

____
Authorised attorney

in the presence of:

Witness

Signature: ______________________________

Name: ______________________________

Address: ______________________________

____

____

Occupation: ______________________________

Signed as a DEED by)
)
______________________________)
)
as attorney for **TigerTurf UK Limited** pursuant to a power of attorney dated __________________ 2020)
)

____
Authorised attorney

in the presence of:

Witness

Signature: ______________________________

Name: ______________________________

Address: ______________________________

____

____

Occupation: ______________________________

Signed as a DEED by)
)
_______________________________)

____
Authorised attorney

as attorney for **SIS Pitches UK Limited**
pursuant to a power of attorney dated
__________________ 2020

in the presence of:

Witness

Signature: __________________________________

Name: __________________________________

Address: __________________________________

____

____

Occupation: __________________________________

Signed as a DEED by)
)
_______________________________)

____
Authorised attorney

as attorney for **Robinson Low Francis LLP**
pursuant to a power of attorney dated
__________________ 2020

in the presence of:

Witness

Signature: __________________________________

Name: __________________________________

Address: __________________________________

____

____

Occupation: __________________________________

Signed as a DEED by ________________________________ as attorney for **Sports Labs Limited**, a company incorporated in Scotland, such attorney being a person who in accordance with the laws of that territory is acting under the authority of the company pursuant to a power of attorney dated __________________ 2020	))))))))	________________________________ Authorised attorney

in the presence of:

Witness

Signature:	________________________________
Name:	________________________________
Address:	________________________________
	________________________________
	________________________________
Occupation:	________________________________

[insert Additional Client] (the "*Additional Client*" [**Alliance Member]** whose registered office is at

[insert details]

and whose email addresses are [insert name] and [insert name]

Executed and delivered as a DEED by	)	
	)	
The Additional Client	)	______________________________
		Director

in the presence of:

Witness

Signature: ______________________________

Name: ______________________________

Address: ______________________________

____

____

Occupation: ______________________________

OR (if the client is an overseas company)

Executed and delivered as a DEED on behalf of	)	
The Additional Client, a company incorporated	)	
in [insert jurisdiction] by	)	
	)	
______________________________	)	______________________________
being a person who in accordance with the laws	)	[Director/Authorised signatory]
of that territory is acting under the authority of	)	
the company	)	

in the presence of:

Witness

Signature: ______________________________

Name: ______________________________

Address: ______________________________

____

____

Occupation: ______________________________

HOLLINGWORTH JUNIORS
1988
FOOTBALL CLUB

30th June 2023

Dear Sir/Madam,

I am writing this letter to show our support for the new Longdendale Recreation Site. We are the proposed lead club at this new development

We pride ourselves on being a “Football For All” junior football club and this new site will enable us to continue to build on our current foundations and improve/increase our community football provision. As a club we have struggled for years to find ourselves a consistent place where we can form a base. This has been down to a few factors – (a) Previous ground sold and used for housing and (b) geography of Hollingworth does not lend itself to available playing spaces/facilities.

The lack of local facilities at present has severely hampered the ability of the club to increase its football provision to a wider audience. At present the club offers football for children (mixed teams) up to the age of 16 years old, Female football over 16 and Men’s Veterans (35 years plus). The new facility would enable the club to run girls only sessions, support the set up of walking football activities and explore the provision of disability football. The club would also be in a better position to support local community activity.

The new site will have a huge impact on the local community, in particular the mental and physical wellbeing of the potential users.

Finally, to show our commitment to the project we would like to contribute £20,000 to the bid.

P. Gurton

Philip Gurton

Chairman

Hollingworth Juniors

Report to:	**EXECUTIVE CABINET**
Date:	20 December 2023
Executive Member:	Councillor Jan Jackson, Executive Member (Planning, Transport and Connectivity)
Reporting Officer:	Emma Varnam, Assistant Director, Operations and Neighbourhoods, Place
Subject:	**PARKING ENFORCEMENT AND ASSOCIATED SERVICES FOR ON AND OFF STREET PARKING (INCLUDING CASH COLLECTION)**
Report Summary:	The purpose of this report is to seek approval to award the contract for the provision of Parking Enforcement and Associated Services following the results of the joint procurement exercise undertaken with Trafford, Rochdale and Bolton Council.
Recommendations:	That Executive Cabinet be recommended to approve the award of the contract for the provision of Parking Enforcement and Associated services for Tameside Council, following the results of the joint procurement exercise undertaken with Trafford, Rochdale and Bolton Council.
Corporate Plan:	The proposals contained in this report will support the delivery of the Corporate Plan by providing a modern infrastructure and a sustainable environment.
Policy Implications:	None arising from this report.

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

The budget available for the provision of Parking Enforcement and Associated Services, taking into account the associated fine income, is set out in the table below.

	£m
Expenditure Budget	0.559
Income Budget	(0.527)
Net Budget Available	**0.032**

Following the procurement process, one bid has now been received with a contract value of up to £0.781m per annum, and up to £7.810 million over the 10 year duration, excluding inflationary increases, as allowed for in the contract. The annual contract value is an increase of £0.085m from the 23/24 value. The 23/24 value includes 2 months of interim provision and 10 months contract extension following negotiation with the incumbent provider.

The net annual impact of awarding this contract is shown below, however this is dependent on the level of fine income being as assumed.

	24/25 £m
Annual Contract Value	0.781
Forecast PCN Income	(0.616)
Net Cost before Pay & Display Income	**0.165**
Net Budget Available*	0.032
Variation to Budget	**0.133**

Evaluation Against Other Options

The service has considered other options available to the Council. The financial impact of each of these is shown in the table below.

	Award Contract to Preferred Bidder £m	Bring Service In House £m	Not Provide the Service £m
Budget	**0.032**		
Expenditure	0.781	1.002	0.000
Income	(0.616)	(0.616)	0.000
Net Cost	**0.165**	**0.386**	**0.000**
Variation to Budget	0.133	0.354	(0.032)

As shown in the table above, the option not to provide the service appears to be the lowest net cost option to the Council. However, this doesn't consider the impact on pay and display income, which would be expected to decrease if the parking rules were not enforced. As outlined in section 1, there are several non-financial reasons that mean ceasing enforcement of on and off-street parking is not a viable option. Once this option is removed, awarding this contract becomes the best value option to the Council.

The contract, if awarded, must be robustly contract managed to ensure enforcement across Tameside is acting as a suitable deterrent to ensure best use of chargeable parking facilities, on-street parking bays and improves road safety outcomes. Whilst awarding this contract delivers a better value option to the Council, it also generates a pressure on the revenue budget available of £0.133m. In 23/24, work has been undertaken to increase car parking income to ensure all costs, including those relating to enforcement, are covered. The service will need to continue the development of a Car Parking Strategy, to include further review of tariffs, to ensure that this pressure is mitigated with no adverse impact on the general fund.

In reviewing options, it has been determined that the cost of an in-house standalone enforcement team is not best value. What has not been considered is a wider brief around a Borough Inspectorate that can cover off aspects of community safety, network condition inspections as well as all forms of enforcement, including parking. The award of a ten year contract will not allow the Council to join up services to deliver a potentially more efficient service to residents, without suitable break clauses and appropriate penalties in the contract to be awarded.

Legal Implications: (Authorised by the Borough Solicitor)

The project officers are seeking support and advice from STaR procurement to ensure that a compliant procurement exercise is undertaken and that best value is achieved for the council.

Risk Management:

If the recommendations are not implemented the Council risks being unable to effectively monitor on and off street parking usage within the Borough and the financial management of this service.

Failure to provide on and off street parking enforcement will lead to:

- Loss of income stream to the Authority
- Increased traffic congestion

- Increased pollution
- Inappropriate parking
- A potential increase in accidents
- Pay and Display machines not being emptied

A detrimental effect on the long term economic prosperity of the Authority area

Access to Information: Not Confidential

Background Information: The background papers relating to this report can be inspected by contacting Sharon Smith, Head of Public Protection.

Telephone: 0161 342 2277

e-mail: Sharon.smith@tameside.gov.uk

1 INTRODUCTION

1.1 Tameside Council's current contract for Parking Enforcement Services and Cash Collection is due to expire on 31 March 2024. The original contract expired on 31 March 2023 and, following the abandonment of the previous procurement exercise due to a non-compliant advert process, the current 10 month extension was approved from 1 June 2023 until 31 March 2024.

1.2 In preparation of the current extension expiring on 31 March 2024, this report sets out the details of the proposal to award a 10 year contract as a joint procurement exercise with a commencement date of 1 April 2024.

1.3 To ensure the enforcement contract is fulfilled to the highest standard, Tameside Council will manage contractor performance and highlight any performance issues i.e. staff deployment, Civil Enforcement Officer errors, staff behaviour and ensuring a robust cash collection and associated services is in place, using all the contractual levers at its disposal.

1.4 Civil parking enforcement should contribute to the authority's transport objectives. A good civil parking enforcement regime is one that uses quality-based standards that the public understands which are enforced fairly, accurately and expeditiously.

1.5 Tameside Council aim to increase compliance with parking restrictions through clear, well-designed, legal and enforced parking controls. Civil parking enforcement provides a means by which an authority can effectively deliver wider transport strategies and objectives.

1.6 As a Local Authority, Tameside should ensure that parking in town centres and other shopping areas is convenient, safe and secure, including appropriate provision for motorcycles and deliveries. Parking policies, including enforcement, should be proportionate and should not undermine the vitality of town centres.

1.7 Tameside Council have designed their parking policies with particular regard to:

- managing the traffic network to ensure expeditious movement of traffic, (including pedestrians and cyclists)
- improving road safety
- improving the local environment
- improving the quality and accessibility of public transport
- meeting the needs of people with disabilities, some of whom will be unable to use public transport and depend entirely on the use of a car
- managing and reconciling the competing demands for kerb space

1.8 Tameside Council adopted Civil Parking Enforcement powers in 2007, taking that function from the Police and, once that process has been undertaken, it is not possible to hand it back. It is not viable to cease future parking enforcement, as traffic movement through the borough would be severely disrupted by indiscriminate parking, also resulting in road safety issues. The delivery of this service is essential to avoid any severe, adverse effect on traffic movement within the borough.

2 CURRENT ARRANGEMENTS

2.1 The current on and off street enforcement contractor provides Tameside Council with Parking Enforcement and other Associated Services on a daily basis Monday – Saturday and, evening/Sunday enforcement on an ad-hoc basis.

2.2 The Civil Enforcement Officers ensure that motorists are purchasing a pay and display ticket when using car park facilities within the borough and displaying their ticket, disabled badge or parking permit during the use of their stay on the dashboard/vehicle windscreen.

2.3 Should a pay and display ticket not be displayed clearly within the vehicle the Officer will issue a Penalty Charge Notice (PCN) to the vehicle at a charge of £70.00. Once a penalty charge notice has been issued a reduction of fifty percent of the charge is applied if the payment is made within 14 days. The presence of the Civil Enforcement Officers can act as a deterrent for parking contraventions and infringements as well as protecting the pay and display income levels for the 42 car parks around the Borough.

2.4 A penalty charge notice can be issued on a car park (off street) for the following reasons:

- Parking without payment
- Parked after the expiry of paid time
- Parked in a disabled bay without displaying a blue badge
- Parked outside of a marked bay
- Parked with no display/expired parking permit or contract pass

A penalty charge notice can be issued on street for the following reasons:

- Parked on single or double yellow lines
- Parked where loading/unloading restrictions are enforced
- Parked in a residents' bay without displaying a permit
- Parked in a timed bay for longer than permitted
- Parked in a designated disabled bay without displaying a disabled badge
- Stopped on a taxi rank/bus stop/school restricted area

Should any of the above not be adhered to a Penalty Charge Notice will be issued to the vehicle parked in contravention.

2.5 The current contract includes the following:

- Regular patrols of on and off-street parking within the borough
- Monitoring the parking facilities within the borough and help to keep traffic moving in areas where vehicles are parked in contravention to the road traffic order placed on the highway
- Enforcement of the Council's parking regulations in a fair and consistent manner
- Issuing Penalty Charge Notices to any vehicle parked in contravention within the Borough
- Emptying, transporting and banking of the pay and display cash boxes on a regular basis
- First line maintenance of pay and display machines to assist with minor faults and reduce any down time of the machines
- Work with Schools, Communities and the Police to ensure a safer environment at school drop off and pick up times
- Assist with other highway associated services by providing photographic evidence and serving ad-hoc notices on vehicles, caravans and trailers

3 PROCUREMENT EXERCISE

3.1 Tameside, Trafford, Bolton and Rochdale Councils have undertaken a fully compliant Official Journal of the European Union (OJEU) joint procurement process to establish four separate new contracts for Parking Enforcement and Associated Services. Tameside, Trafford, Bolton and Rochdale Councils are required to enter into individual contracts with the winning bidder.

3.2 The OJEU exercise has been undertaken as a joint procurement exercise led by STAR Procurement. An OJEU notice has been placed via the North West procurement CHEST web portal, used for e-tendering.

3.3 STAR Procurement have led the joint procurement exercise for all four Authorities and will provide the outcome of the tender process to the only bidder following formal approval from all Councils.

4 EVALUATION PROCESS

4.1 The bid will be assessed on price, social value and quality by the evaluation panel and moderated by staff from Tameside, Trafford, Bolton and Rochdale. All selection and award questions will be scored out of 5 marks. Each question has varying weightings depending on its importance. These were outlined in the Invitation to Tenderers (ITT) documentation for bidders to view.

4.2 All Authorities' procurement and finance teams will undertake the evaluation and checking of the financial submission on the company profile and pricing. One pricing schedule was provided for all contracts describing the services to be provided in detail. The new contract price will include for provision of new uniforms, equipment, more environmentally friendly vehicles and the increase in overheads that have occurred more generally.

4.3 The tender was calculated by the bidder at current prices and in accordance with baseline service volumes provided by the four Councils. The tender will be evaluated based on a 40% price and 45% quality ratio and 15% social value.

4.4 The baseline service volume for Tameside Council is 90 enforcement hours per day, Monday to Saturday. As part of the negotiation process for the current extension it was determined that 90 enforcement hours per day delivered the best value for the Council. This was an increase from 76 hours per day that was provided 1 June 2022 – 31 March 2023. The options considered in setting the baseline service volume at 90 enforcement hours per day is shown in the table below.

Contract Value	Deployed Hours/ Day	Forecast PCN Income	Net Cost before P&D Income	Notes
£695,000	90	(£583,525)	£111,475	Latest offer from Marston's for 90 Hours (April 23)
£622,000	76	(£492,754)	£129,246	Value quoted following negotiations in 22/23
£560,686	63	(£408,467)	£152,219	Latest offer from Marston's (April 23)

4.5 After the evaluation of price, quality, social value and weighting totals, a combined price and quality total was calculated.

5 SELECTION OF CONTRACTOR

5.1 The bidder will be informed of the outcome of the procurement exercise following evaluation and assessment in December 2023 and subsequent approval under delegated authority. This is anticipated to be in early January 2024 to allow sufficient time for the mobilisation of the award of contract with a commencement date of 1 April 2024.

5.2 A total of 1 bid was received following the procurement exercise. The amounts shown in the table below show the costings provided from the received bid. The costings are based on the requirements of the specification provided.

	Annual Cost £m	Total Cost Over 10 Years £m
Expected Contract Value	0.781	7.810

5.3 In order to better manage contract performance with the provider and, highlight daily performance issues, the contract specifies a series of monitoring opportunities. The provider will be expected to hold regular meetings with the relevant Contract Manager, along with daily monitoring and monthly reports to be provided covering key Performance Indicators such as:

- Daily deployment of Civil Enforcement Officers
- Penalty Charge Notices issued
- Reviewing of deployment areas
- Cash Collection
- Civil Enforcement Officer errors

6 FINANCIAL IMPLICATIONS

6.1 The costs of the existing enforcement contract are partially covered by the income received from PCNs issued for parking infringements, however, there is a net cost to the Council.

6.2 The preferred bidder's contract costs per annum are higher than currently budgeted for, and activity is also higher. The impact is not from the costs and enforcement activity increases, it is from the modelled impact on PCN income. The current modelling assumes no changes will arise from the award of the new contract, however there are distinct changes and improvements in the contract specification that (if managed closely by the contract holder) should support increased PCN income to a point that the contract is, at a minimum, cost-neutral to the Council.

6.3 The annual contract value of the preferred bidder is expected to be £0.781m. When considered alongside the forecast PCN income, the net impact to the Council is shown in the table below. Should a change to the daily amount of contractual hours during the period of the contract be needed, this will require a modification of the contract through the procurement route.

	24/25 £m - Maximum
Annual Contract Value	0.781
Forecast PCN Income*	(0.616)
Net Cost before Pay & Display Income	**0.165**
Net Budget Available**	0.032
Variation to Budget	**0.133**

*Assumes no change in current issuance rates
**As the budget setting process for 24/25 is still underway, this assumes no change from 23/24

6.4 The total cost of the contract over the 10 year duration is expected to be up to £7.810m. Assuming income from PCNs remains steady over the same duration, the total net impact of awarding this contract is shown in the table below.

Impact over 10 year contract duration	Total Expected Value £m
Contract Value	7.810
Forecast PCN Income	(6.160)
Net Cost before Pay & Display Income	**1.650**

6.5 As detailed in section 2.3, the parking enforcement contract also protects the pay and display income generated by the Car Parking service. In 2022/23 £1.150m of pay and display income was generated by the Council with this expected to increase during 2023/24 following a change in tariffs and the installation of new machines, facilitating a wider variety of payment methods.

7 NEXT STEPS

7.1 Following the formal approval of this contract award by all Authorities, STAR Procurement will notify the bidder of the outcome of the tender process.

7.2 If awarded, the new contract will commence on 1 April 2024.

7.3 If the current contractor is not the preferred bidder TUPE will need to be considered under the Transfer of Undertakings Regulations 2006. A period of 3 months' notice is required with the current supplier when TUPE applies.

8 OTHER OPTIONS

8.1 If the contract award is not made then the Council would have to extend the current parking enforcement contract in order to either retender for the service or to develop an in-house service. This would be likely to incur substantial additional costs to the Council. Alternatively, the Council would have to cease parking enforcement and associated services which would be a detriment to the Council. Therefore, both of these options are rejected.

8.2 Extending the current parking enforcement contract would be likely to incur substantial additional costs to the Council due to the contract expiring and two further extensions have been put in place to continue the current service. An extension to the contract can only be for a minimum time period.

8.3 If the enforcement service for on and off street parking were to return 'in house' and be operated by the Council at the same baseline levels of enforcement hours used in this procurement exercise, the Council would incur greater costs as a standalone service. The direct costs associated with operating in house are set out in the table below.

In House Costings			£m
Staffing Costs:	*Grade*	*FTE*	
Manager	H	1	0.050
2 Supervisor	E	2	0.069
Civil Enforcement Officers	C	22	0.661
Total Staffing Costs			0.780
Training			0.036
Accommodation including gas/electric			0.060
Transport and fuel			0.017
PPE			0.020
Software & Equipment			0.030
Handhelds and Equipment/software			0.040

Maintenance	0.005
Cash collection	0.014
Total In-house costs	**1.002**

*Staffing costs are based on the salaries existing staff would TUPE across on.
Staffing is made up of the following:
20 Civil Enforcement Officers
2 Supervisors
1 Client Account Manager
*Equipment and maintenance cost are estimated at this stage as it would require a full review

8.4 A number of Operational concerns with bringing the Service in-house have also been identified including:

- Cash collection – although it is expected that the requirement of cash collections from pay and display machines will continue to reduce, the Council limited cash processing abilities following a continued reduction in the acceptance of cash as an organisation. As a result, an external service would still need to be procured and managed to collect and process the cash from the Pay and Display machines
- Accommodation with appropriate welfare facilities in a suitable location would be required which is not currently available within the Council's operational estate. Whilst facilities aren't currently available we can consider adapting facilities with new additions that could be made to existing accommodation if adequate for requirements and available for use. Vehicles and specialist equipment would also be required which would have potential impacts on capital expenditure.
- For Civil Enforcement Officers, TUPE would apply. There is a difference in staff contracts between the Council and NSL such as grade, training, working hours, holidays and sick pay. The Council would need 23 officers to cover the same level of service that is currently provided by NSL.
- Recruitment for this role is considered continuous, as there is a relatively high turnover of staff in the role.

9 REASONS FOR RECOMMENDATION

9.1 The recommendation is made on the basis that a fully compliant OJEU procurement process has been followed and a winning bidder identified.

9.2 The other options of bringing the on and off street enforcement in house and going out to tender as one Authority are not viable as outlined in section 8.

9.3 Outsourcing to an Enforcement Contractor allows the Authority to draw on the flexibility this provides. The majority of Enforcement organisations also work in partnership with other Councils across the North West and they have the ability to draw resources from these areas to assist when required.

9.4 All neighbouring authorities have produced a specification and pricing schedule to ensure that the new contract will deliver quality services that are also future proofed whilst allowing the ability to review technology and smarter ways of deployment and the issuing of penalty charge notices in the future. The specification also includes to cater for new Moving Traffic Enforcement powers, camera installation and monitoring, enforcement of red routes and provisional items for environmental enforcement. This option is expected to deliver best value for the Council.

This page is intentionally left blank

Report to:	**EXECUTIVE CABINET**
Date:	20 December 2023
Executive Member:	Councillor Jack Naylor, Executive Member for Inclusive Growth, Business & Employment
Reporting Officer:	Nicola Elsworth, Assistant Director Investment, Development and Housing
Subject:	**ASHTON OLD BATHS MANAGEMENT PROCUREMENT**
Report Summary:	Ashton Old Baths Innovation Centre sits at the heart of the Future St Petersfield masterplan area which will deliver a significant major mixed-use scheme. The masterplan for St Petersfield builds on the success of the Ashton Old Baths redevelopment and together will be the catalyst to driving regeneration in Ashton Town Centre whilst supporting the Council's Inclusive Growth Strategy strategic priorities and encouraging further investment and prosperity in the recently established Ashton Mayoral Development Zone. This report provides an update for Ashton Old Baths Innovation Centre. The existing management agreement with Oxford Innovation Space expires in February 2024. The report seeks approval to extend the partnership arrangement with Oxford Innovation Space by 2 years to allow a full business case review to be undertaken to determine the future of the centre.
Recommendations:	The Executive Cabinet is recommended to: (i) Note the latest position of Ashton Old Baths Innovation Centre in respect of financial and economic performance; (ii) Approve a further contract extension to the existing agreement with Oxford Innovation for a period of 1 year with the option to extend by +1 year to enable a wider review of Council assets, whilst a full business case appraisal is undertaken by the Council; (iii) Review the ongoing management arrangement for the centre; (iv) Note the update in respect of the recent successful bid for UK Shared Prosperity Funding and the projects within the centre that the funding will be utilised for.
Corporate Plan:	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. The interventions that will be supported by the proposed Ashton Mayoral Development Zone will deliver against these aims in the areas of job creation, modern infrastructure and a sustainable environment.
Policy Implications:	The proposed interventions will support the policy aims of the Council's Inclusive Growth Strategy 2021, Tameside Climate Change & Environment Strategy, the Council's growth priorities agreed at Council February 2020 and the draft Greater Manchester Places for Everyone joint development strategy.

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

There is an annual revenue budget in the Place Directorate for Ashton Old Baths of £0.002m net income. This is a historic budget reflecting the original expectation that the management arrangement for the centre would generate an annual surplus and therefore net income to the Council. In each of the financial years since the contract commenced, the Ashton Old Baths management arrangement has resulted in a net deficit with resulting cost pressures for the Place revenue budget. The deficit budget pressure position in each financial year since the contract began is as follows:

Financial Year	Budget Pressure £m
2016/17	0.020
2017/18	0.062
2018/19	0.153
2019/20	0.051
2020/21	0.053
2021/22	0.091
2022/23	0.051
2023/24	0.002
Total	**0.483**

Given its strategic importance, the Council has made significant capital investment into Ashton Old Baths and the Data Centre (located in the annex) over the last seven years, funded from Council Reserves, as follows:

Capital Investment	Ashton Old Baths (Main Building)	Ashton Old Baths Annex (Data Centre)
	£m	£m
2016/17	0.537	-
2017/18	0.362	-
2018/19	0.018	0.044
2019/20	-	0.102
2020/21	-	2.929
2021/22	-	0.273
2022/23	-	0.144
Total	**0.917**	**3.492**

The Council was successful earlier in 2023 in securing UKSPF grant of £1.215m to support employment and Small and Medium sized enterprises. This grant is being used for both revenue support (through the creation of a new business support officer and other local support to employers) and £0.753m for Capital Investment during 2023/24 and 2024/25 in Ashton Old Baths. The Capital Investment is to create an additional office workspace, install low carbon infrastructure, and to undertake works to the fabric of the building to ensure continued sustainability. The additional office space is expected to generate additional income, subject to occupancy.

This report proposes extending the management contract for Ashton Old Baths whilst a full review of the Council's assets is undertaken, including a full options appraisal to determine the future operating model for Ashton Old Baths. The proposed extension is in line with advice from STaR Procurement and seeks to minimise negative financial and economic impacts of temporarily closing the facility or bringing the management in house whilst this work is undertaken.

The future operating model for Ashton Old Baths will need to address the budget pressures currently being faced by the Place Directorate and the wider MTFS for the Council. The future operating model should be seeking to deliver efficiencies and contribute to the Place Directorate's budget reductions targets.

Legal Implications: (Authorised by the Borough Solicitor)

As outlined in the report approval is sought to extend the existing agreement with Oxford Innovation for a period of 1 year with the option to extend by another year to enable a wider review of Council assets to be undertaken and a decision made on the future of Ashton Old Baths.

The report sets out the various options available at this time with extending the current agreement being the preferred option. STaR Procurement have confirmed this option would be acceptable given the justification provided for extending the existing contract with Oxford Innovation and that by modifying the contract, this would not exceed 50% of the original contract value.

There are limited circumstances under which a contract can be modified without the need for a new procurement exercise and these are set out in Regulation 72 of the Public Contracts Regulations 2015 and replicated in the Council's Contract Procedure Rules. As the criteria in Regulation 72 are met and as the contract value does not exceed 50% of the original value then a modification is permissible.

Risk Management: See Section 6.

Access to Information: Not confidential

Background Information: The background papers relating to this report can be inspected by contacting Damien Cutting, Economic Growth Lead.

Telephone: 07989 425556

e-mail: Damien.cutting@tameside.gov.uk

1. INTRODUCTION

1.1 Ashton Old Baths (AOB) Innovation Centre ("the centre") is an iconic Grade II* Listed building and a landmark facility in Ashton Town Centre. AOB is identified in the Tameside Inclusive Growth Strategy 2021 – 2026 for its role in growing the local economy and attracting private sector businesses as well as new jobs to the area.

1.2 Ashton Old Baths is managed by Oxford Innovation Space (OI), who took on the responsibility for the overall operation and management of the building in 2017. OI had a five-year agreement with the option to extend the contract by 1 + 1 years. Executive Cabinet approval in December 2020 (Item 9) enabled this extension of the existing management agreement to be triggered and the contract to be extended until February 2024. Section 5 outlines the Council's intention to extend the existing contract by 1+1 years with Oxford Innovation whilst the centre is included in a Council wide review of its assets and a full business case is undertaken.

1.3 Like many other business centres of this nature, the pandemic and rising energy costs have had a significant impact on the financial performance of the facility. Section 3 includes an overview of the current financial position and forecast for the facility. In recent months, there has been signs of improvement. Working alongside OI, the Council have put in place some interventions that seek to improve the financial and economic performance of the facility which have included the repurposing of under-used spaces to new office space. This new space not only attracts more businesses to the centre but also guarantees a more regular income source.

1.4 The initial phase to refurbish Ashton Old Baths focused on the internal works to the fabric of the building and did not include repairs to the external building structure and roof. The building does have some structural issues with the roof and brickwork resulting in water ingress into the building at times of heavy rainfall. Section 3 sets out how the Council are looking to resolve these matters by future-proofing the building and creating new lettable office space following a recent successful bid in securing £1,214,859 from the UK Shared Prosperity Fund.

2. BACKGROUND

2.1 Ashton Old Baths is located in the centre of St Petersfield, it has a critical placemaking role within the area and is a key asset within the control of the Council. The area is identified for development in the Future St Petersfield masterplan, recently approved by the Council. Nine development opportunity sites are included in the masterplan for a range of uses including new homes, commercial space, a hotel, and hospitality. Public realm improvements that would better connect St Petersfield to the retail core of Ashton are also proposed. Following a soft market testing exercise in December 2022, the Council is about to begin a procurement exercise in order to appoint a Development Partner to work with the authority in bringing the site to market (Item 10).

2.2 As part of the Eastern Growth Cluster, Executive Cabinet approved the recent designation of the Ashton Mayoral Development Zone on 9 February 2022 (Item 12). The Ashton Mayoral Development Zone is a key strategic economic growth opportunity encompassing Ashton-under-Lyne town centre, St. Petersfield Digital Creative and Tech Hub, and the large-scale employment development opportunity of Ashton Moss where production of a Development Framework is underway. Ashton Old Baths will play a key strategic role in attracting new SME businesses to the area with the purpose of supporting these businesses to grow. Future St Petersfield will provide the opportunity for 'grow on' commercial space for businesses that require additional floorspace and will ensure Tameside is able to retain these businesses and jobs in the borough and avoid businesses needing to look outside of the borough for suitable and available space.

2.3 The building itself has great historic importance and value. In Victorian times, the building operated as the local swimming baths before eventually closing in 1974 to the public. From 2016, significant investment from the Council along with external grant funding has enabled the transformation and refurbishment of this building into a modern space for innovation and business growth whilst retaining the heritage of the building fabric including important historic features. The latest refurbishment works were completed in July 2021 and included the completion of the 'Annexe' creating a new Data Centre, reception area, business lounge, meeting space and office space.

2.4 The Council recently secured £1,214,859 of UK Shared Prosperity Funding as part of the E22 SME Workspace intervention. The outputs and outcomes of the funding are linked to three key projects:

1. Appointment of a Business Support Officer to be based at Ashton Old Baths providing business advice and guidance to businesses operating in the centre;
2. The creation of 240sqm of new SME floorspace in the centre, and
3. Improvements to the building fabric. This includes repairs to the internal and external structure of the roof, brickwork and coping stones.

2.5 The Business Support Officer role was filled by the Council in May 2023 and internal repairs to the roof will commence in August 2023. A programme for the creation of the new SME floorspace and roof repairs are currently being finalised before work commences.

2.6 The work to restore and refurbish Ashton Old Baths into an incubation centre involved the internal refurbishment of the building. This work did not include improvements to the external building fabric. There are problems with leaks from the flat roof and brickwork chippings. The proposed works to the building using UKSPF will be required to future proof the building structure as part of the final phase of works to the building. This work will be completed by March 2025.

3. ASHTON OLD BATHS OPERATIONS

3.1 The high-quality refurbishment works to Ashton Old Baths and the new Data Centre has received national and international acclaim, having been nominated and winning a number of awards for its contribution to architecture including the Global Data Centre Architect Award 2021. The facility contributes to the visitor economy of Tameside by attracting visitors from around the country and beyond who are interested in the history of the building but also keen to see the recent refurbishment of the facility. Oxford Innovation Space regularly hosts visitor tours to the general public as part of the Heritage Open Days which are always very popular.

3.2 Despite suffering from the recent economic impacts of the pandemic and economic downturn, AOB has demonstrated a high level of resilience throughout. At the beginning of 2020, AOB had an occupancy of 95 per cent. This fell to 61 per cent in June 2020 (the height of the pandemic). Occupancy is currently at 89 per cent, which does fluctuate but has been on a steady upward trajectory for the last 6 months. This occupancy figure includes the recently converted meeting rooms of Fire Shed, Locker Room and Turkish Baths (1,151sqft) and has an average rental price of £38.38 per square foot which is way above the borough's average and brings the total number of offices in the centre to 26.

3.3 There are 23 businesses residing within AOB that together, form a Design, Creative Industry and Tech sector cluster, which is unique to the Borough. In terms of employment, there are currently 147 FTE and 12 PTE people employed within those businesses who reside in AOB. In addition, there are six dedicated desks (two of which are occupied), two membership licence agreements and three virtual licence agreements. Further income is generated through conferencing, utilities (such as WiFi) and ad hoc filming location opportunities where AOB has been the location for some recent Netflix and TV series.

Oxford Innovation Space

3.4 Oxford Innovation are a private company that specialise in the management of business centres across the UK and Greater Manchester including Salford, Stockport and Ashton Old Baths. Oxford Innovation Space have managed Ashton Old Baths for the last seven years. There are 2.5FTE members of staff employed by Oxford Innovation Space to manage and maintain the centre. Oxford Innovation Space are committed to creating a high quality business environment and vet all new companies to ensure they share the same cultural values, prior to leasing premises. Specifics of their roles include responding to enquires, promoting available space to the market, dealing with customer enquiries and providing support for events and conferencing. In addition, and taking a partnership approach with Tameside Council, Oxford Innovation Space have built strong links with local business in the borough, Greater Manchester Growth Hub, and Greater Manchester Chamber of Commerce, providing essential business advice, networking, and access to funding for residents. Ashton Old Baths regularly hosts business networking events including the recently launched Tameside Business Network event which attracts businesses from across the Borough.

3.5 There are several commercial and operational benefits in the Council working with organisations such as Oxford Innovation Space in order to manage specialist facilities like AOB. These include:

- Operations – Specialist knowledge and support for the on site team, such as guidance on all statutory maintenance via their Compliance Toolkit; oversight and input to Standard Operating Procedures; supporting the procurement of contractors and suppliers; energy conservation management; management of strategic IT & Telephony provision, support with planned & reactive maintenance projects; management of capital fit-out and replacement projects.
- Finance – Production of monthly accounts and reports; billing, invoice, and payment management; debt management; purchase and sales ledger management; review of local spending and monitoring of procurement policies; annual budgeting and forecasting; management of Money Laundering Regulations; management of business rates & reliefs (SBRR/EPRR), operation of client bank accounts; credit control.
- Commercial – Line management and performance management (including appraisals); recruitment and short-term cover support (as needed); management and review of the gateway policy; best practice guidance on customer service and support; strategic support on space utilisation; regular legal review of contracts (e.g. Licence Agreement); review of market insights and pricing assessments.
- Marketing – Management of strategic agencies; knowledge sharing and best practice of marketing strategies & tactics; development of online and offline assets; leadership in market trends and technology advancements; website updates.
- HR – Coordination of training and recruitment, induction, review of salary benchmarking and management of salary review process; mental health awareness and support; payroll management and bonus payments.
- Business Support – Access to a national network of business support professionals; stakeholder engagement & partnerships; support to raise finance and access to our networks.
- Business Development – Access to expertise when considering additional locations such as grow on space; access to our professional network including membership organisations.
- Part of a network of centres to share best practice on a wide range of topics.
- Specialist knowledge of delivering a high quality, commercially focused, professional innovation space – and all that this entails.

- Understanding of the Council's objectives from the space and its role in the wider master plan; adjusting and refining activity accordingly.

3.6 The Council holds regular monthly monitoring meetings with Oxford Innovation Space staff including the Centre Manager along with colleagues from Investment, Development and Housing, Estates and Finance. This provides an opportunity for OI to report on the current position regarding Revenue and Expenditure for the month (including profit and loss against the budget), new businesses coming into the centre, renewals due and any businesses whose licensing agreement has come to an end.

3.7 Oxford Innovation staff receives excellent customer satisfaction results from businesses in the centre and recently scored 100 per cent on a recent customer satisfaction survey. Council staff have also received positive feedback from businesses and from those who have visited the facility.

Economic Update

3.8 Ashton Old Baths is considered as being integral to the Council's growth programme for Ashton town centre. The recently approved Future St Petersfield masterplan celebrates the heritage value and economic impact of the centre and identifies Ashton Old Baths as being the catalyst to the regeneration, placemaking and attractiveness of the St Petersfield area to the market and further investment in the Borough. The Council has recently established the Ashton Mayoral Development Zone and the Future St Petersfield masterplan area identified for the development of a mix of uses including residential and additional employment space in the form of a hub for innovation and the growth of the digital, creative and tech sector in the long term, to complement the completed Ashton Old Baths scheme. Ashton Old Baths has the potential to support the growth of innovative businesses in the locality with future pathways to both larger office premises in the St Petersfield area and advanced manufacturing and materials science employment space at Ashton Moss.

3.9 As outlined above, the centre is home to 23 businesses and provides a number of highly skilled jobs in the Tameside area and many of which have formed partnership and collaboration opportunities. A number of these businesses are growing and requiring further office space with some taking on multiple offices. However, the importance of delivering further commercial space in St Petersfield will ensure that those who are successfully growing can be retained in the area instead of moving outside of the Borough.

3.10 The success of AOB since opening in 2017 include:

- Peak of 148 Full Time Equivalent jobs created. An increase of 67 from May 2019.
- Local suppliers spend 2017-2023 YTD is £273,117k.
- 53 companies supported through licenses since 2017.
- More than 500 visitors to the centre over the last year including events, school visits and tours.

Gross Value Added (GVA) contributions of:

- £2,486,075 Gross Value Added to Tameside economy in 2017/18
- £4,168,850 Gross Value Added to Tameside economy in 2018/19
- £3,191,270 Gross Value Added to Tameside economy in 2019/20
- £2,182,750 Gross Value Added to Tameside economy in 2020/21
- £2,674,000 Gross Value Added to Tameside economy in 2021/22

Spend of £41,933 by Oxford Innovation on Tameside suppliers since 2017

Annual business rates payable to the Council of:

- 2017/18 - £ 51,891

- 2018/19 - £ 47,707
- 2019/20 - £ 56,913
- 2020-21 - £50,640
- 2021-22 - £78,048
- 2022-23 - £37,954 (includes £40k refunds from 2017-21)

**Source of information and data: Oxford Innovation Space*

Financial Update

3.11 Ashton Old Baths Innovation Centre has faced several challenges since it opened in 2016 where the business plan for the centre demonstrated that a surplus would be generated and by Year 4 (2020/21). Up until the COVID-19 pandemic, the centre had experienced high occupancy rates which then significantly decreased through this period. Additionally, the works to complete the Annexe, which opened to businesses in July 2021, also caused elements of disruption to the overall operation of the centre. However, compared to other nearby business centres, Ashton Old Baths demonstrated a higher resilience and recovery with occupancy maintained around 50 per cent before steadily increasing as the economy and businesses started to recover. In addition to the impacts of the pandemic, Despite these challenges it has performed well since its opening and now has the opportunity to realise its full potential.

3.12 Table 1 provides details of the original business plan projections compared to the actual trading position via the annual accounts provided by Oxford Innovation Space including the forecast for 2022/23. It is noted that the forecast is based on an occupancy of 95 per cent which is accepted to be quite high. However, the current occupancy is 89 per cent which equates to a single vacant office space in the centre. The Council are working closely with Oxford Innovation to ensure that there is a targeted marketing strategy in place to generate enquiries for this office unit and to ultimately, attract an occupier. It should be noted that if the occupancy was to decrease further, this is likely to have a negative impact on the overall profit/loss for 2022/23.

Table 1

Year	Financial Year	Business Plan Projection	Oxford Innovation Actual	Council Accounts – Management Agreement
		( ) = Deficit	( ) = Deficit	( ) = Deficit
		£	£	£
0	2016/17	(82,434)	0	(19,999)
1	2017/18	(11,681)	(54,800)	(61,604)
2	2018/19	72,312	(6,605)	(153,115)
3	2019/20	73,003	(31,293)	(50,921)
4	2020/21	74,696	(69,657)	(53,098)
5	2021/22	(65,583)	(19,024)	(90,588)
6	2022/23	(82,417)	140	(51,472)
7 - Forecast	2023/24	(18,537)	(4,843)	(1,810)

3.13 Due to the disruption of the pandemic and cost of living crisis, and like many other Council assets, the centre has experienced adverse impacts on both expenditure commitments and income. Utilities including gas and electricity costs have increased significantly. Income generation has also been impacted with the reduction in enquiries, occupancy levels and conferencing.

3.14 Despite the above adverse impacts, recent indicators suggest an improved financial forecast for the centre, albeit the forecasts for 2023/24 still indicate an overall deficit. The centre has made a surplus for the last six consecutive months which is the first time since the centre opened in 2017. The financial details in Table 1 demonstrate the income of the centre is on an upward trajectory in the last 18 months and the financial monitoring reports indicate a consecutive surplus has been achieved in recent months. For example, last year the facility forecast a deficit of £82,417 which was eventually £51,472. The forecast for this Financial Year shows a deficit of £18,537, however based on the performance of the centre this financial year, the deficit is likely to be much less.

Creation of new SME floorspace

3.15 In addition to the signs of financial recovery outlined above, the Council has successfully secured UK Shared Prosperity Fund bid of £1,214,859. The funding will be used to create new SME floorspace in the centre by converting underused meeting space into new office space. This will lead to an additional 2,457sqft of SME office space increasing the total lettable space in the centre to 10.588sqft.

Table 2 New SME Floorspace using UKSPF.

New SME Office	Additional Lettable Sqft	Additional Monthly Rental Charges	Sqft Rate
Fire Shed	204	£680.00	£40.00
Locker Room	538	£1,799.00	£40.12
Turkish Baths	409	£1,400.00	£41.00
Top Deck 1	613	£2,145.50	£42.00
Top Deck 2	613	£2,145.50	£42.00
Former Reception	80	£300.00	£45.00
Total	**2,457**	**£8,470.00**	**£41.69**
Total Potential Additional Annual Income		**£101,640.00**	

3.16 The new office space will provide space for a further 6 new businesses in AOB and create approximately 30 new FTE jobs. The costs to convert the three office spaces in 2022 is to be reclaimed using UKSPF. The repurposing of this space has the potential to generate additional income of up to £101,640.00 per year however, Fire Shed, Locker Room and Turkish Baths are already operational and currently contribute to the income of the centre.

3.17 Work to create the additional SME space is underway and it is anticipated that part of the new office space will be available to occupy by the end of the financial year, although some space might be available sooner.

3.18 The funding can also be used to cover revenue expenditure costs linked to the creation of new SME floorspace, as outlined above. This includes staffing costs, utilities, and general maintenance and will be calculated based on the percentage increase of new SME floorspace.

Structural Condition

3.19 Ashton Old Baths is a Council owned asset and statutory responsibility for the safe maintenance and repair for the entirety of the buildings structure currently sits with Corporate Facilities Management. As a Council owned asset, the building is included in the Council's Corporate Landlord portfolio with corresponding budget allocation for repairs and maintenance, which will be ascertained via information from a full building condition surveys.

3.20 The redevelopment and investment of Ashton Old Baths has primarily included the internal fabric of the building and whilst some work to the structure of the building have been carried out in recent years, the overall condition of the building requires improvements and investment. A cost plan for these works and associated fees and surveys is included in Appendix A. The repairs required include:

- Repairs to the slates on the roof,
- Coping stone replacement,
- Flat roof repairs,
- General lead work repairs,
- Brick/corbel detail repairs,
- External brickwork waterproofing treatment.

3.21 The costs of the repairs will be expended by UKSPF.

4. DATA CENTRE

4.1 The Data Centre was constructed and completed at the same time as the Phase 2 Annexe was delivered at Ashton Old Baths. The recently updated Greater Manchester Digital Blueprint (2023) identifies the importance of digital infrastructure in growing the economy, supporting digital and tech clusters, and fuelling productivity and prosperity across the North. The Data Centre within Ashton Old Baths provides the necessary infrastructure for growth in Ashton Old Baths and the wider borough and in doing so has the potential commercial opportunities to generate additional income. Whilst not included as part of this report, a separate review of the data centre is necessary.

4.2 The IT Directorate has an annual revenue budget to cover the costs of the maintenance of the Data Centre. This budget is expected to cover maintenance, security, power and other associated costs directly related to the operation of the Data Centre (not the wider building within which the Data Centre is located).

4.3 The Data Centre offers potential commercial opportunities to generate additional income for the Council although there been no assumptions included within the Council's financial plan on additional revenue that may be realised.

4.4 The Data Centre is managed as a separate asset to Ashton Old Baths Incubation Centre. It is anticipated that the Council's IT Directorate are to review the operation of the Data Centre as part of the Council's wider Digital Strategy.

5. FUTURE USE OF ASHTON OLD BATHS

5.1 This report identifies a number of economic benefits that the centre offers the borough in terms of inward investment, job creation and attracting new businesses to area. There have been several financial challenges as a result of the pandemic, cost of living crisis and the ongoing building work within the centre, however, the financial forecast of the centre is improving year on year and is now on an upward trajectory. Section 3.5 outlines the benefits of appointing an external management company to run the centre, however, the existing management agreement is due to end in February 2024 and the Council will need to consider options as to the future of the centre and a full business case review going forward. These include:

1. Disposal of the centre on the open market,
2. Bringing the management of the centre back under the control of Tameside Council,
3. Bringing the facilities management of the building in house whilst appointing an organisation to consider the more specialist requirements of this facility such as business support, marketing, market knowledge,
4. Temporary closure of the facility whilst a full business case appraisal and procurement exercise is undertaken.

5.2 In the interim, the Council are proposing to extend existing agreement with Oxford Innovation by 1+1 years to enable the centre to be considered as part of a wider review of Council assets. The Council will continue to closely monitor the operation of the building with Oxford Innovation to ensure that the facility continues to generate a surplus. In addition, this will:

- Provide some short-term stability to the management of the centre and the businesses that operate from there,
- Enable the Council to benefit from any revenue surplus including business rates income,
- Council to continue to collect business rates from the centre.

5.3 After the first year and depending on progress of the wider Council review and the performance of the centre in financial terms, a decision will be required as to whether to extend the contract with Oxford Innovation for the +1 year or to end the contract and include the centre within the approach to the wider Council review findings. STaR Procurement have confirmed this option would be acceptable given the justification provided for extending the existing contract with Oxford Innovation and that by modifying the contract, this would not exceed 50% of the original contract value.

5.4 When the existing management agreement was put in place, it had been anticipated that Ashton Old Baths would generate a surplus and therefore no budget was identified for the centre. Despite still forecasting a deficit of £18,537 for the 2023/24 year, any future surplus/deficit cannot be guaranteed, however, the financial position will be monitored closely throughout the extension period and the evidence demonstrates that the centre has turned a corner and is beginning to generate a surplus.

5.5 The Director of Place will be required to agree to the budget submitted by Oxford Innovation for 2024/25 and 2025/26 if a decision to implement the +1 year is taken. If the forecasts demonstrate a deficit, the Directorate will need to identify mitigations to offset the impact on the General Fund.

6. RISK MANAGEMENT

6.1 Table 3 provides a summary of the performance of the various approaches against the project objectives, highlighting the key risks and overall rating together with the strategy for mitigating risk (where possible) and the revised rating.

Table 3. Risks

Risk Area	Detail	RAG Rating	Mitigation	RAG Rating

Programme and Financial	The existing management agreement ends in February 2024. If a new arrangement to manage the centre is not in place by the end of the contract, there could be a gap in the management of the centre. There are significant financial and economic implications of having a gap in the running of the centre which if closed on a temporary basis will lead to the loss of business rates, potential revenue for the Council, loss of jobs and businesses, GVA for the borough and longer-term adverse impacts on the regeneration of the St Petersfield area and Ashton town centre. Any closure of the building could also have an impact on the Council's Business Continuity and Disaster Recovery.		Extend the existing contract by 1+1 years to allow the facility to continue operating, whilst a full procurement exercise, business case and options appraisal is undertaken.	
Financial	No budget agreed for management of the centre.		Forecasts and monthly financial reports are reviewed but are not conclusive and are dependent on wider economic circumstances therefore, no clarity as to whether there will be a deficit or surplus for the centre. UKSPF which can be used as both capital and revenue will mitigate some of the expenditure relating to the management of the facility for 2023/24 and 2024/25.	

7. CONCLUSION AND NEXT STEPS

7.1 The Council remains committed to futureproofing and building on the successes of Ashton Old Baths and its role as a catalyst in regenerating the deprived area within the Future St Petersfield masterplan. The role of Ashton Old Baths as an incubation hub for businesses has become even more pivotal to the future economic prosperity of Ashton and the wider Tameside area following the recent establishment of the Ashton Mayoral Development Zone where further growth is proposed to fulfil the potential of St Petersfield and the wider Ashton town centre area as a destination for investment and regeneration.

7.2 UK Shared Prosperity Funding will provide the required investment to repair and futureproof this important heritage asset whilst creating new SME floorspace inside the building to support inward investment, creation of new jobs for the local economy, and provide essential revenue to the Council to help to balance the expenditure relating to the operation of the centre.

7.3 Due to the existing contract ending in February 2024 and the requirement for a wider review of Council assets, an extension to the existing contract with Oxford Innovation is proposed. As outlined in the report, Oxford Innovation provide a good service with positive feedback from businesses that operate from there. Whilst Ashton Old Baths has not yet generated an annual surplus as previously forecast, there have been influences outside of the Council's or Oxford Innovation's control as to the reasons for the financial performance of the centre to date. There is an acceptance that the centre is not likely to generate significant revenue for the Council, even if occupancy was at 100% all the year round. However, in recent months, there have been some positive signs of recovery that Ashton Old Baths is performing well and has recovered from the Covid-19 pandemic. In the last six consecutive months, the centre has generated a surplus for the first time since opening its doors in 2017 following an upward trajectory in the financial position over the last 18 months. Occupancy is steadily increasing, deficits are reducing month on month, more jobs are being created, and new SME floorpspace using UKSPF is to be introduced that will generate further income and future proof the building.

7.4 The regeneration and economic benefits are outlined in the report as well as the Council's ambition to deliver development, investment, and regeneration in St Petersfield as identified in the approved masterplan for the area. The centre also supports the Council's profile as a place to do business within the GMCA Ashton Innovation Corridor Growth Location and recently established Ashton Mayoral Development Zone.

8. RECOMMENDATIONS

8.1 As set out on the front page of the report

This page is intentionally left blank

ROBERTSON

Ashton Old Baths
TAMESIDE MBC

External - Cost Plan - Rev /			External - Cost Plan - Rev /		Comments
GIFA	m2		GIFA	m2	
New Build			New Build		
Major Refurbishment			Major Refurbishment		
Minor Refurbishment			Minor Refurbishment		
TOTAL	-		TOTAL	-	

Construct Only		INFLATION	Construct Only		
Total	£/m2		Total	£/m2	
Contract Period		15.00%	Contract Period		

Damp Penetration Works	Page	Paragraph	Quant	Unit	Rate		Construct Only Total	£/m2	Inflation		Construct Only Total	£/m2	Comments
Report reference													
Schedule of works as AHR cost report													
6.1 Repair works - Budget Costs													
Slate Repairs			6	m2	£54.00		£324.00		£48.60		£372.60		Scaffold Required
Coping Stone replacement			44	lm	£1,500.00		£66,000.00		£9,900.00		£75,900.00		Scaffold Required
Flat roof repairs			18	m2	£225.00		£4,050.00		£607.50		£4,657.50		
General leadwork repairs			10	lm	£65.00		£650.00		£97.50		£747.50		Scaffold Required
Brick corbel / detailing repairs			115	lm	£78.00		£8,970.00		£1,345.50		£10,315.50		Scaffold Required
External brickwork waterproofing treatment			1320	m2	£64.00		£84,480.00		£12,672.00		£97,152.00		Scaffold Required
Additional works as highlighted within the report													
6.2 EO items													
Clear out gutter - North facing elevation - Stamford Street West			40	lm	£68.75		£2,846.25		£426.94		£3,273.19		
Provide a dpc overhang - both North and South facing elevations			80	lm	£150.00		£12,420.00		£1,863.00		£14,283.00		Scaffold Required
Net Build Construction Total							**£179,740.25**		**£26,961.04**		**£206,701.29**		
Subcontractor Preliminaries / attendances							£51,750.00		£7,762.50		£59,512.50		As advised by supply chain
Scaffolding, netting, hoists, mewps							£129,375.00		£19,406.25		£148,781.25		If full scaffold to the elevations is required
Storage, welfare, generator, management							inc below		inc below		inc below		
Skips and disposal of all materials							inc below		inc below		inc below		
Total for Subcontract Preliminaries							**£181,125.00**	-	**£27,168.75**	-	**£208,293.75**	-	
NET BUILD COST SUB TOTAL:							**£360,865.25**		**£54,129.79**		**£414,995.04**		
Fees & Surveys													
Architectual fees							£15,525.00		£2,328.75		£17,853.75		
Heritage Consultant to develop LBC submission							£5,175.00		£776.25		£5,951.25		
Structural fees (Review of repair works)							£2,587.50		£388.13		£2,975.63		
MEP Engineer							Excluded		Excluded		Excluded		Assumed to be no MEP works required
Principal Designer							£1,552.50		£232.88		£1,785.38		
Building Control							£1,552.50		£232.88		£1,785.38		
Building Condition survey update							Excluded		Excluded		Excluded		
Measured building survey							£10,350.00		£1,552.50		£11,902.50		
Bat survey							£2,587.50		£388.13		£2,975.63		
Asbestos Survey							Excluded		Excluded		Excluded		
Removal/cleaning of pigeon guano							£1,552.50		£232.88		£1,785.38		
Other Consultants and surveys							Excluded		Excluded		Excluded		
Planning Application Fee (allowance also included for discharge of conditions costs)							Excluded		Excluded		Excluded		
Listed Building Consent Fee							£0.00		£0.00		£0.00		Planning portal advises £0 fee
Group Element Total							**£40,882.50**		**£6,132.38**		**£47,014.88**		
NET BUILD COST INC FEES SUB TOTAL:							**£401,747.75**		**£60,262.16**		**£462,009.91**		
PRELIMINARIES & CONTINGENCIES													
PRE-CONSTRUCTION PRELIM							£34,689.91		£5,203.49		£39,893.39		
CONSTRUCTION PRELIMINARIES							£55,234.85		£8,285.23		£63,520.07		
QUANTS RISK ALLOWANCE 5% OF NET BUILD COSTS						3% 3%	£10,825.96		£1,623.89		£12,449.85		
CONTINGENCIES 5% OF NET BUILD COST						3% 3%	£10,825.96		£1,623.89		£12,449.85		
INFLATION 5% OF NET BUILD COST						3% 3%	£10,825.96		£1,623.89		£12,449.85		
Group Element Total							**£122,402.62**		**£18,360.39**		**£140,763.02**		
PRELIMINARIES & CONTINGENCIES SUB COST TOTAL:							**£122,402.62**	-	**£18,360.39**	-	**£140,763.02**	-	
CONSTRUCTION COST SUB-TOTAL:							**£524,150.37**		**£78,622.56**		**£602,772.93**		
OVERHEADS AND PROFIT @ 6.5%							£34,069.77		£5,110.47		£39,180.24		
COST TOTAL:							**£558,220.15**		**£83,733.02**		**£641,953.17**		
Optional works													
Total for optional extra							£0.00	-	£0.00	-	£0.00	-	

This page is intentionally left blank

Report to:	**EXECUTIVE CABINET**
Date:	20 December 2023
Executive Member:	Councillor Jacqueline North – First Deputy for Finance, Resources & Transformation.
Reporting Officer:	Ben Middleton – Assistant Director, Strategic Property.
Subject:	**PROPOSAL TO DECLARE ASSETS SURPLUS TO REQUIREMENTS.**

Report Summary:

On 30 September 2020, Executive Cabinet approved a policy relating to the disposal of Council owned land and property. The policy was produced to help ensure that:

- sufficient consultation was carried out prior to a disposal being considered and
- any sale was completed in a transparent and fair manner that satisfied the Council's statutory obligations.

Recommendations:

In accordance with the Disposal Policy, it is recommended that Board approve the proposed list of sites to be declared surplus, following which it will be reported to Executive Cabinet 20 December 2023 seeking approval to declare the schedule of assets set out in Section 2 of this report surplus to the Council's operational requirements.

Corporate Plan:

The possible, future sale of assets would help contribute to delivering corporate priorities around housing, economic growth and employment.

Policy Implications:

The Council are seeking to declare a number of assets surplus to Council requirements, in accordance with the policy approved by Cabinet on 30 September 2020.

Where feasible, in selling any sites in the future, the Council will seek to promote and comply with its Homes, Buildings & Workplaces Action plan – which forms an Appendix to the Council's Climate Change & Environment Strategy 2021-26.

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

A critical source of funding required to finance the Council's Capital Programme is capital receipts from the sale or disposal of Council owned land and buildings. Other sources of finance available include Government grants, borrowing (that requires repayment via existing revenue budgets), capital reserves and revenue financing (although due to increasing pressures on revenue budgets, this is no longer viable in many cases).

The value of a capital receipt received in any financial year if less than £10,000 per asset will be allocated to the Council's revenue budget. Any capital receipt that exceeds this de-minimus value will be a corporate receipt to support the funding of the Council's capital programme.

The incidental revenue costs of asset disposals (such as marketing and legal costs) can be offset against the capital receipt up to a maximum limit of 4% of the gross capital receipt (on a case by case basis). Any significant additional costs that are anticipated or required (such as demolition and site clearance costs) will need to be met from either existing revenue budgets or additional budget approvals, which will result in additional financial pressures in the short to medium term. If site preparation activity is deemed to enhance the future value of the site, then such additional costs may be financed from capital resources. This will minimise the short-term revenue budget pressures but places further demand on the financing requirements of the Capital Programme.

Members are reminded that the Council has limited resources available to fund capital expenditure and the current capital programme, which is based upon receiving capital receipts of £15,410,000, is fully allocated to Council priorities. Careful monitoring of progress in realising these capital receipts must be undertaken throughout the year to ensure that there is a timely and pro-active disposal of assets and that the actual receipts are in line with projections.

The Council's capital programme will be reviewed and updated during 2023/24, in order to ensure that all approved schemes are still required and to include those schemes that 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.

Legal Implications: (Authorised by the Borough Solicitor)

As set out in the financial implications, capital receipts from the sale of the Council's surplus assets are critical to the overall financial position of the Council.

In addition, the sale of a number of these sites are likely to reduce the costs to the council in keeping them safe and secure and it is anticipated that the disposal of a number of these sites will bring further development to the Tameside area.

The council's Disposal Policy ensures that a robust and transparent process is undertaken when assets are declared surplus to Council requirements, most notably by ensuring consultation with Ward Members.

In due course each disposal will be subject to its own due diligence and decision making to also ensure compliance with section 123 of the Local Government Act 1972.

Risk Management:

The Council has an agreed policy which sets out the mechanism for progressing the potential sale of surplus assets. The policy seeks to ensure that any disposal is carried out in a fair and transparent manner. In adhering to the agreed Council policy, it is anticipated that any risks associated with the sale of surplus land and property is mitigated.

Access to Information: Confidential

Background Information:	The background papers relating to this report can be inspected by contacting Ben Middleton, Assistant Director Strategic Property, Place.

Telephone: 0161 342 2950.

e-mail: ben.middleton@tameside.gov.uk

1. INTRODUCTION

1.1 On 30 September 2020, Executive Cabinet approved a policy relating to the disposal of Council owned land and property. The policy was produced to help ensure that:

- sufficient consultation was carried out prior to a disposal being considered and
- any sale was completed in a transparent and fair manner, which satisfied the Council's statutory obligations.

1.2 The policy obliges the Council to consider the potential release of assets in a staged approach, with consideration by the Executive Member (Finance, Resources & Transformation). Once sites have been declared surplus by Executive Cabinet, officers would then seek to dispose of these sites, with the proposed 'route to market' agreed by Asset Management Panel.

1.3 In proceeding to dispose of an asset, the Council will generally look to advertise the opportunity on the open market, in order to be transparent and fair. The Council will seek to obtain 'best consideration' for any property sold, underpinned with an independent valuation, in order to satisfy its statutory obligations under section 123 of the Local Government Act 1972. Following the receipt of any offers received for a surplus property, officers will report these formally with recommendations to Asset Management Panel to obtain the necessary governance to progress a disposal.

2. ASSETS TO BE DECLARED SURPLUS

2.1 Officers are seeking approval from Executive Cabinet to declare the following assets, detailed below as being surplus to Council requirements. All Ward Members, who have an asset in their Ward which is proposed to be declared surplus, have been consulted week commencing 27 November 2023. Apart from some Members seeking clarification on the process or on details of the Council's ownership, no objections have been received to the proposed disposal of the assets.

Appendix 1 – Land at Peel Street, Audenshaw, M34 5PL (Audenshaw Ward).

2.2 This site was previously operated as a Council owned terrace of 27 domestic garages for use by local residents, prior to its demolition c.2010. The site has been left as an area of hardstanding since this time and is used for ad-hoc, unauthorised flyparking. The site extends to circa 928 sq m (0.229 acres), and is identified edged red on the attached plan. It is unallocated in the UDP and is considered to have some development potential, it is recommended for sale by way of auction.

2.3 Please note, a small part of the site, shaded yellow on the attached plan, is subject to an encroachment by Audenshaw School who occupy the adjacent building. Whilst Audenshaw School have only started occupying the building more recently, the encroachment is fairly long-standing, with the existing fences looking to have been in situ since prior to 2000. It is recommended that the encroachment is formalised and excluded from the disposal.

Appendix 2 – Land to the rear of 194-202, Astley Street, Dukinfield, SK16 4QD (Dukinfield Ward)

2.4 The Council owns an area of land to the rear of 194-202, Astley Street, Dukinfield. Part of the site, hatched blue, has traditionally been laid out as garden land and occupied by the adjoining residents under licence with the remainder of the land either forming an area of naturalised landscaping or part of a larger area of hardstanding.

2.5 In October 2003, an area of garden land to the rear of 196 Astley Street, shaded brown, was sold to the licensee. The remaining garden licences currently generate an annual income of £171 for the Authority.

2.6 In recent weeks, the Council have been approached by a developer who is seeking to acquire the adjoining land shown shaded pink on the attached plan. The developer is also seeking to acquire the Council's land shaded yellow, to 'merge' this with the land shaded pink and develop a small domestic garage site/area of secure, off-roading parking. In exploring the possibility of selling the Council's land shaded yellow, it would be appropriate for the Council to seek approval to declare surplus the remainder of the site edged red for disposal to the individual garden tenants.

2.7 The Council's site extends to circa 347sq m (415 sq yards) and is unallocated in the Council's adopted UDP.

2.8 The land may be considered as Public Open Space, and as such, the appropriate advertising would need to be undertaken prior to disposal.

Appendix 3 – Land at Thornleys Road/Broomgrove Lane, Denton, M34 3FT (Denton North East Ward).

2.9 The Council owns an irregular plot of land, edged red on the plan, which appears to have been the remnants of site assembly when Thornleys Road was constructed. The Council has previously discussed the possibility of selling the site to the adjoining owner, however, this interest was withdrawn some time ago.

2.10 The land is now a potential site for a temporary car park, needed in connection with bridge repairs at the nearby St. Annes Bridge on the M67. Upon completion of the bridge works, and the temporary car park requirement ended, the land is likely to be suitable for a small in-fill residential development. It is therefore considered an appropriate time to declare the land surplus to Council requirements now.

2.11 The site extends to approximately 462 sq m (0.114 acres), it is overgrown and unallocated in the UDP. It is recommended to sell by way of public auction.

Appendix 4 – Land adjacent to 70, Union Street, Osborne Terrace, Ashton-under-Lyne, OL6 6HL (St. Peter's Ward)

2.12 The Council owns the site of the former residential property at 68, Union Street, which was demolished several years ago. The site has been left as an area of hardstanding but there have been previous issues with fly tipping. The site extends to approximately 114 sq m (1,227 sq ft) and is unallocated in the UDP, as a former housing site, it is considered suitable for redevelopment as an infill residential plot. It is recommended to sell by way of public auction.

Appendix 5 – Cleared site of former 107, Crawford Street, Ashton-under-Lyne, OL6 6TT (Ashton St. Michael's Ward)

2.13 For a number of years, the cleared site of the former 107, Crawford Street was included in a garden licence with the owner of 105, Crawford Street. Terms were agreed to sell the site to the owner of 105, Crawford Street in 2017, however the sale did not progress.

2.14 Recently, the owner of 105, Crawford Street has contacted the Council to re-open negotiations to purchase the site. It is therefore proposed that the Council seek to declare the subject site surplus to Council requirements, to re-visit a potential sale to the adjacent owner, at open market value, and should this fail, to market the site by way of public auction.

2.15 The site comprises the cleared site of the former 107, Crawford Street which was demolished c1970. The site extends to approximately 42 sq m (452 sq ft) and is unallocated in the UDP.

Appendix 6 – Land adjoining 1A Fern Bank, Stalybridge, SK15 2QY (Stalybridge South Ward)

2.16 The Council owns an area of open space, identified on the attached plan, which runs from Fern Bank down to Fern Bank Recreation Ground adjoining Grey Street.

2.17 Over the past few months, the Council has been working with a resident having a problem caused by the erosion from a watercourse, which runs between the Council's land and land within their private ownership. To assist resolve this issue, the resident has approached the Council to see whether it would be prepared to sell this strip of land.

2.18 The land measures approximately 179 sq m (1,926 sq ft), it is part unallocated, and part allocated as Protected Green Space in the UDP. It is recommended that it is declared surplus to enable officers to negotiate a disposal to the resident.

Appendix 7 – Land at New Lees Street, Ashton-under-Lyne, OL6 8HB (Ashton St. Michael's Ward).

2.19 The Council owns an area of land off New Lees Street, which has formed part of the adjoining Cedar Park. The land is shown edged red on the attached plan, extends to 782 sq m (0.193 acres) and is allocated as Protected Green Space in the UDP. In recent years (i.e. for the last 10+ years), the land has been 'partitioned' from the main park and has largely been left unmaintained becoming increasingly naturalised. Whilst the area can be accessed by the public, given its existing state, any current use is thought to be minimal.

2.20 The Council has recently been approached by a developer who has secured an option to acquire an adjoining area of land identified edged blue on the attached plan. The developer is seeking to redevelop their site, proposing to create a bungalow scheme for elderly residents. However, the developer's site has restricted access, with current vehicular access into the site being extremely limited. As a result, the developer has approached the Council with a view to acquiring the Council's site edged red, in order to provide an improved vehicular access into the adjoining land and support development. The land may be considered as Public Open Space, and the appropriate advertising of such would need to be undertaken prior to disposal.

Appendix 8 – Land at Droylsden Shopping Centre, Greenside Lane, Droylsden, M43 7AD (Droylsden East Ward)

2.21 The Council owns a large area of land to the rear of the Concord Suite, which currently provides car parking and ancillary circulation space for the Shopping Centre. It is proposed to seek approval to declare two plots within this ownership surplus to Council requirements, in order to facilitate development for regeneration by the head-tenant (New Era Properties Ltd) of the shopping centre. New Era Properties Ltd holds a lease from the Council of the land edged red, excluding the land in the centre of it edged red, titled Council Offices, (being the former Concord Suite). New Era also owns the freehold of the terrace of retail warehouses to the rear of the centre, numbered A- F.

<u>Plot 1 – Land to the rear of 19-31 Queens Walk</u>

2.22 Plot 1 is identified edged blue, and includes the shaded yellow area, which is excluded from New Era's head leasehold interest, and in total extends to approximately 372 sq m (4,002 sq ft) it forms an area of hardstanding and access/service road, which partially serves some of the retail units which front Queens Walk. The access road also served the former Kwik Save food store that was demolished in April 2003.

2.23 New Era has recently secured planning permission for the development of '*new Class E Retail and Sui Generis Food Outlet units (22/01067/FUL)*' which is reliant on acquiring the subject site to support delivery.

2.24 The developer benefits from formal rights across the Council's land (by virtue of the head-leasehold interest from the Council which would limit the marketability of the subject site to a third party. It does not include the Concord Suite, which was declared surplus by Executive Cabinet in September 2020.

<u>Plot 2 – Former Public Convenience and Market Ground, Market Street</u>

2.25 In respect of 'Plot 2', edged green, this site extends to approximately 1,801sq.m (0.444 acres) and currently operates as a pay and display car park.

2.26 New Era Properties Ltd have also expressed an interest in acquiring this site, in order to develop either a fast food restaurant or some residential apartments (or a combination of both). Whilst the Council can determine at a later date whether it would be prudent to transact with New Era Properties on a direct basis, as with 'Plot 1' above, the developer enjoys formal rights across the Council's land (by virtue of the land agreements in which they own the adjoining Shopping Centre) which could potentially limit the marketability of the Local Authority land in isolation.

2.30 By declaring these sites surplus, It is anticipated that the additional retail units, fronting onto the retained Council car park would increase footfall and support the viability of the shopping centre in the long-term, it will also assist negotiations with New Era properties over discussions on the future of the shopping centre and discussions on their acquiring the former Concord Suite.

2.31 Officers are not seeking at this stage to transact with any other party than New Era Properties, as both sites are subject to separate agreements with New Era on part of each.

Appendix 9 – Garden Street Playing Fields, land to the rear of properties on Hickenfield Road, Hyde, SK14 4JE (Hyde Newton Ward).

2.32 In September 2020, Executive Cabinet declared an initial batch of assets surplus in accordance with a new disposal policy, which was approved at the same time. This list included the former changing pavilion at Garden Street, edged blue on the attached plan which, following approval of a Community Asset Transfer policy in June 2021, was marketed for a Community Asset Transfer, inviting expressions of interest.

2.33 The marketing resulted in the Council receiving two offers, one offer for community sports use and one offer – which was late and received after the tender deadline – for a commercial café. In respect of the community sports interest, it has become apparent that, in addition to the former changing rooms, this interest would be conditional upon the Council also including adjoining playing fields edged red within any future transfer. As the fields have neither been declared surplus nor included in the original opportunity offered by the Council, it would be necessary for the Council to consider declaring the 'adjoining fields' surplus in accordance with its policies, prior to re-marketing the 'enlarged' opportunity to ensure that community groups are aware of the larger opportunity.

2.34 The 'adjoining fields' are shown edged red on the attached plan (with the changing pavilion previously declared surplus by Executive Cabinet in September 2020 shown edged blue). These playing fields extend to approximately 4.4 hectares (10.88 acres) and have largely been unused for formal sports use, since the Council stopped marking out these areas c.2007. The land is allocated as Protected Green Space in the adopted UDP, and any leasehold disposal by way of a Community Asset Transfer would include advertising a proposed disposal of the pitches as Public Open Space at the appropriate time.

Appendix 10 - Land at Ashton Hill Lane / New Street / Market Street, Droylsden, M43 7UB (Droylsden East Ward)

2.35 The Council own an area of land adjoining the Lazy Toad Public House which, is subject to three small occupations (a car parking agreement with the Lazy Toad and two rights of way to nearby residential properties who use the Council's land for vehicular access to their rear garden), and is primarily used as an un-managed area of informal car parking. The land also comprises an area of un-adopted road, which currently provides access to the Health Centre at 76, Market Street.

2.36 The land measures approximately 4,338sq.m (1.072 acres) and is unallocated in the Council's adopted UDP, it sits within the defined Town Centre Boundary. As a result of this allocation, the land is thought to be suitable for a wide range of uses, including residential and retail development. Prior to commencing marketing, it is recommended that an approach to the

GP's surgery is made to forewarn them of the potential disposal, to ensure they are aware of its proposed disposal, as they may wish to acquire part.

Appendix 11 – Toilet Facilities, Hyde Park, Hyde Park Road, Hyde, SK14 4JX (Hyde Newton Ward)

2.37 The Council owns the toilet block in Hyde Park, as identified, edged red on the attached plan, which in recent years, they have been opened on a reduced hours basis as part of wider cost saving measures. Whilst the arrangements have generally worked reasonably well – insofar as the toilets are opened more during the summer months when the park is busier – there are some regular park users who feel that the absence of toilet and washing facilities is limiting the attraction of the park.

2.38 The Council have been approached by a community group who, have confirmed that they wish to take a lease of the toilets, refurbish them and ensure that they are opened and cleaned on a daily basis. In order to progress this interest, the Council would need to declare the site surplus and the property would need to be advertised in accordance with the Council's Community Asset Transfer policy, in order to understand and approve the detailed business case around the potential arrangements.

Appendix 12 – Land at Moorcroft Street, Droylsden, M43 7YB (Droylsden East Ward)

2.39 The Council owns an area of land which is currently subject to a lease to the Cadets where the Council has agreed an early surrender of their leasehold agreement, the land is shown edged red on the attached plan. Upon vacant possession returning to the Council of this interest, it is recommended that the Council declares this site along with the adjacent site edged blue surplus and dispose of both sites.

2.40 The combined sites, edged red and blue, extends to approximately 874sq.m (0.216acres). In addition to the area of land to be sold, the land benefits from a right of way over third party owned land, as shown shaded brown. The entire site is unallocated in the UDP and sits within the Town Centre Boundary.

2.41 The adjoining Market Street Medical Practice have expressed an interest in acquiring both sites in order to develop an extension to their existing medical facility.

Appendix 13 – Clarence Arcade
31 Clarence Arcade, Ashton-under-Lyne, OL6 7PT (St. Peters Ward)

2.42 The property provides c.899m^2 (9,673 sq ft) of office accommodation located over 3 floors with additional basement accommodation, it is located within Ashton Town Centre forming the end property of Clarence Arcade. The Council acquired the Freehold interest in the property in 2007 for operational purposes, however, the building is no longer fit for purpose with significant backlog maintenance of circa £315,000 and annual running costs of circa £130,000.

2.43 The property is in the process of being vacated and with the Council having no operational requirement for the use of the property, it is recommended that the Council disposes of its interest by way of a Freehold disposal or via lease.

Appendix 14 – Denton Centre, Denton, M34 2BW (Denton North-East Ward)

2.44 The property comprises c.921m^2 (9,910 sq ft) of office accommodation within a Victorian single storey brick built former primary school building located on a site measuring approximately 0.36 hectares (0.89 acres). The property is a former school and is located in a predominantly residential area and borders Victoria Park.

2.45 The property has been closed as a primary school since 2005 and has been occupied by council services for the past 10 years. Due to the new locality model of working, backlog maintenance and annual running cost liability to the Council, the property is in the process of being vacated and it is no longer required for operational purposes. A condition survey dated 24 July 2020 confirms backlog maintenance works required of approximately £220,000.

Appendix 15 – Land adjacent 33, Ridling Lane, Hyde (Hyde Godley Ward)

2.46 This is an area of unused land adjacent to 33, Ridling Lane as outlined in red on the attached plan, extending to 108 sq m (1,162 sq ft). The Council has recently been approached by the adjacent owner, seeking to purchase the land. The Council has no operational use for the site, and it is recommended that is declared surplus to requirements and placed on the market by way of a freehold disposal.

3 RISKS AND MITIGATION

3.31 The report is seeking to declare a number of sites surplus to Council operational use, in accordance with the Disposal Policy approved by Executive Cabinet on 30 September 2020. The policy makes provision for greater consultation to take place within ward members prior to considering the sale whilst also helping to ensure that officers fulfil its statutory duties.

3.32 As such, once any assets have been declared surplus, further consideration will be given in relation to the route to market. The appropriate approach to marketing would be approved by Asset Management Panel, in accordance with the Disposal Policy. This consideration would help to ensure that all opportunities are properly advertised where appropriate and competitive dialogue takes place where possible to ensure that the Council obtains best value in accordance with the provisions of s.123 of the Local Government Act 1972. This consideration would also recognise that different sales techniques and methods of disposal would apply for different assets dependent on several variables including, size, location and any level of control that the Council may wish to retain.

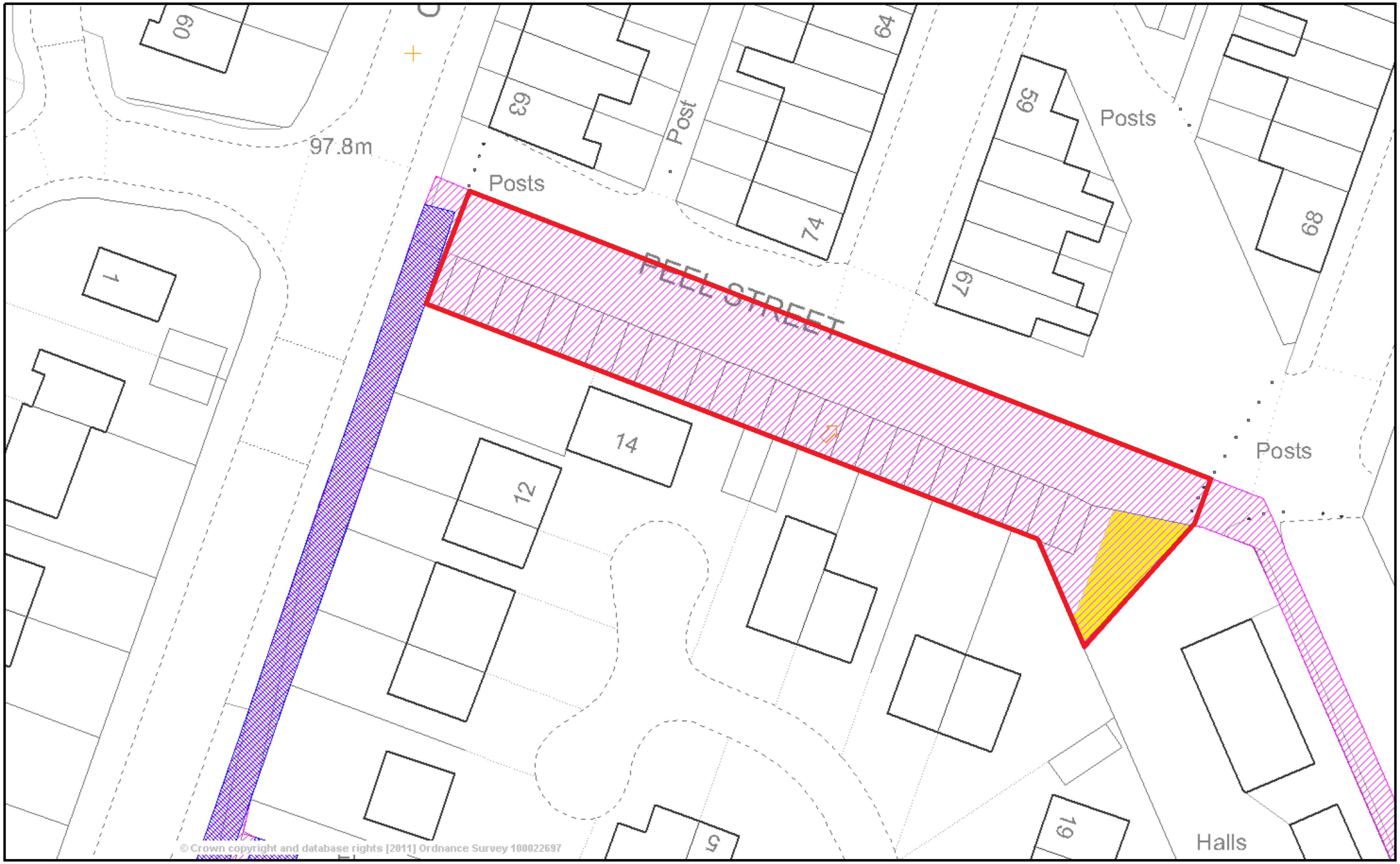
3.33 Prior to advertising sites, officers will also look to 'de-risk' the opportunities where possible, by providing a range of technical information, which may include survey work and planning statements where appropriate. In seeking to reduce risks to developers, this would help interested parties to maximise the value of any offers made to the Authority and give less opportunities for developers to reduce offers at a later date.

4 RECOMMENDATIONS

4.1 As set out at the front of the report.

This page is intentionally left blank

Land at Peel Street, Audenshaw - Appendix 1

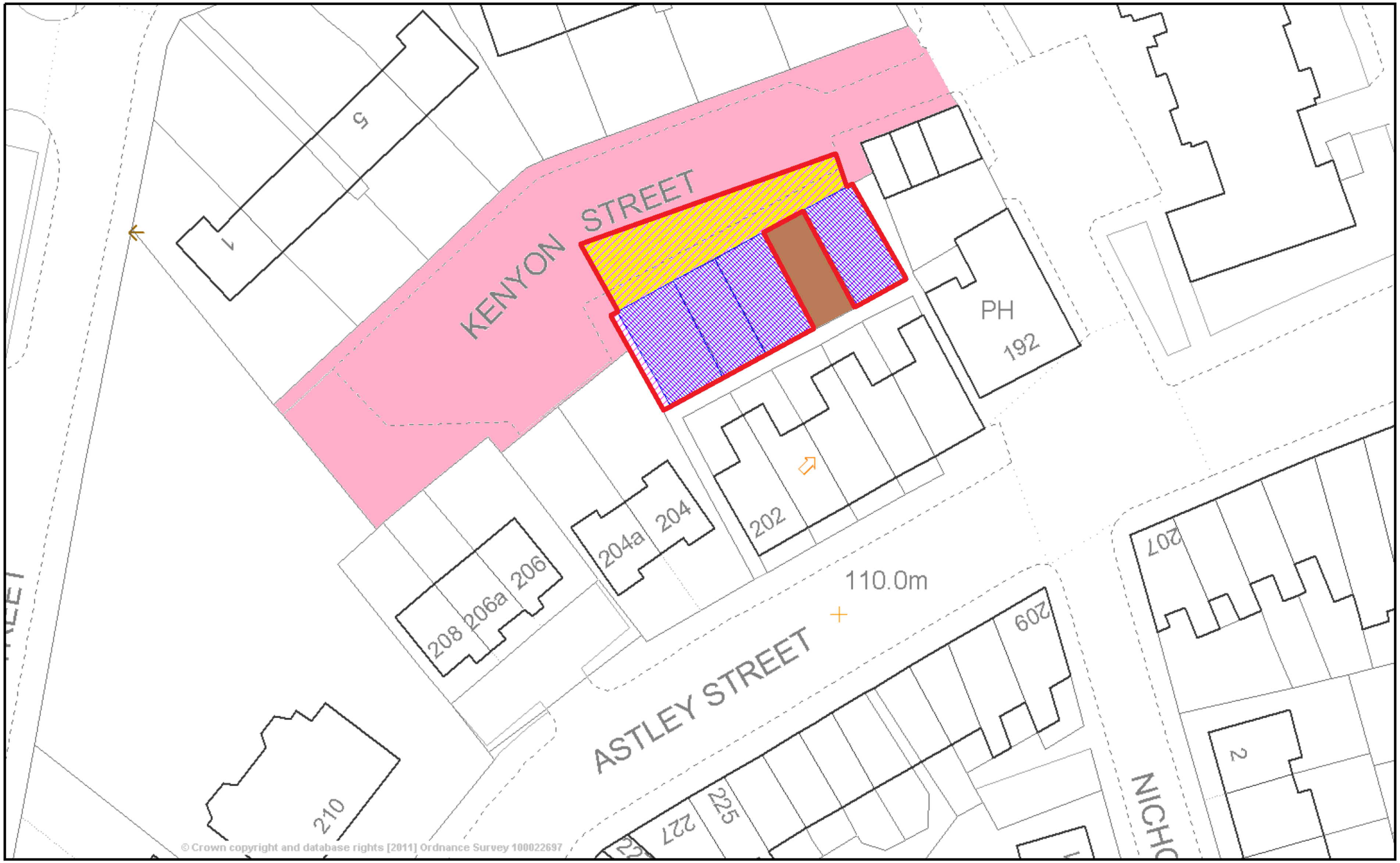


Scale 1/500

Centre = 392077 E 396676 N

Date 14/3/2022

Land to the rear of 200 Astley Street, Dukinfield - Appendix 2



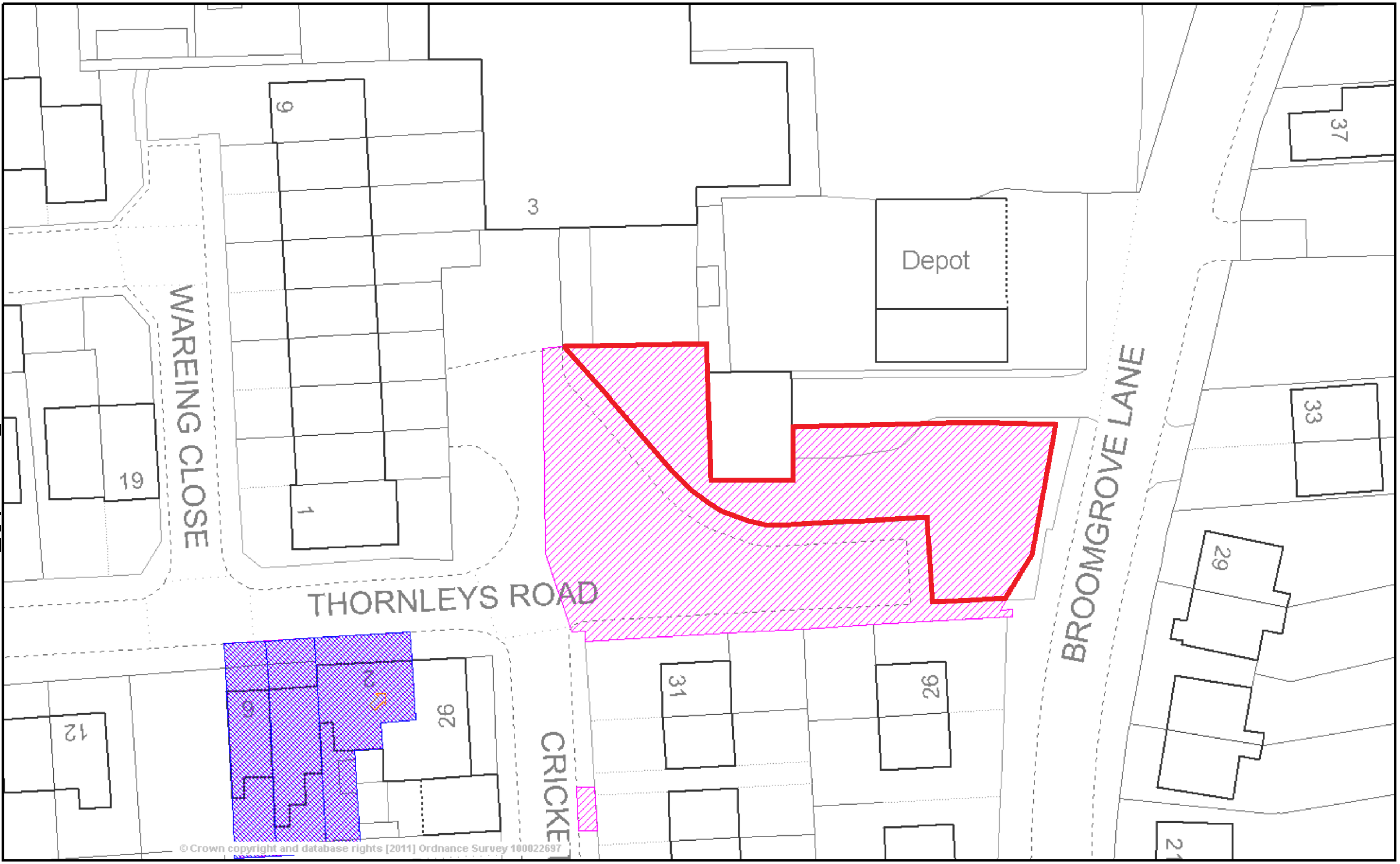
Scale 1/500

Date 19/10/2021

Centre = 393589 E 397964 N

- **Third party owned land due to be acquired by private developer.**
- **Council owned land subject to interest from private developer.**
- **Council owned land subject to residential garden tenancy.**
- **Land previously sold by the Council to the garden tenant.**

Land at Thornleys Road / Broomgrove Lane, Denton - Appendix 3

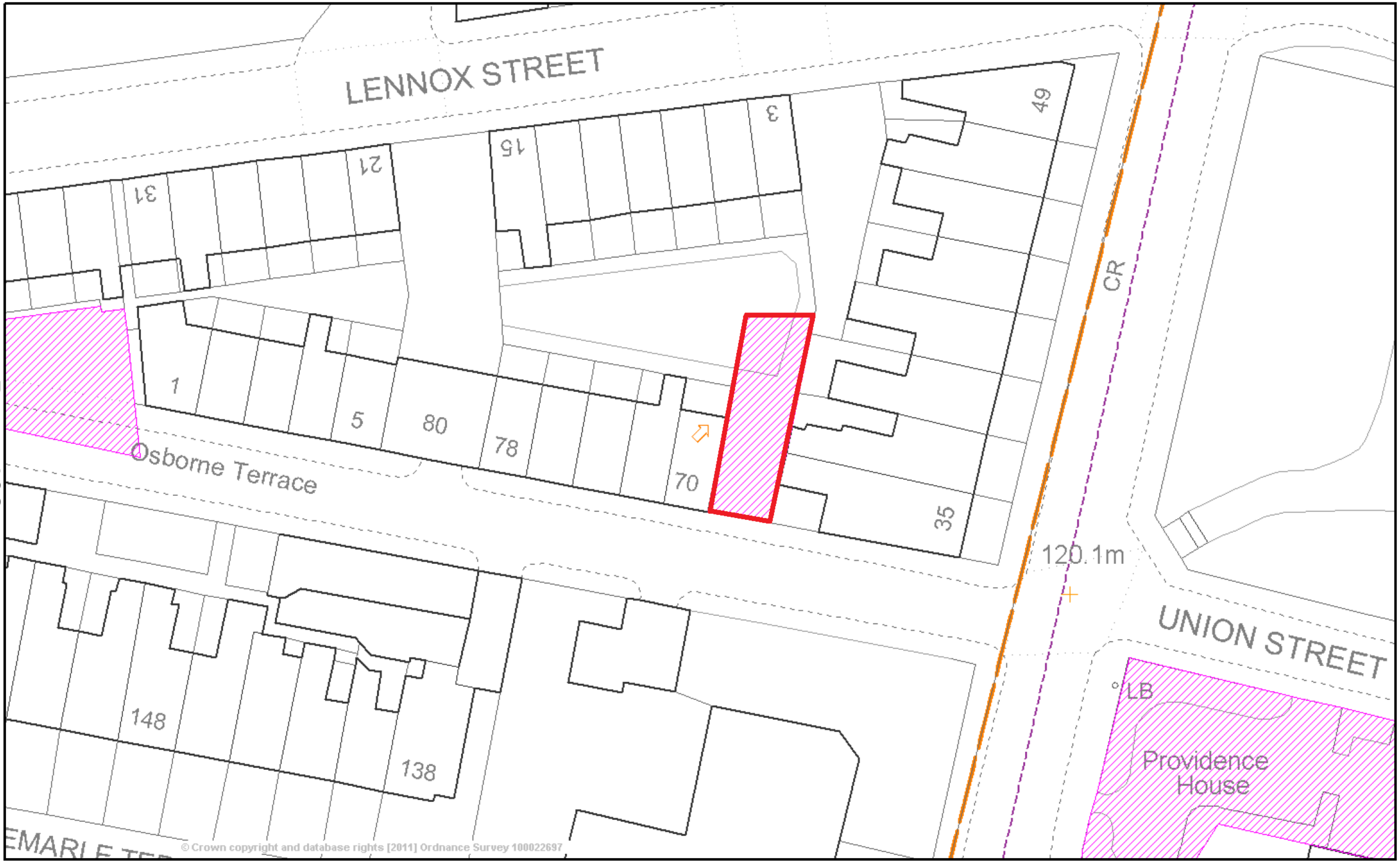


Scale 1/500

Centre = 393218 E 395702 N

Date 21/6/2022

Land adjoining 70 Union Street, Ashton-under-Lyne - Appendix 4



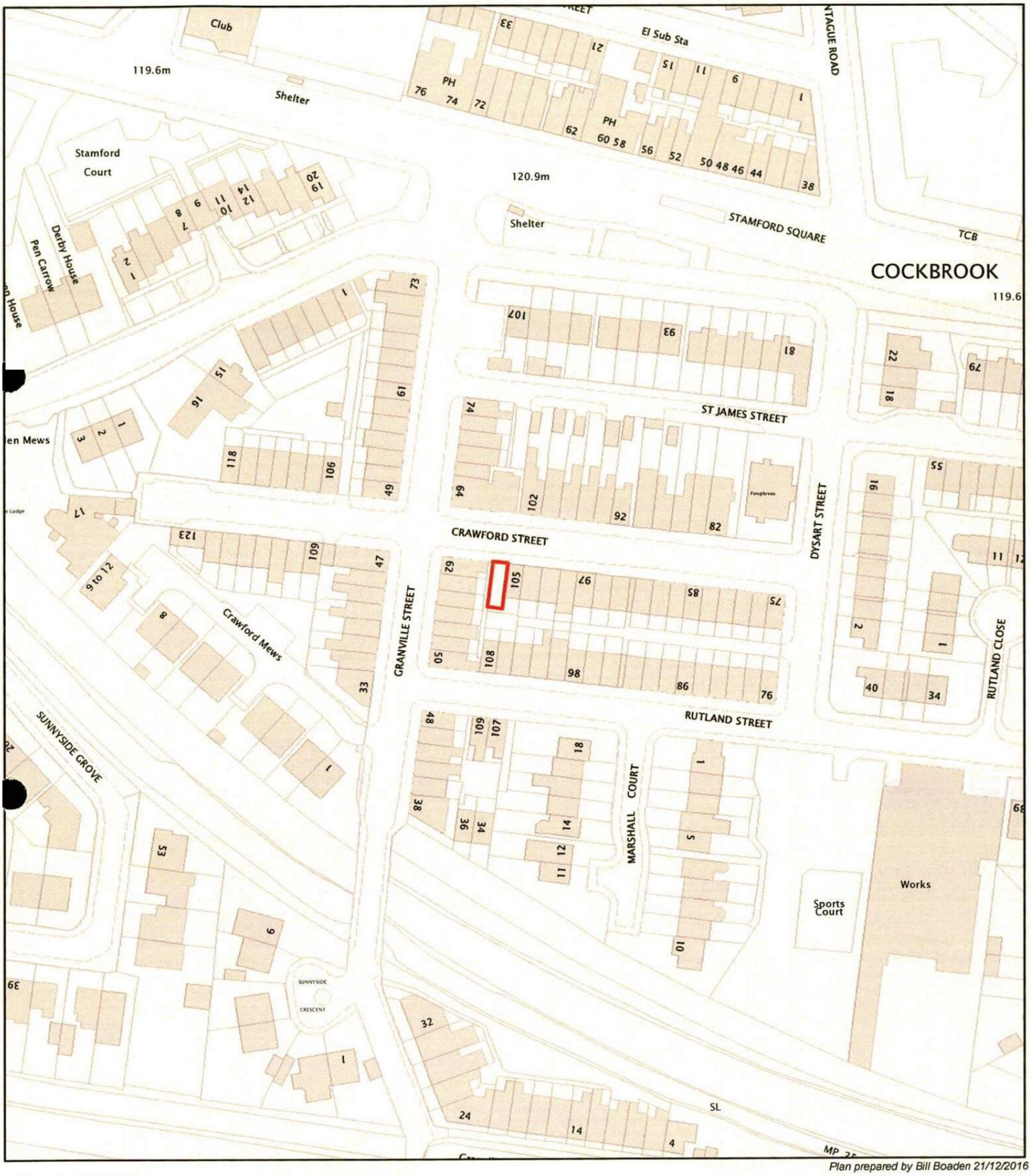
Scale 1/500

Centre = 394078 E 399426 N

Date 21/6/2022

Land adjoining 105 Crawford Street
Ashton-under-Lyne - Appendix 5

N



Plan prepared by Bill Boaden 21/12/2016

1:1,250

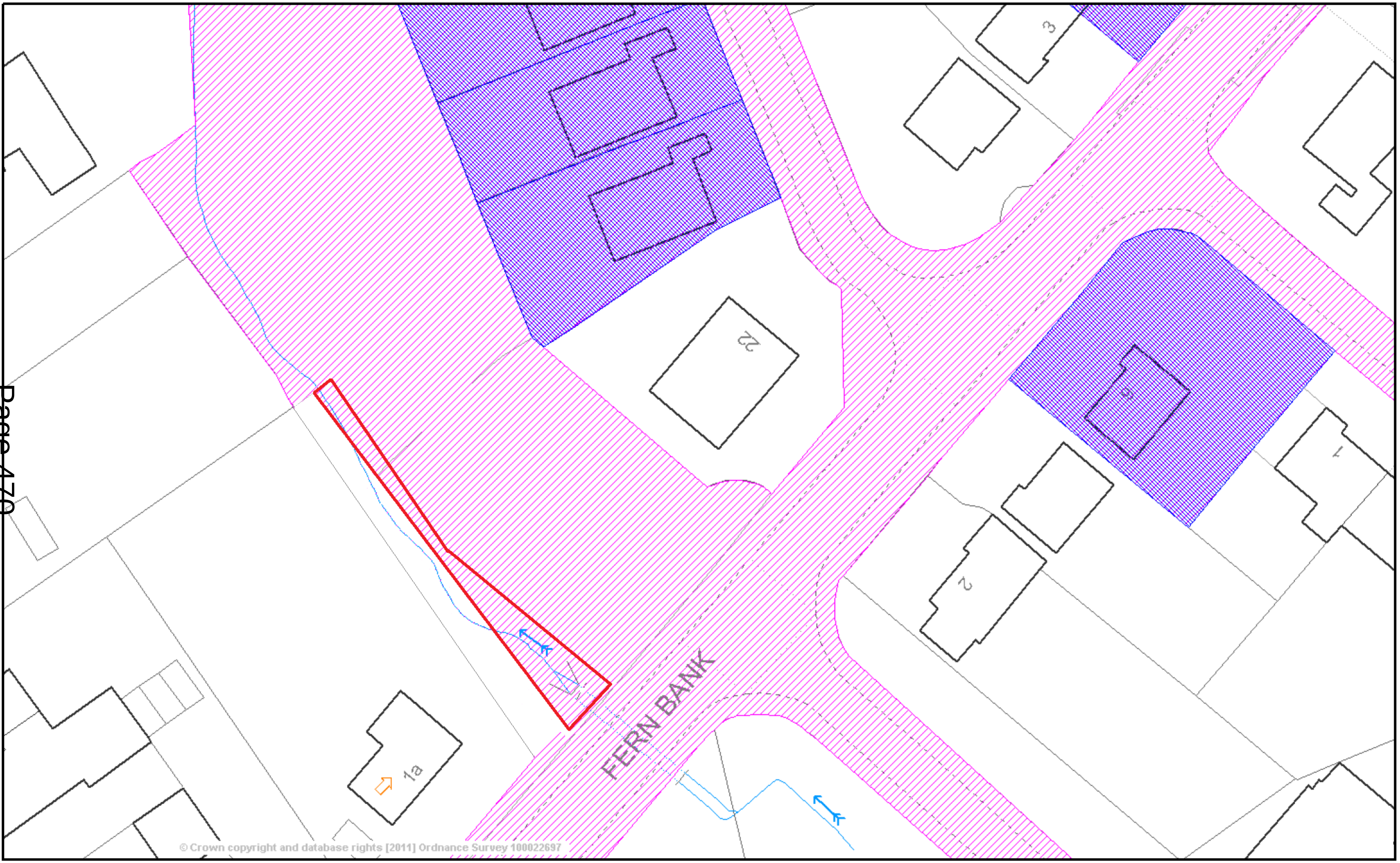
SJ9498NE

0 20 40 80 Meters

Tameside Metropolitan Borough

Estates & Asset Management Unit
c/o Dukinfield Town Hall
King Street
Dukinfield
SK16 4LA

Land adj.1a Fern Bank, Stalybridge - Appendix 6

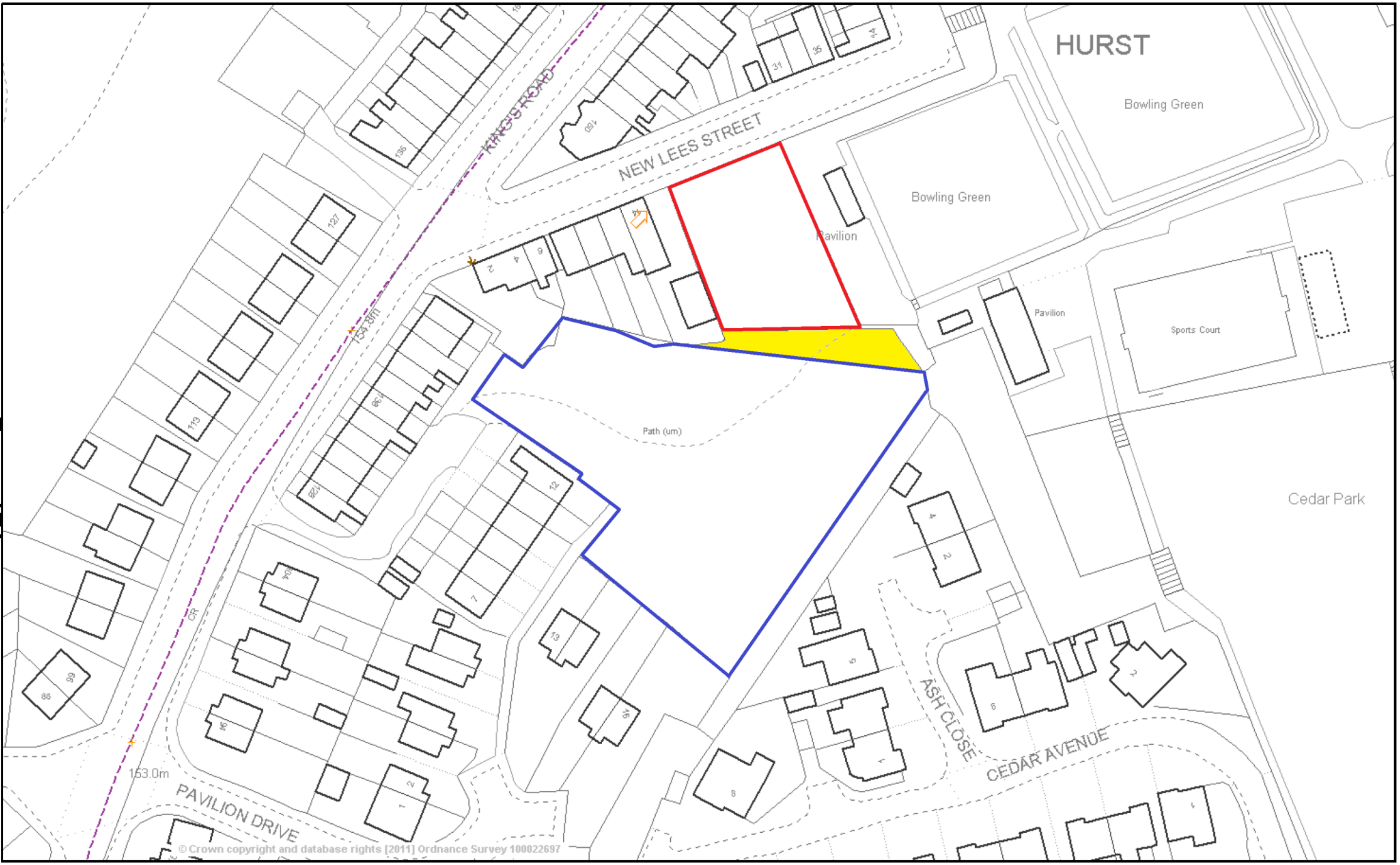


Scale 1/577

Centre = 397244 E 397970 N

Date 14/7/2022

Land at New Lees Street, Ashton-under-Lyne - Appendix 7



Scale 1/1000
Date 31/10/2022
Centre = 394671 E 400189 N

Land owned by Council.
Unregistered / Unknown ownership.
Private land to be acquired by developer.

APPENDIX 8

Plot 1 - Existing

Plot 1 - Proposed

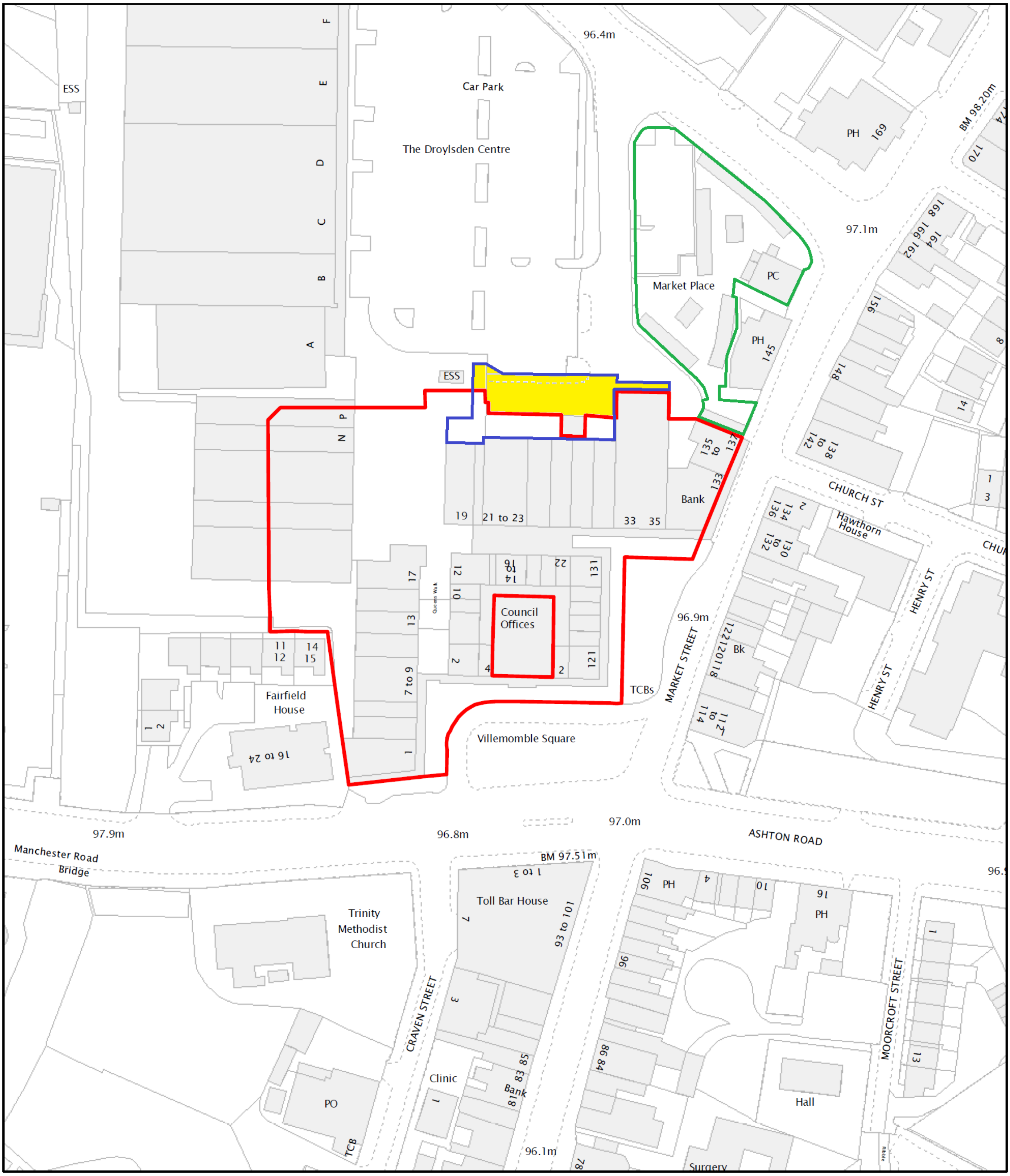
Droylsden Shopping Centre (Centrelease Ltd)

Council owned Freehold, subject to lease to New Era Properties for a term of 99 years from 29.09.1993.

Area of land included in planning application for development of new Class E Retail and Sui Generis Food Outlet units (22/01067/FUL).

Plot 1 - Council owned land required to deliver planning permission / Council land to be declared surplus to facilitate development.

Plot 2 - Council owned land, former Market / Public Conveniences and car park.



1:1,250

0 5 10 20 30 40
Meters

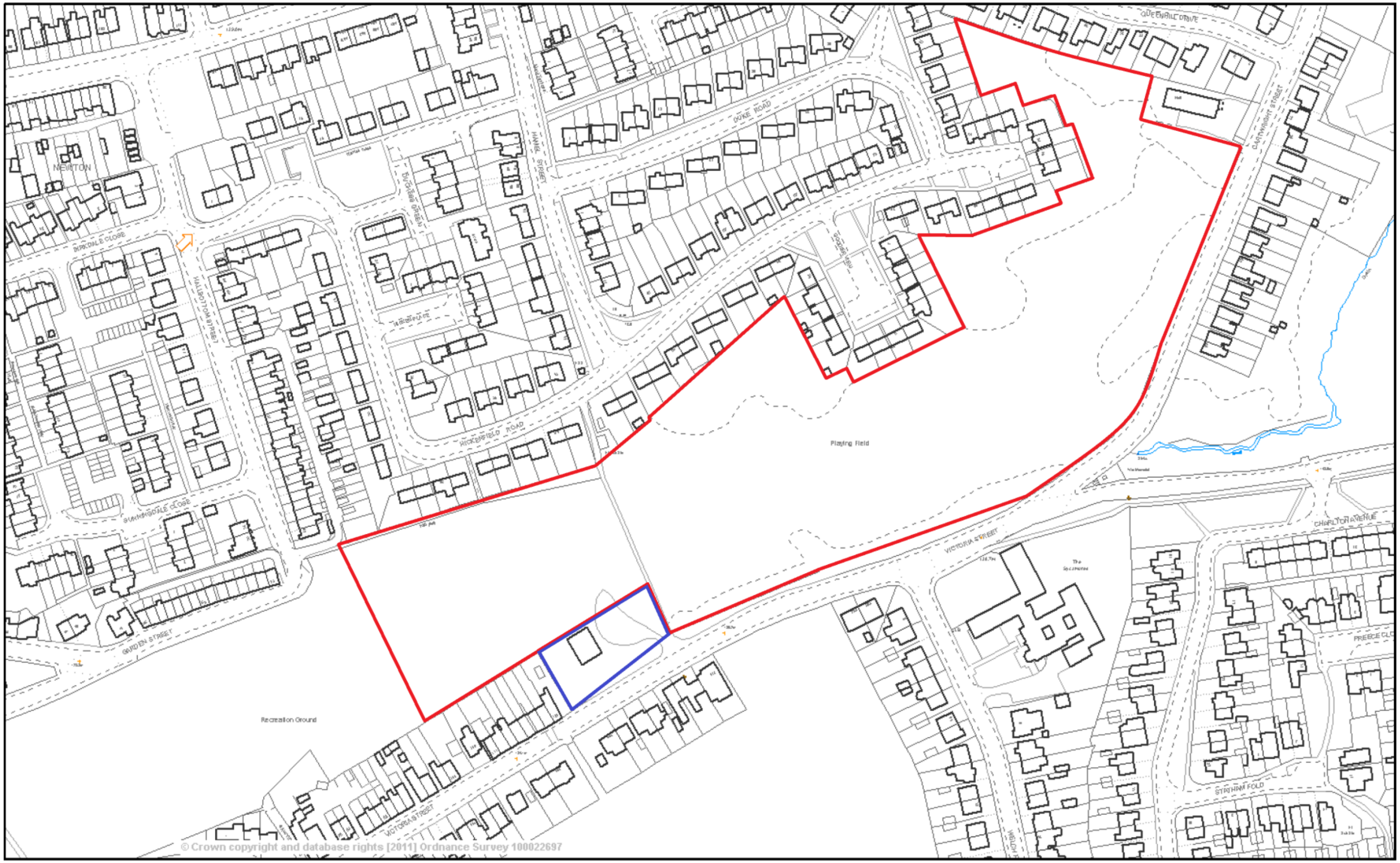
SJ9098SW

Plan produced by Bill Boaden 6/3/2012

Tameside Metropolitan Borough
Estates & Valuation Unit
Council Offices
Wellington Road
Ashton-under-Lyne
OL6 6DL
0161 342 3620

APPENDIX 9

Garden Street Playing Fields / Land to the rear of Hickenfield Road, Hyde

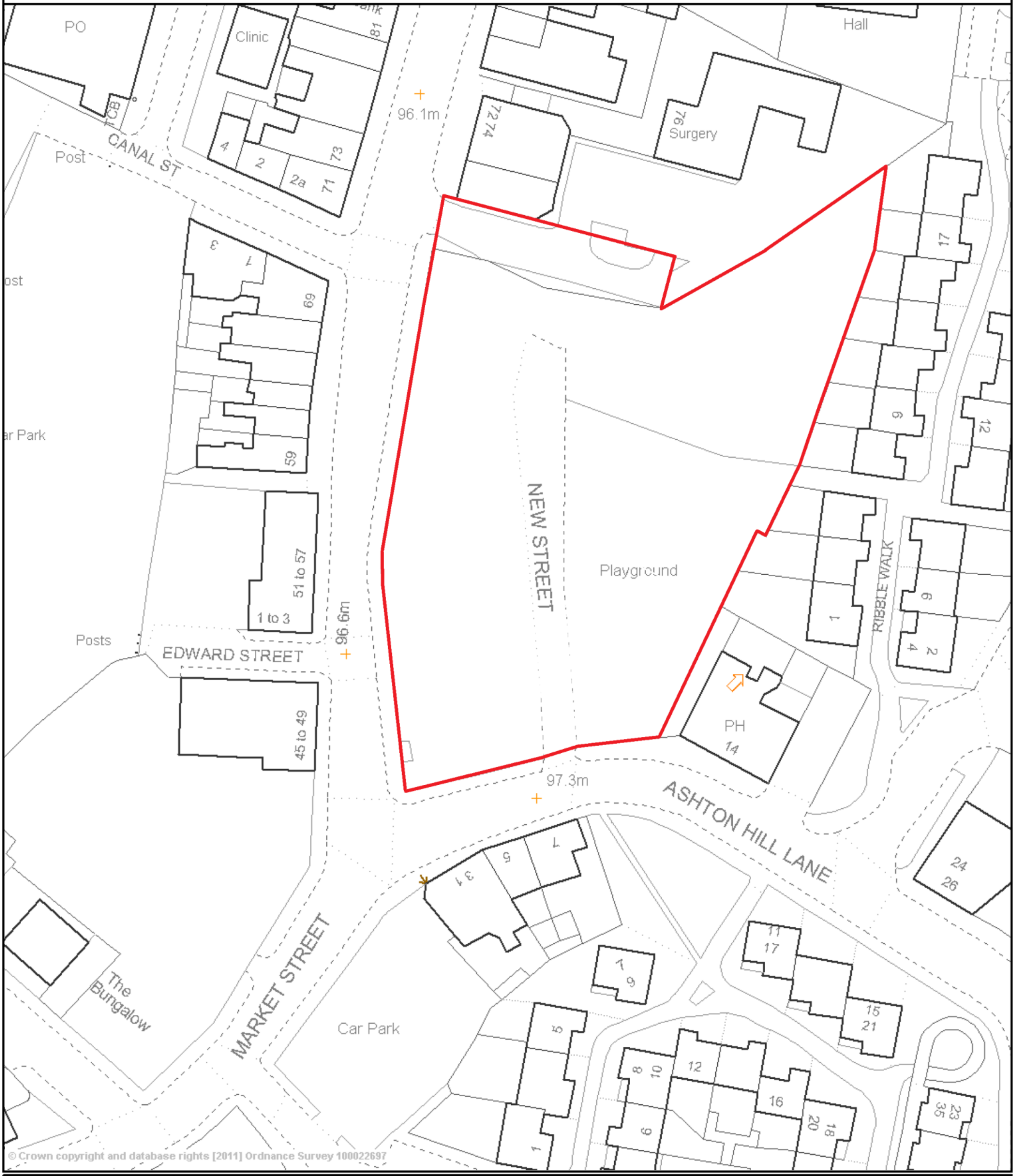


Scale 1/2500
Date 14/2/2023
Centre = 395816 E 396072 N

Boundary of area declared surplus by the Council in September 2020.

Area of land to be declared surplus as part of future 'Batch 5' list of opportunities.

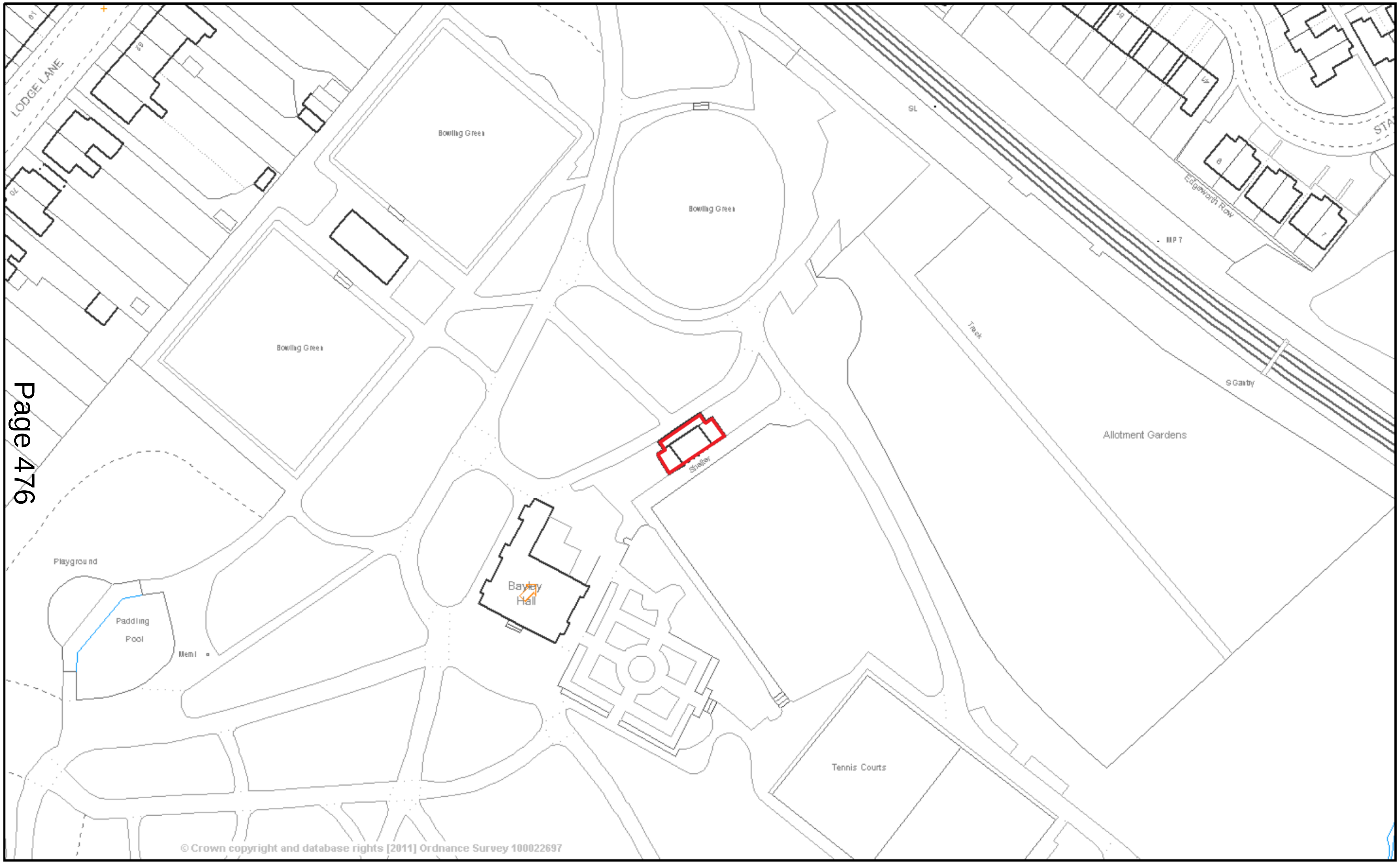
Land to side of Lazy Toad Public House, Ashton Hill Lane, Droylsden - APPENDIX 10



Scale 1/789 Date 18/4/2023

Centre = 390423 E 397942 N

Appendix11 - Toilets, Hyde Park, Hyde

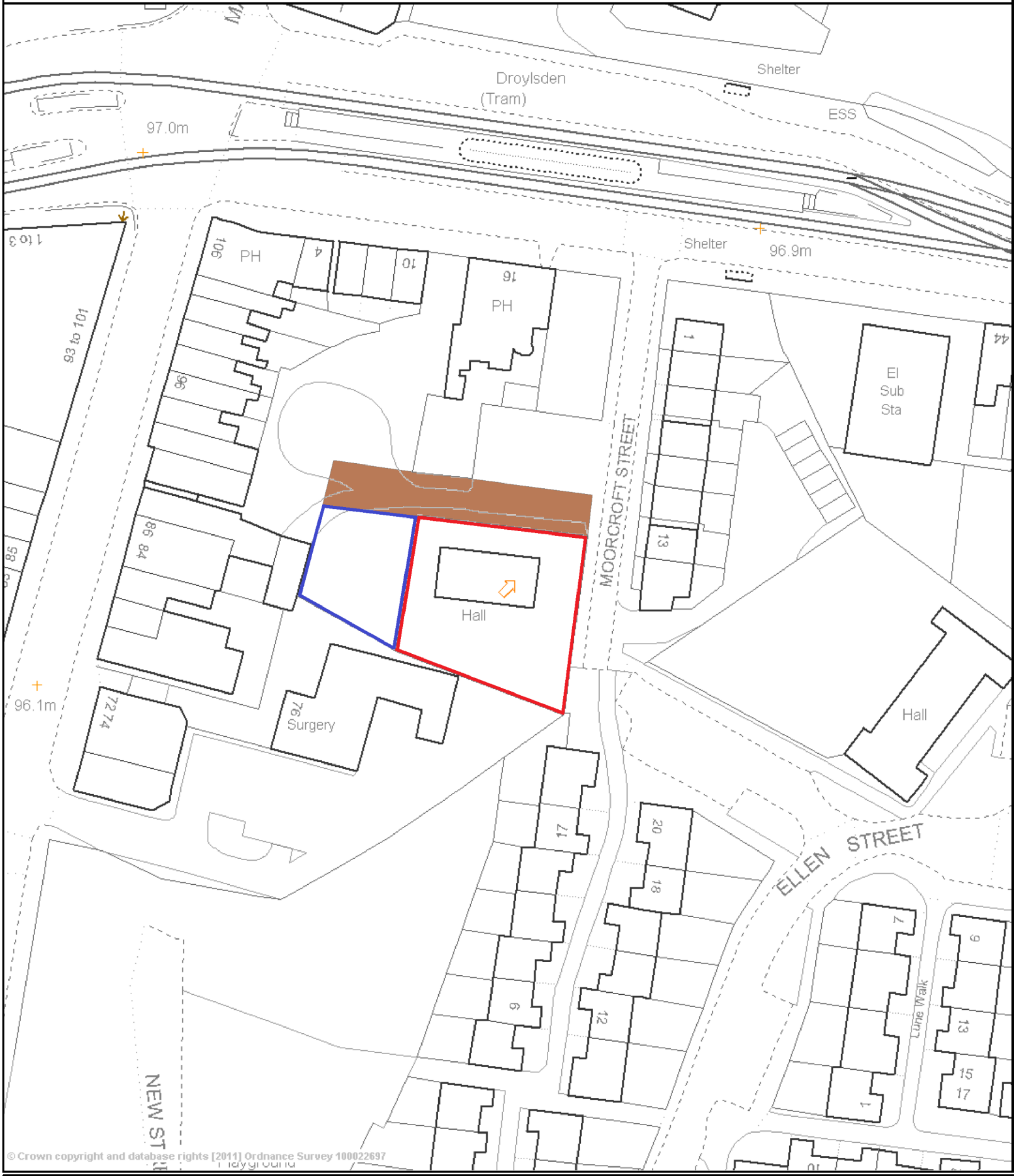


Scale 1/1250

Centre = 395007 E 395750 N

Date 26/7/2023

Cadets Building, Moorcroft Street, Droylsden **APPENDIX 12**

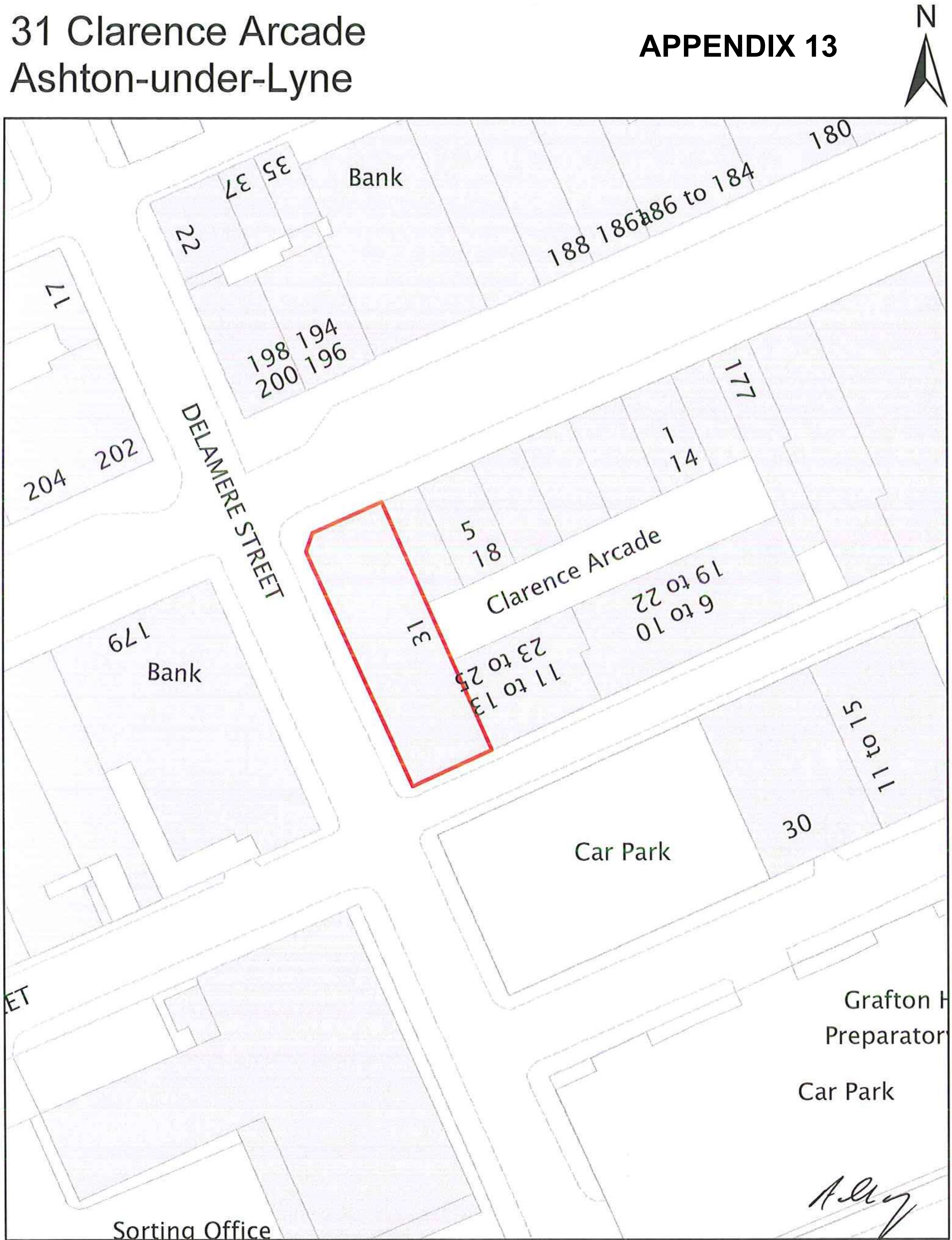


Scale 1/789 Date 5/6/2023

Centre = 390480 E 398030 N

31 Clarence Arcade
Ashton-under-Lyne

APPENDIX 13



Plan prepared by Bill Boaden 11/6/2013

1:500

SJ9398NE

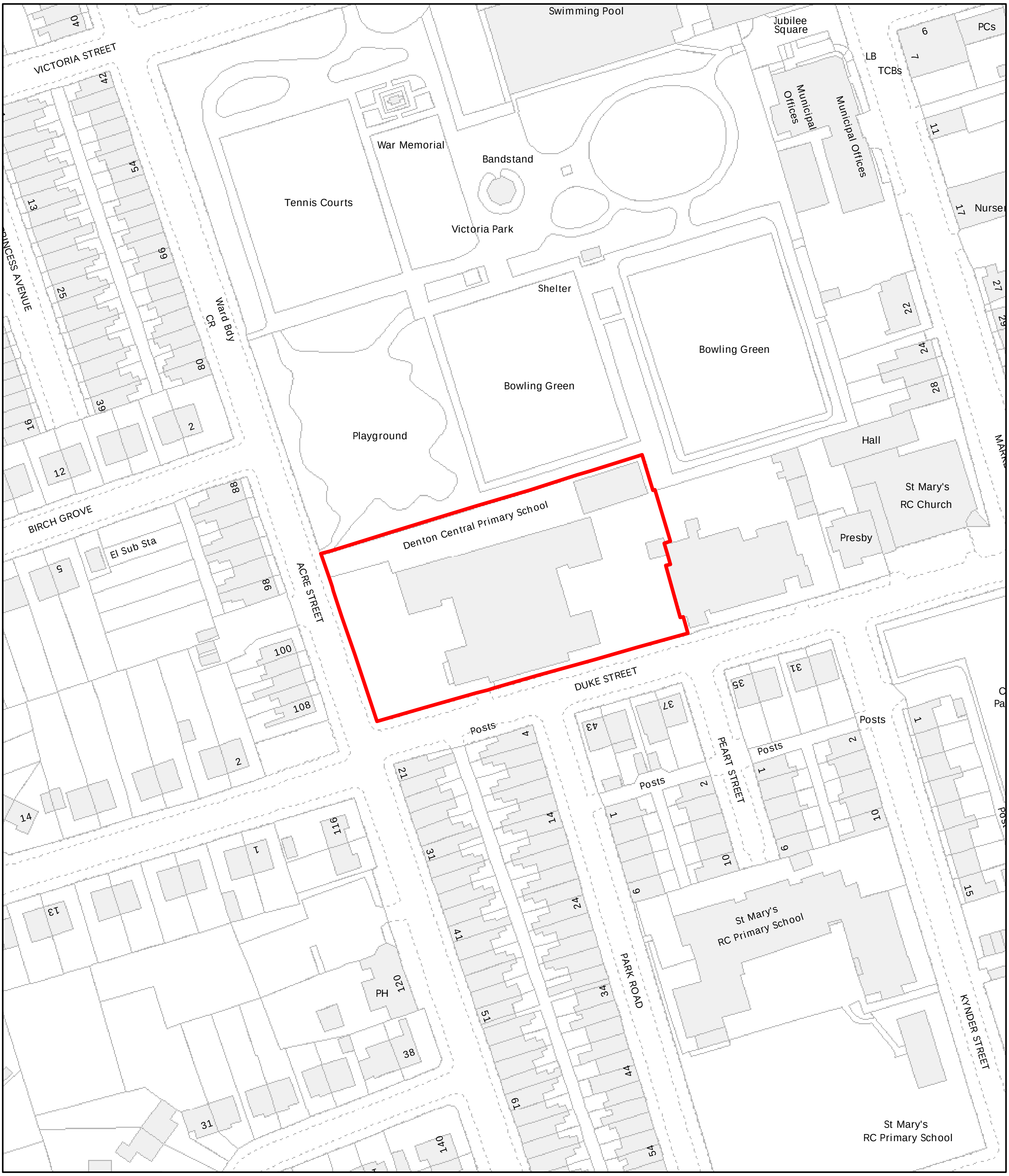
0 10 20 40 Meters

Tameside Metropolitan Borough

Estates & Asset Management Unit
Council Offices
Wellington Road
Ashton-under-Lyne
OL6 6DL

Children's Social Care Centre
Duke Street Denton
372 3619 sq metres

APPENDIX 14



1:1,250

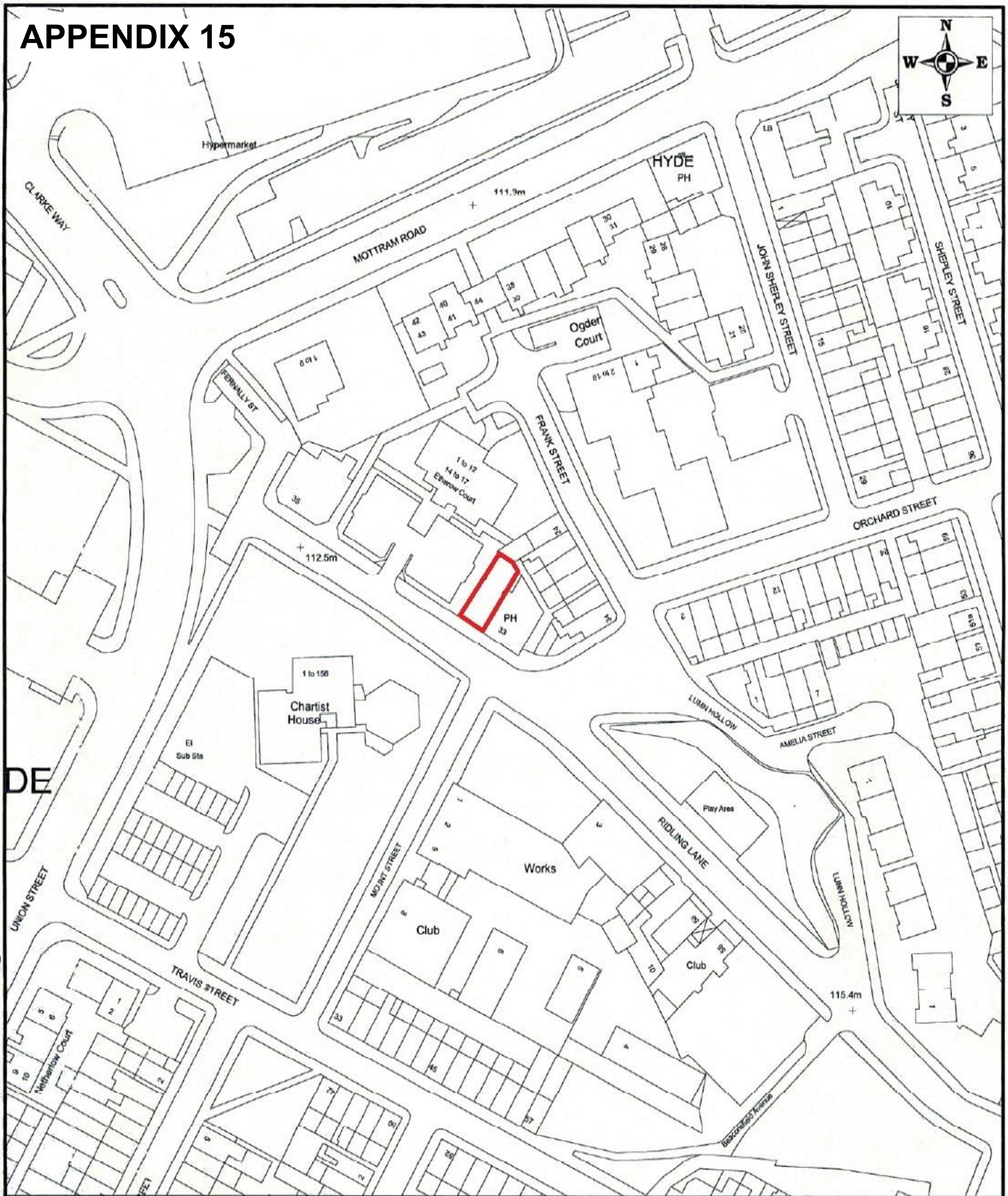
SJ9295SW

Plan prepared by Bill Boaden 2/3/2012

0 5 10 20 30 40 Meters

Tameside Metropolitan Borough
Estates & Asset Management Unit
Council Offices
Wellington Road
Ashton-under-Lyne
OL6 6DL

APPENDIX 15



Date:	28 Sep 2005
Drawn By:	jp
Plan Ref:	.Rn
Sheet No.:	SJ9594NW
Scale:	1: 1250

Title:

Land adjoining
33 Ridling Lane
Hyde

108sq.m.

Tameside
Metropolitan Borough

Estates & Valuation Unit
Economy & Environment
Council Offices
Wellington Road
Ashton under Lyne OL6 6DL

EMAIL address: estates.valuation@mail.tameside.gov.uk Web site: http://www.tameside.gov.uk Call Centre: 0161 342 8355

Report to:	**EXECUTIVE CABINET**
Date:	20 December 2023
Executive Member:	Councillor Jack Naylor, Executive Member (Inclusive Growth, Business & Employment) Councillor Jacqueline North, First Deputy (Finance, Resources & Transformation)
Reporting Officer:	Julian Jackson – Director of Place Nicola Elsworth – Assistant Director of Investment, Development and Housing
Subject:	**GODLEY GREEN: HOMES ENGLAND HOUSING INFRASTRUCTURE FUNDING (HIF) GRANT FUNDING AGREEMENT (GFA) – REMEDIATION PLAN**
Report Summary:	In December 2019, the Council entered into a £10m GFA with Homes England for the proposed Godley Green Garden Village. Due to the complexities and timescales associated with promoting green belt land for development, it has not been possible to meet the deadlines for spend under the terms of the GFA. The Council was informed by Homes England on 31 July 2023 that no further extensions to the HIF Programme (beyond 31 March 2024) could be granted and that a remediation plan is therefore required in order to manage the exit from the programme and termination of the GFA.
Recommendations:	That Executive Cabinet be recommended to: 1. Approve the Council entering into the Deed of Termination Notice (targeted for before 31 December 2023, to avoid the risk of clawback of the £0.720m grant funding already drawn down). 2. Note that a resolution to grant outline planning consent was confirmed on 1 November 2023 and that the Secretary of State confirmed on 9 November 2023 that the application will not be subject to call in. 3. Note the ongoing cooperation between the Council, Homes England and Greater Manchester Combined Authority (GMCA) to identify alternative sources of grant funding (if required). 4. Agree promotion of the project to Homes England's Brownfield Land and Infrastructure (BIL) fund via GMCA.
Corporate Plan:	The Council's ambitions for Godley Green are reflected in the Corporate Plan by aspiring to build successful lives, strong and resilient new communities, and invest in a local and vibrant economy.
Policy Implications:	Godley Green is a key strategic site for Tameside, as identified in the Places For Everyone Spatial Framework, due for adoption in 2024.
Financial Implications:	In December 2019, the Council entered into a £10m grant funding agreement with Homes England for the proposed Godley Green

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

Garden Village. The Council negotiated an early draw down of £0.720m which was utilised to kick start initial preparatory and site investigation works.

The Council's Speakers Panel provided a resolution to grant the outline planning application for Godley Green on 1 November 2023. The outline application was referred to the Secretary of State for final approval on 2 November 2023, and responded on 9 November 2023 to confirm that the application will not be called in.

Due to the complexities and timeframes associated with promoting green belt for development, it has not been possible to meet the deadlines for spend under the terms of the GFA. The Council was informed by Homes England on 31 July 2023 that no further extensions to the HIF Programme (beyond 31 March 2024) could be granted, and that a remediation plan is therefore required in order to manage the exit from the programme and terminate the GFA. Homes England has helpfully confirmed, in writing that the £0.720m already drawn down won't be clawed back, on the condition that the Deed of Termination is signed and returned by the Council by 31 December 2023.

However, notwithstanding the position with the HIF Programme, the Council remains committed to the delivery of the scheme. Now outline planning consent has been minded to be approved, the Council is focussing its efforts on enabling delivery of the scheme. This work includes further refinement of costs and values (including the production of a fully costed Infrastructure Delivery Plan). In addition, the Council is working with the other site promoters/landowners to establish a delivery mechanism and determine how the scheme can be cashflowed and costs equalised.

Legal Implications: (Authorised by the Borough Solicitor)

The Council must ensure that the Deed of Termination is in full and final settlement of any and all outstanding liabilities under the GFA and that Homes England will not be able to claw back any of the £0.720m already drawn down.

Risk Management:

Homes England have confirmed that not signing the Deed of Termination by 31 December 2023 will mean that the £720k already drawn down will be subject to claw back as well incurring additional legal fees.

Access to Papers

CONFIDENTIAL

APPENDIX 1: Contains exempt information relating to paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended) in that it relates to information relating to the financial or business affairs of a particular person (including the authority holding that information).

Background Information:

The background papers relating to this report can be inspected by contacting Ben Gudger, Head of Investment and Development

Telephone: 07870 883 962

e-mail: ben.gudger@tameside.gov.uk

1. INTRODUCTION

1.1 Godley Green is a key strategic site in Tameside and Greater Manchester (GM) and is due to be allocated for development within the GM Places for Everyone Spatial Framework (due for adoption in 2024). Godley Green will contribute 27% of Tameside's housing supply and 1.3% of GM's housing supply between now and 2037. The site now has the benefit of a resolution to grant outline planning consent and will create a high-quality new community across two villages and deliver up to 2,150 new homes, associated high quality green, blue and hard infrastructure (creating connections, sustainable living and increasing biodiversity), in addition to two local centres.

1.2 The working relationship and support that has been established regarding the Godley Green project between the Council, Homes England and GMCA since 2019 has provided the catalyst for the creation of a vision for Godley Green that, when realised, will provide the step-change that is required to transform the local housing market in the borough and to meet key housing needs requirements within Tameside and across GM.

1.3 Homes England informed the Council on 1 February 2018 that its £10 million bid for Housing Infrastructure Funding **(HIF)** for the proposed Godley Green Garden Village was successful and a HIF Grant Funding Agreement (GFA) was entered into in December 2019. The HIF investment was intended to support delivery of the critical infrastructure required to unlock development activity in the initial phases. In addition, the Council negotiated an early draw down of £0.720m, which was utilised to kick start initial preparatory and site investigation works.

1.4 Two critical milestones were included within the GFA and included the securing of an outline planning consent and confirmation of a Delivery Partner to deliver the infrastructure and initial phases of development. Although progress had been made on both of these milestones/workstreams, complexities associated with promoting land in the green belt at such a scale have meant that it has naturally taken time to secure planning consent and secure a delivery partner and achieving these milestones has been challenging.

1.5 The Council was informed by Homes England on 31 July 2023 that no further extensions to the HIF Programme (beyond 31 March 2024) could be granted and that a remediation plan is therefore required in order to manage the exit from the programme and terminate the GFA.This was confirmed formally through a Reservation of Rights letter to the Director of Place on 31 July 2023.

2. PREPARATION OF REMEDIATION PLAN TO EXIT THE GRANT FUNDING AGREEMENT

2.1 In order to exit the GFA, the Council has been asked by Homes England to set out a remediation plan that will require the completion of a Deed of Termination by 31 December 2023.

2.2 The Director of Place wrote to Homes England on 11 October 2023 setting out the anticipated stages for formal withdrawal from the GFA. These are:

DATE	Action	Outcome
September 2023	Update from Director of Place on HIF Position to Godley Green Delivery Group	Agreement to progress drafting of report, to begin the governance decision making process to formally withdraw from the HIF Grant Funding Agreement

November 2023	Report from Director of Place on Remediation Plan to Single Leadership Team	Identification of formal governance route
December 2023	Report from Director of Place on Remediation Plan to Board / Executive Cabinet	Formal resolution by the Council Executive to withdraw from the HIF Grant Funding Agreement
December 2023	Signing of Deed of Termination	N/A

2.3 In addition to these timescales, The Director of Place also asked Homes England to confirm the following as part of an agreed GFA exit strategy.

- Confirmation that £0.720m HIF funding already drawn down and expended by Tameside Council to support project milestones will not be subject to clawback.
- Confirmation that Q1 milestones (23/24) and any subsequent milestone monitoring in this financial year will cease with immediate effect and is no longer required.
- Confirmation that Homes England will collaborate on a joint press/media statement and to manage any announcements of the termination of the Grant Funding Agreement.
- Confirmation that Homes England will work with GMCA and Tameside Council to continue to support delivery of the project and to find an alternative source of funding to unlock delivery of the scheme.

2.4 Homes England responded in writing to the Director of Place on 23 October 2023 to confirm that the series of issues raised are acceptable, so long as the Deed of Termination (**Appendix 1)** is signed and returned by the Council by 31 December 2023.

3. WITHDRAWAL OF GFA – IMPACT ON PROJECT DELIVERABILITY

3.1 The grant monies were originally secured to make the scheme financially viable. The impact of the £10m HIF grant funding was to create a positive land value and construct enabling infrastructure to improve deliverability of the scheme. Although the HIF funding can no longer be accessed by the Council, outline planning consent has been minded to be approved which means the project can now move into its delivery phase. The Council is focussing its efforts on refining costs and values, including the production of a fully costed Infrastructure Delivery Plan and remains committed to its delivery. It should be noted that values have positively improved since HIF funding was allocated. The Council is also working with the other site promoters/landowners to establish a delivery mechanism and determine how the scheme can be cash flowed and costs equalised.

3.2 The Council continues to work with Homes England and GMCA (who acknowledge the strategic importance of the scheme) and will utilise this partnership to identify further sources of grant funding, if required, including promoting the project to Homes England's Brownfield Land and Infrastructure (BIL) fund via GMCA.

4. CONCLUSION

4.1 Homes England's flexibility in agreeing to an early draw down of grant funding has significantly helped the Council to facilitate and deliver a full pre and post-planning submission process, that included 12 public and statutory consultation sessions, during the challenging COVID lockdown period.

4.2 In addition, this funding, aligned with the Council's significant investment of financial resources and political leadership, has helped to create a development platform that has seen the majority of the site now optioned for development. Meanwhile, the Council's controlling interest in the site also places it in a strong strategic and commercial position when it comes to selecting a delivery partner. The Council continues to remain fully committed to the delivery of the site and promotion of the allocation through the Places for Everyone process to remove it from the Green Belt and has made positive responses to the recent Main Modifications consultation accordingly.

4.3 Unfortunately, the Council and Homes England has not been able to agree further extensions to the HIF Programme. However, Homes England has made an ongoing commitment to continue to work with the Council and GMCA to explore further funding and partnership opportunities as they arise and should they be needed, that will support the delivery of this key, strategic site.

5. RECOMMENDATIONS

5.1 As set out at the front of the report.

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank