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JOINT MEETING EXECUTIVE CABINET / OVERVIEW PANEL

Day: Wednesday
Date: 14 February 2024
Time: 1.00 pm
Place: Committee Room 1 - Tameside One

Item No.	AGENDA	Page No
1.	APOLOGIES FOR ABSENCE To receive any apologies for the meeting from Members of the Executive Cabinet.	
2.	DECLARATIONS OF INTEREST To receive any declarations of interest from Members of Executive Cabinet.	
3.	MINUTES The Minutes of the meeting of the Executive Cabinet held on 24 January 2024 to be signed by the Chair as a correct record (Minutes attached).	1 - 10
4.	JOINT OVERVIEW/EXECUTIVE CABINET ITEMS	
a)	SCRUTINY UPDATE To consider a report of the Chief Executive.	11 - 14
b)	SCRUTINY ACTIVITY 2023/24 To consider a report of the Chief Executive.	15 - 24
c)	SCRUTINY BUDGET CONSULTATION To consider a report of the Chair of Place and External Relations Scrutiny Panel / Chair of Children's Services Scrutiny Panel / Chair of Health and Adult Social Care Scrutiny Panel / Chief Executive.	25 - 40
5.	PERIOD 9 2023/24 FORECAST OUTTURN – REVENUE AND CAPITAL To consider a report of the First Deputy (Finance, Resources & Transformation) / Director of Resources.	41 - 60
6.	2024/25 BUDGET REPORT To consider a report of the First Deputy (Finance, Resources & Transformation) / Director of Resources.	61 - 242

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.

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7.	BUSINESS RATES ACT 2023 To consider a report of the First Deputy (Finance, Resources and Transformation) / Assistant Director for Exchequer Services.	243 - 258
8.	MICROSOFT ENTERPRISE AGREEMENT RENEWAL To consider a report of the First Deputy (Finance, Resources and Transformation) / Assistant Director for ICT & Digital.	259 - 266
9.	CORPORATE PERFORMANCE UPDATE, JANUARY 2024 To consider a report of the Executive Leader / Chief Executive.	267 - 284
10.	CORPORATE PLAN 2024-27. To consider a report of the Executive Leader / Chief Executive.	285 - 298
11.	HYDE TOWN CENTRE - MASTERPLAN To consider a report of the Executive Member for Town Centres, Communities / Director of Place.	299 - 430
12.	LONG TERM PLAN FOR TOWNS FUNDING AND ASHTON TOWN BOARD To consider a report of the Executive Member for Inclusive Growth, Business & Employment / Director of Place / Assistant Director for Investment, Development and Housing.	431 - 490
13.	STALYBRIDGE STREET FEST 2024 To consider a report of the Executive Member for Inclusive Growth, Business & Employment / Director of Place / Assistant Director for Investment, Development and Housing.	491 - 496
14.	DETERMINATION OF SCHOOL ADMISSION ARRANGEMENTS FOR SEPTEMBER 2025 To consider a report of the Executive Member for Education, Achievement and Equalities / Assistant Director for Education.	497 - 532
15.	ADULT SOCIAL CARE FEES 2024-25 To consider a report of the Executive Member for Adult Social Care, Homelessness and Inclusivity / Director of Adult Services.	533 - 548
16.	CONTRACT AWARD FOR THE PROVISION OF AN E-CONTRACT PERFORMANCE SYSTEM To consider a report of the Executive Member for Adult Social Care, Homelessness and Inclusivity / Director of Adult Services.	549 - 554
17.	URGENT ITEMS To consider any additional items the Chair is of the opinion shall be dealt with as a matter of urgency.	

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

EXECUTIVE CABINET

24 January 2024

Commenced: 1.00pm

Terminated: 1.50pm

Present: Councillors Cooney (Chair), Choksi, Fairfoull, 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
Debbie Watson	Director of Population Health
Tracey Harrison	Assistant Director of Adult Services
Ilys Cookson	Assistant Director of Exchequer Services

Apologies: Councillors Feeley and Kitchen

103 DECLARATIONS OF INTEREST

There were no declarations of interest.

104 MINUTES

RESOLVED

That the Minutes of the meeting of Executive Cabinet held on 20 December 2023 be approved as a correct record.

105 PERIOD 8 2023/24 FORECAST OUTTURN – REVENUE AND CAPITAL.

Consideration was given to a report of the First Deputy (Finance, Resources & Transformation) / Director of Resources. This was the Period 8 monitoring report for the current financial year, showing the forecast outturn position. The report reviewed the financial position for the General Fund revenue budget, the Dedicated Schools Grant (DSG) and the Capital budget.

The underlying Month 8 position is an overspend of £11.997m, which represents a favourable movement on the month 7 underlying position of £1.010m due to the inclusion of delivered recovery plan actions into the underlying position.

Work has continued on the development and delivery of recovery plans by service areas, in conjunction with Finance, in the period between Month 7 and Month 8 reporting. To date, plans totalling £9.334m have been received, reducing the residual unmitigated overspend to £3.824m.

The total figure of planned actions within the recovery plans is £9.334m, an increase of £0.600m on the month 7 position, where management actions of £8.734m were estimated. Taking into account these recovery plan actions, the residual overspend at month 8 is projected to be £3.824m.

In regards to recovery plans it was reported that All Directors have submitted draft recovery plans. Each recovery plan requires sign off from the Director of Resources in line with the Financial Regulations and work is continuing to develop plans to meet the shortfall. Education has now developed a recovery plan which balances the pressures within the Service. Although Adult Social Care was previously balanced, additional pressures at month 8 have resulted in requiring further mitigations.

RESOLVED

That Executive Cabinet approve:

- (i) **The allocation of £0.024m to the Resources Directorate revenue budget from Contingency to support the in-year non-recovery of income towards a previous jointly funded post with a Greater Manchester local authority within the Assurance Service.**

This joint funding arrangement is no longer in place as the post now supports Council priorities only.

- (ii) The acceptance of, and signing of the Memorandum of Understanding (MoU), by the Director of Resources and Director of Place for, the non-recurrent High Street Accelerator Programme RDEL Seed Funding of £0.237m. £0.050m of this is to be received and spent in 2023/24 with the remaining £0.187m to be received in 2024/25. This funding aims to bring together local stakeholders to support the long-term revival and regeneration of Hyde town centre. By entering into the MoU, the Council also confirms it will act as treasurer for the Accelerator Partnership.**
- (iii) The acceptance of the non-recurrent Delivery Support Funding of £0.062m in 2023/24. This is to support local authorities meet programme and delivery costs associated with rolling out the expanded EY entitlements. This was subject to Memorandum of Understanding (MoU) to be signed by the Director of Resources in their capacity as the S151 officer, which was completed by the deadline of 26 October 2023.**
- (iv) The acceptance of Wraparound Childcare Programme Costs of £0.020m in 2023/24; £1.316m (up to a maximum of) in 2024/25 and £0.613m (provisional up to a maximum of) in 2025/26 - this is to support local authorities in England to increase the supply of wraparound places, to ensure or guarantee provision for all parents who may need it, meeting current demand and building further demand. This is a 3-year grant and was subject to Memorandum of Understanding (MoU) to be signed by the Director of Resources in their capacity as S151 officer, which was completed by the deadline of 30 October 2023.**

That Executive Cabinet note:

- (i) The forecast General Fund revenue budget position of an overspend of £11.997m if the Council did nothing, which is a favourable movement of £1.010m from Period 7 as a result of delivered mitigating actions.**
- (ii) The update on the production of recovery plans to mitigate the shortfall in budgets, with mitigations of £9.334m identified, £1.010m of which is included in the underlying overspend above.**
- (iii) That there is a projected General Fund overspend for the Council of £3.824m, following the application of actions within draft recovery plans.**
- (iv) The forecast deficit on the DSG of £4.718m, which is an improved position of £0.599m on the month 7 position.**
- (v) The Capital programme position of projected spend of £46.946m, following Cabinet approval to reprofile project spend of £1.024m from 2024/25.**

106 COUNCIL TAX BASE 2024/25

Consideration was given to a report of the First Deputy, Finance, Resources and Transformation / Director of Resources. The report detailed the Council Tax base calculation which was a key part of the annual budget cycle. The calculated tax base was used by Financial Management to determine the level of Council Tax income that the Council could raise in the upcoming financial year, subject to agreement of the amount of Council Tax to be charged for each dwelling.

The law required that the calculation of the Council Tax base for tax setting must be made between 1 December 2023 and 31 January 2024. The calculated tax base was used to determine the level of Council Tax income that the Council can raise in the upcoming financial year, subject to agreement of the amount of Council Tax to be charged for each dwelling. Failure to set the Council Tax base for 2024/25 would prevent the Council from setting its budget for the 2024/25 financial year.

The calculation of the authority tax base for Council Tax setting purposes gave an estimated Band D equivalent of 66,382.0 properties. There were no Ministry of Defence properties in Tameside. An estimated collection rate of 97.5% gives a Council Tax base of 64,722.5 properties.

The calculation of the Mossley Parish tax base for Council Tax setting purposes gives an estimated Band D equivalent of 3,576.5 properties. There were no Ministry of Defence properties in Mossley. An estimated collection rate of 97.5% gave a Council tax base of 3,487.1 properties.

RESOLVED

That pursuant to the figures set out in the Report of the Director of Resources, and the Local Authorities (Calculation of Council Tax base) (England) Regulations 2012

- (i) the amount calculated by Tameside Metropolitan Borough Council as its Council Tax base for the year 2024/2025 shall be 64,722.5 properties.**
- (ii) the amount calculated by Tameside Metropolitan Borough Council as the Tax base for the Town Council of Mossley for the year 2024/2025 shall be 3,487.1 properties.**

107 COUNCIL TAX SUPPORT SCHEME 2024/2025

Consideration was given to a report of the First Deputy, Finance, Resources and Transformation / Assistant Director of Exchequer Services. The report sought approval to continue the Council Tax Reduction Scheme adapted for 2023/24 and a hardship fund to assist severe cases of hardship.

In setting a Council Tax Support scheme for 2024/2025 it had been important to consider the current operation of the scheme in terms of demand, costs, equalities, support and risks. The scheme was operating as expected and therefore no changes were proposed to the scheme other than a change of wording in respect of the way the scheme is administered. Appendix 3 detailed Tameside's Council Tax Support Scheme for 2024/2025.

It was reported that Council Tax Support claimant numbers had reduced, and scheme costs had increased from April 2021. Claimant numbers and costs fluctuated daily, however costs increase as the Council Tax level set increases each year. The highest number of claimants were those of working age. The scheme continues to operate as expected. The procedural requirements had been adhered to as the scheme would be adopted before 11 March 2024 before the start of the financial year to which the scheme applies. The prescribed requirements continued to be contained within the scheme and claimants of pension age continued to be fully protected within the scheme.

The scheme, when drafted, was designed to be as fair as possible and support would continue to be provided with a Hardship Fund of £50k to be administered by Exchequer Services as part of the Section 13A legislation and policy. Advice available from both the Council and partner agencies remains in place. No Tribunal directions had been received in respect of having to change the scheme and no legislative changes from DLUHC were expected. The Local Government Ombudsman had not issued any recommendations with regard to Council Tax Support schemes. Council Tax collection rates had been monitored throughout the year. Additional support would continue to be provided via the Hardship Fund, continuing to provide the on-line calculator, up to date web pages and self-service account access.

RESOLVED

- (i) That approval be given to continue the Council Tax Reduction Scheme adapted for 2023/2024, known as the Council Tax Support Scheme, as set out in Appendix Three; save for the following:**
 - annual benefit uprating which are not yet released by Department of Work and Pensions;**
 - further guidance which may be issued by Department of Levelling Up, Housing and Communities.**
 - the amendment to the wording in the scheme as detailed at section 4 of the report**
- (ii) That approval be given for a £50,000 hardship fund be in place to assist severe cases of hardship funded from existing budgets, to be administered by Exchequer Services under the existing Section 13A Policy.**

108 TAMESIDE VIOLENCE REDUCTION STRATEGY

Consideration was given to a report of the Executive Member for Towns and Communities / Director of Public Health. This report provides an outline of the Serious Violence Strategy for Tameside.

It was explained that this was a five year strategy in response to the new Serious Violence Duty which came into effect in January 2023 across England. This required a range of local 'specified authorities' to set out a strategy for how they would reduce and prevent serious violence in the local

area. The strategy for Tameside was based on the findings and recommendations from the Tameside Serious Violence Strategic Needs Assessment which was completed in the Autumn of 2023.

This strategy aligned to wider priorities across the council including the Health & Wellbeing Strategy; Building Resilience, Tackling Poverty Strategy; and the Community Safety Strategy. This also reflected close working with the Greater Manchester Violence Reduction Unit and aligns to work done at a Greater Manchester level.

This strategy would be delivered by, and have oversight from, the Tameside Community Safety Partnership Board, which had representation from each of the specified authorities with responsibility for delivering the duty. This report sought approval for the final public version of the Tameside Serious Violence Strategy to be published as per the requirements of the Serious Violence Duty. Ongoing delivery and monitoring of the priorities within the strategy will take place at the Tameside Community Safety Partnership Board, including the development of an action plan.

RESOLVED

That approval be given for the five-year Tameside Serious Violence Strategy for publication to ensure the council, along with other specified authorities, meets the requirements of the Serious Violence Duty.

109 LOCALLY COMMISSIONED SERVICES - PHARMACY

Consideration was given to a report of the Executive Member for Population Health & Wellbeing / Director of Public Health. The report sought approval for a direct award to local pharmacies in Tameside to deliver the locally commissioned services.

It was explained that Public Health commissioned services from local pharmacies located in Tameside, which provided additional services for residents and preventative interventions under a standard NHS Contract. In July 2022 the GM NHS Integrated Care Board (ICB) took over the management of this contract when Tameside and Glossop Clinical Commissioning Group (CCG) ceased to exist. More recently, following notification from the ICB of an issue with the transfer of this contract during the merger from the CCG to the ICB the contract was novated back to the council for a temporary period whilst the ICB undertake a review of locally commissioned service (LCS) provision. The proposal was that the contracts for these services in pharmacies would revert back to the previous arrangements aligned with the ICBs wider commissioning of LCSs in community pharmacies from April 2025 onwards.

The current contract was due to expire on 31 March 2024 and this report sought permission to issue a direct award to the relevant pharmacies in Tameside for a contract for a period of 12 months from 1 April 2024 to 31 March 2025 at an estimated cost of £0.095m (dependent on activity) whilst the review of LCS provision is undertaken. The LCS provision in community pharmacies was crucial as part of the mandated public health functions of the local authority. A direct award route for this was being sought due to the specialist and localised nature of community pharmacy providers across Tameside.

RESOLVED

That approval be given for the direct award to local pharmacies in Tameside to deliver the locally commissioned services under this contract for a period of 12 months from 1 April 2024 to 31 March 2025.

110 STALYBRIDGE TOWN CENTRE DELIVERY FRAMEWORK

Consideration was given to a report of the Executive Member for Inclusive Growth, Business & Employment / Director of Place / Assistant Director Investment, Development and Housing. The report provided an update on the preparation of a Development Framework for Stalybridge Town Centre and the ongoing work to facilitate the delivery of its regeneration.

It was explained that the Framework provided a strategic approach to the transformation of Stalybridge Town Centre, building on development activity undertaken to date and representing a

significant acceleration in its scope and delivery. It set out the key actions identified for the period to March 2026 to progress the delivery of the Stalybridge Regeneration Programme against the principles of the Framework utilising the secured Capital Regeneration Projects funding whilst supporting further investment and development.

In order to ensure effective delivery, the Stalybridge Regeneration Programme Dashboard had been established and was monitored at meetings of the Stalybridge Strategic Project Board. The current status of project delivery in the Town Centre was as follows:

- Work to the Civic Hall building started on site in August 2023 and delivery is progressing as planned with completion scheduled by Summer 2024.
- Further survey and design work is being completed on the proposed works to the Ashley Cheetham Art Gallery and Library to enable works to start on this building in July 2024.
- Delivery of the Phase 1 public realm works on Market Street are on site. The first stage between Melbourne Street and the bus station opened to traffic in November 2023. The final stage between Melbourne Street and Trinity Street will complete by February 2024.
- The public realm strategy for future phases has been commissioned and is due to be completed in Spring 2024.
- A Development Prospectus has been prepared for the Council owned Stalybridge West sites. A strategy for delivery of the enabling infrastructure and procurement of a partner for future residential development is being prepared and will be subject to a future report in 2024.

The interventions supported by the Framework and the Stalybridge Regeneration Programme would support delivery of the Council's strategic priorities as set out in the Tameside Corporate Plan, the Tameside Inclusive Growth Strategy, Places for Everyone, Unitary Development Plan and the emerging Homes, Spaces, Places, Plan.

RESOLVED

- (i) **Approval be given for the Stalybridge Town Centre Delivery Framework to support implementation of the Stalybridge Regeneration Programme and act as a material consideration when consulting on planning applications in the area to guide proposals for development in accordance with the principles within the Framework.**
- (ii) **To note the ongoing work in relation to delivery of the Stalybridge Regeneration Programme.**

111 PERMISSION TO CONSULT ON ADULT SOCIAL CARE CHARGES

Consideration was given to a report of the Executive Member for Adult Social Care, Homelessness and Inclusivity / Director of Adult Services. The report set out a request for approval to consult on a second phase of alignment of charges to the fee paid by the Council for care and support provided, the adoption of a revised Transport and Travel Policy along with the introduction of charges for some areas that were currently not charged for.

The proposed consultation would focus on a number of key areas:

- The further alignment of charges to people who use services, with the fee paid by the Council for care and support provided, within the context of the national means test
- The removal of a maximum weekly charge for non-residential services
- Introduction of new charges for discretionary non-eligible services

In addition, the public would be asked for general feedback on the draft Transport and Travel Policy and the simplified format that makes it easier for the public to access information relevant to them.

It should be stressed that any changes to charges were subject to the national means test and people would not be asked to pay for care that they cannot afford. Regardless of any charges, people would undergo a financial assessment to establish their financial contribution to the total cost of their care. As a result, some people may be required to:

- Pay the full cost of their care (self-funders)
- Pay a partial contribution
- Not pay at all.

The consultation would run for four weeks, commencing on Monday 29 January 2024 and closing on Sunday 25 February 2024. Every effort had been made to ensure people that could potentially be impacted by these proposals have had the opportunity to feed into the consultation during 2024.

It was estimated that the proposed would generate a moderate increase in income for the Council. In addition, it would simplify the Adult Social Care Charging Policy and explain more clearly, the way the service charges for care.

Furthermore if approved, this report made provision for a further phase of consultation where it had been determined that changes could 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.

RESOLVED

That Executive Cabinet approve:

- (i) Consultation with the public on a second phase of alignment of charges in relation to:**
 - **Day Service**
 - **Supported Living**
 - **Respite Care – Learning Disability**
 - **Payroll and Managed Accounts for Direct Payments**
- (ii) Consultation on a revised Transport and Travel Policy including proposed charges.**
- (iii) Consultation on the introduction of charges for discretionary services that are currently not charged for.**
 - **Pet Care**
 - **Key Safes**
 - **Replacement costs for pre-payment cards**
- (iv) Consultation on the removal of the maximum weekly charge for non-residential services.**

112 CONTRACT AWARD FOR THE PROVISION OF A RESPITE SERVICE FOR ADULTS WITH A LEARNING DISABILITY

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 award a contract for the provision of a respite service for adults with a learning disability.

Members were reminded that on 24 August 2022, approval was given by Executive Cabinet to tender a Respite Service for Adults with a Learning Disability to commence 1 October 2023 for a period of five years up to 30 September 2028. Further to this, on 27 September 2023 approval was given by Executive Cabinet to extend the current provision for 18 months from 1 October 2023 to 31 March 2025 to allow time for a complete review of supported accommodation for people with learning disabilities which included a number of other Adults contracts together with the Respite Service.

It was explained that the incumbent provider of the Respite Service for People with a Learning Disability contract had since confirmed its intention not to continue with the contract once it ended on 1 October 2023 but had agreed to continue with a six month extension only from 1 October 2023 to 31 March 2024.

To align with the previous governance obtained on 24 August 2022 by Executive Cabinet, the intention was to award a contract for a duration of four years and six months from 1 April 2024 to 30 September 2028, with no option to extend.

The Council had therefore completed a comprehensive competitive procurement process and the highest-ranking provider had been identified. This report sought approval by Executive Cabinet to award the contract as detailed in the report to Company H namely, Icare Solutions Stockport LTD.

That the award of the contract to the highest ranking and most economically advantageous provider namely: Icare Solutions Stockport LTD be approved.

113 CONTRACT EXTENSION FOR THE PROVISION OF INTEGRATED ELECTRONIC HOME CARE MONITORING

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 for the extension for the provision of integrated electronic homecare monitoring and scheduling solution.

Members were reminded that on 27 September 2023, approval was given by Executive Cabinet to tender for the Provision of an Integrated Electronic Staff Monitoring and Scheduling Solution for a contract period of five years and 24 days to commence 7 March 2024 to 31 March 2029.

It had since been identified, that the solution should be linked to an electronic care management system for the Councils in house registered providers. The Government 10 year Strategy - People at the Heart of Care states - Technologies could complement and enhance the quality of care delivered by the workforce, while digitisation of care records would ensure care staff and multidisciplinary teams have the information they need to provide holistic, person-centred care in any setting. Following the Government 10 year Strategy recommendation for digitalisation the Council's external registered providers had been required to move to electronic care management systems. Therefore, there was a need to ensure the Councils internal provision were also adopting this change.

In order to carry out full market research, establish the correct route to market and seek governance for the electronic care management system to be procured in conjunction with the electronic staff monitoring and scheduling solution, this report sought an extension to the current Electronic Staff Monitoring and Scheduling Solution contract for a period of 12 months from 7 March 2024 to 6 March 2025.

RESOLVED

- (i) That approval be given for the extension of the current contract for the Provision of Integrated Electronic Home Care Monitoring and Scheduling Solution with HAS Technology for 12 months to commence 7 March 2024 to 6 March 2025.**
- (ii) That approval be given for the commencement of a soft market test early 2024, to establish the market interest and the correct route to market to procure the required electronic social care management and staff monitoring and scheduling solution.**

114 CONTRACT AWARD FOR THE PROVISION OF MENTAL HEALTH SERVICES

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 award a contract for the provision of mental health services.

Members were advised that on 24 August 2022, approval was given by Executive Cabinet to extend the current contract for the period of 1 April 2020 to 31 March 2023 for a period of 12 months to allow for an options appraisal of the different procurement options available to be considered with the support of STAR Procurement.

Following the appraisal and the completion of a Soft Market Test process, this report sought approval by Executive Cabinet to direct award the contract to the current provider namely; Tameside Oldham and Glossop Mind as detailed in the report.

RESOLVED

That approval be given for the direct award of the contract for the period 1 April 2024 to 31 March 2027 with an option to extend for 12 months to the incumbent provider namely: Tameside Oldham and Glossop Mind.

115 CONTRACT AWARD FOR THE PROVISION OF HEALTHWATCH

Consideration was given to a report of the Executive Member for Adult Social Care, Homelessness & Inclusivity / Director of Adult Services. The report sought approval to award a contract for the provision of the Healthwatch Service.

The core legislation for Healthwatch was the Local Government and Public Involvement in Health Act (2007) and Health and Social Care Act (2012). The Council had a duty to make provisions for the delivery of Local Healthwatch statutory activity in Tameside. NHS complaints was included in the Health and Social Care Act 2012. The Council were required to make arrangements, as it considered appropriate, for the provision of services in relation to its area, providing assistance to individuals in connection with complaints relating to the provision of services as part of the Health Service.

The Council is provided with Central Government funding to provide both services. On 24 August 2022, Executive Cabinet approved a tender process for a contract commencement date of 1 April 2024 for a Healthwatch Service for a contract period of six years to 31 March 2030.

This report sought to gain permission to award the provision of Healthwatch contract to commence 1 April 2024 to 31 March 2030 and to modify the current Independent Advocacy contract dated 1 September 2022 to 6 July 2027 to include NHS complaints Levels 1 to 4 from 1 April 2024 to 6 July 2027.

RESOLVED

- (i) **Approval be given to the recommended Option 4 for the delivery of the Healthwatch and NHS Levels 1 to 4 complaints contract from 1 April 2024.**
- (ii) **To direct award the provision of Healthwatch contract to Action Together to commence 1 April 2024 to 31 March 2030.**
- (iii) **To modify the existing Independent Advocacy contract dated 1 September 2022 to 6 July 2027 to include NHS Level 1 to 4 complaints to commence 1 April 2024 to 6 July 2027.**

116 CONTRACT FOR THE PROVISION OF DEPRIVATION OF LIBERTY SAFEGUARDS ASSESSMENTS

Consideration was given to a report of the Executive Member for Adult Social Care, Homelessness & Inclusivity / Director of Adult Services. This report sought approval to procure a new Flexible Purchasing System (FPS) of DoLS Assessments carried out by Best Interest Assessors and Section 12 Doctors.

Members were advised that the Council had a duty to act as a supervisory body for the Deprivation of Liberty Safeguards (DoLS) which imposed upon it a more general duty to act as a Human Rights Champion for those adults who might lack capacity to agree to actions taken by others. The role of the Human Rights Champion entailed the active promotion of the human rights of citizens. The Deprivation of Liberty Safeguards were an amendment to the Mental Capacity Act 2005 and apply in England and Wales only. The Mental Capacity Act allowed some restraint and restrictions to be used – but only if they were in a person's best interests and necessary and proportionate. The FPS would include:

- Lot 1 - Best Interest Assessors to select for both with and without a Mental Capacity Assessment, and select Council areas where the provider is able to deliver assessments;
- Lot 2 - Mental Health Assessors to selected for both with and without a Mental Capacity Assessment, and Council areas where the provider is able deliver assessments;
- Lot 3 – Court of Protection DoLS renewals.

On 27 October 2021 approval was given by Strategic Commissioning Board, to tender for a framework of DoLS Assessors to commence no later than 31 March 2023. The delays in the implementation of Liberty Protection Safeguards (LPS) had unfortunately impacted on the procurement timescales and delayed the Councils ability to meet the tender requirements approved at Strategic Commissioning Board on 27 October 2021.

Given the notification on 1 April 2023 confirming the indefinite delay of the implementation of LPS it was now necessary to complete a further review of current provision to ensure that statutory responsibilities of the Council were met.

Therefore, permission was sought to continue with the current procurement arrangements to 30 September 2024, which would allow a full review and tender process to take place with a view to entering into a new five year contract commencing on 1 October 2024 to 30 September 2029.

RESOLVED

- (i) Approval be given for the continuation of the current procurement arrangements until 30 September 2024.**
- (ii) Approval be given to procure a new FPS containing 3 lots via STAR Procurement, to deliver Best Interest Assessments, Mental Health Assessments, and Mental Capacity Assessments, and CoPDoLS renewals to commence 1 October 2024 to 31 September 2029 for a period of 5 years.**
- (iii) That on each occasion the FPS is opened, any recommendations for contract award would be authorised and signed off by the Executive Member for Adult Social Care Homelessness & Inclusivity and the Director of Adult Services.**

117 CONTRACT AWARD FOR THE PROVISION OF SUPPORT FOR OLDER PEOPLE

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 for the award of a contract for the provision of support for older people.

The current service was delivered by Age UK Tameside at their premises at 131 Katherine Street Ashton – under- Lyne, in the community and on the telephone. The aim of the commissioned service was to support both the promotion of independence and maintenance of services and also the development of new initiatives in furtherance of agreed preventive principles. Central to this approach was reducing the development of a range of social problems, improving the quality of life for older people in Tameside and relieving pressure on statutory services.

It was explained that the support and advice offered to older people in Tameside by Age UK reduces demand into core services such as adult's social care and the hospital, and also mitigated other challenges such as financial difficulty, which was particularly important in the light of the current cost of living crisis.

Following the appraisal and the completion of a soft market test process, this report sought approval by Executive Cabinet to direct award the contract to the current provider namely; Age UK Tameside as detailed in the report.

RESOLVED

That the direct award of the contract for the period 1 April 2024 to 31 March 2027 with an option to extend for 12 months to the incumbent provider namely: Age UK Tameside be approved.

118 URGENT ITEM - MEADOW STREET HYDE – STATEMENT ON MAJOR INCIDENT

The Executive Member for Inclusive Growth, Business & Employment delivered an update and made a statement in respect to the fire which occurred on Markey Street Hyde on the 22 January 2023.

The Executive Member for Inclusive Growth, Business & Employment thanked emergency services for their swift action in controlling the incident and shared relief that there were no reported casualties or injuries as a consequence of the fire.

It was reported that the fire had destroyed the business premises of Visual Architects, a vibrant and growing local business specialising in immersive decor and set design with a national and international profile. It was explained that they had a track record of supporting the local economy and residents through employment and event sponsorship as well as being passionate advocates of

the future plans surrounding Hyde Town Centre. The team in Economy, Employment and Skills had been working with the business in the aftermath of Monday's devastating news and were providing a range of support to the team both immediate term but also looking at their longer term disaster recovery. Tameside were proud to be the home of Visual Architects and the Council was committed to providing business support to their team as they navigated through this difficult time.

RESOLVED

That the information provided be noted.

CHAIR

Report To:	JOINT MEETING EXECUTIVE CABINET / OVERVIEW PANEL
Date:	14 February 2024
Reporting Officer:	Sandra Stewart – Chief Executive
Subject:	SCRUTINY UPDATE
Report Summary:	To receive for information, a summary of the work undertaken by the Council's Scrutiny Panels for November 2023 to February 2024.
Recommendations:	That Overview Panel is asked to note the content of the report and summary of scrutiny activity. All related documents can be viewed within the appendices.
Links to Corporate Plan:	Scrutiny work programmes are linked to the Council's Corporate Plan. Scrutiny activity seeks to support effective decision making and priorities across Tameside.
Policy Implications:	The work programmes comprise activity that seeks to check the effective implementation of policy and if appropriate make recommendations to the Executive with regard to development, performance monitoring, outcomes and value for money.
Financial Implications: (Authorised by the Section 151 Officer)	<p>The report provides an update of the work undertaken by the Council's Scrutiny Panels for the period November 2023 to February 2024.</p> <p>There are no direct financial implications arising from this update as any related implications will be detailed within the various scrutiny panel reports per the activity stated in section 2.</p> <p>The 2024/25 Council budget consultation scrutiny referenced in section 2.3 including the mid-year (2023/24) budget update provided in November 2023, is the subject of a separate report on this agenda.</p> <p>The report includes details of the engagement and key issues raised by the Chair of Overview and Scrutiny Chairs together with the supporting responses from the First Deputy (Finance, Resources and Transformation) and Director of Resources (Section 151 Officer).</p>
Legal Implications: (Authorised by the Borough Solicitor)	There are no immediate legal implications arising from this report. However, the Scrutiny work programme is a key element to provide Members with assurance in relation to the Council's performance and to continue the drive for excellence in service provisions and outcomes
Risk Management:	Regular updates to Overview Panel provide assurance that scrutiny is progressing with an effective work programme, supporting good decision making and service improvement.
Access to Information:	The background papers relating to this report can be inspected by contacting Paul Radcliffe, Policy and Strategy Lead by:

 e-mail: paul.radcliffe@tameside.gov.uk

1. INTRODUCTION

- 1.1 The Scrutiny Update provides a platform for appropriate insight, activity, outcomes and proposals to be relayed. This method of reporting supports the improved responsiveness of scrutiny work and also prevents any delay in the communication of key messages.
- 1.2 The report, by nature, aims to provide members with a general summary of scrutiny activity and proposals. It remains that all reports produced by Scrutiny as a result of in-depth review will be tabled separately at the earliest opportunity.

2. SCRUTINY ACTIVITY

- 2.1 Scrutiny in practice remains mindful of the suitability and appropriateness of timings with regard to the impact and value of planned activity. This includes the selection and order of topics and updates to be received during the year, with annual work programmes and priorities agreed at the June meetings. The tables below provide a summary and chronology of recent scrutiny activity.

Figure 1: Breakdown of activity at the formal Scrutiny Panel meetings

PLACE AND EXTERNAL RELATIONS SCRUTINY PANEL	
7 November 2023	9 January 2024
<ul style="list-style-type: none"> The Panel met Councillor Jack Naylor, Executive Member (Inclusive Growth, Business & Employment); Nicola Elsworth, Assistant Director; and Sarah Jamieson, Head of Economy, Employment & Skills; to receive an update on strategic priorities, work streams, local delivery and support for business and employment. Received the formal response submitted to the Executive Member (Towns & Communities) on the draft Anti-Social Behaviour (ASB) Policy. 	<ul style="list-style-type: none"> The Panel met Councillor Jan Jackson, Executive Member (Planning, Transport & Connectivity); Julian Jackson, Director of Place; and Graham Holland, Planning Policy Team Manager, to receive an update on developments and arrangements for Tameside. Members received the response letter sent to the First Deputy (Finance, Resources & Transformation); and the Director of Resources, following a mid-year budget update received on 6 November 2023.
CHILDREN'S SERVICES SCRUTINY PANEL	
8 November 2023	10 January 2023
<ul style="list-style-type: none"> The Panel met Councillor Bill Fairfoull, Deputy Executive Leader (Children & Families); Allison Parkinson, Director of Children's Services; Alison Montgomery, Assistant Director; Melanie Field, Interim Head of Quality Assurance; and James Smith, Performance, Intelligence and Scrutiny Manager, to review the Children's Social Care and Early Help Scorecard and to receive a summary of findings and learning from recent quality assurance work and audits, with a focus on practice improvement. 	<ul style="list-style-type: none"> The Panel met Councillor Leanne Feeley, Executive Member (Education & Achievement); Allison Parkinson, Director of Children's Services; and Jackie Ross, Interim Lead for SEND, to receive an update specific to the provision of SEND services and required improvements. The Panel received a response to the Local Government and Social Care Ombudsman Focus Report, Parent Power: learning from complaints about personal budgets, published November 2023.

<ul style="list-style-type: none"> The Panel met Councillor Bill Fairfoull, Deputy Executive Leader (Children & Families); Allison Parkinson, Director of Children’s Services, to receive the updated Children’s Social Care Improvement Plan. 	<ul style="list-style-type: none"> The Panel received the Children’s Services Performance and Quality Assurance Scorecard and a response to enquiries made against specific indicators from the meeting on 8 November 2023. Members received the response letter sent to the First Deputy (Finance, Resources & Transformation); and the Director of Resources, following a mid-year budget update received on 6 November 2023.
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HEALTH AND ADULT SOCIAL CARE SCRUTINY PANEL	
9 November 2024	11 January 2024
<ul style="list-style-type: none"> The Panel met Simon Sandhu, Medical Director, Pennine Care NHS Foundation Trust; Trish Cavanagh, Deputy Place Based Lead; and Lynzi Shepherd, Head of Mental Health, Learning Disabilities and Autism (Tameside), to receive an update on mental health priorities for Tameside and an overview of services and support delivered by Pennine Care. 	<ul style="list-style-type: none"> The Panel met Jane Timson, Independent Chair, Tameside Adult Safeguarding Partnership Board; and Anna Jenkins, Head of Safeguarding, Quality and Practice, to receive the annual report. The Panel met Alex Leach, Manager of Healthwatch Tameside, to receive the annual report and to discuss opportunities regarding insight and information sharing, forward plans and the learning available by effectively capturing the voice and experience of patients and service users. Members received the response letter sent to the First Deputy (Finance, Resources & Transformation); and the Director of Resources, following a mid-year budget update received on 6 November 2023.

Scrutiny activity and working groups

2.2 Scrutiny is progressing review activity in the following areas.

Place and External Relations Scrutiny Panel

- Community Safety – working group meeting held on 18 January 2024.
- The review to consider the effectiveness of local partnership arrangements in the development and delivery of community safety priorities. Aspects specific to the strategic and operational partnership between the local authority, Police and partners within the Community Safety Partnership (CSP).

Children’s Services Scrutiny Panel

- Care Leavers – activity to resume February 2024 onwards.
- The review to consider the effectiveness of services and support for care leavers in Tameside. Priorities for the working group will focus on the services and partners specific to the local offer for care leavers; accommodation (sufficiency, quality, future planning); support available regarding education, employment and training; and to meet with and listen to the experiences of care leavers on the services they receive.

Health and Adult Social Care Scrutiny Panel

- Domestic Abuse – working group meeting held on 11 December 2023.
- The review to consider services aimed at supporting and improving outcomes for the perpetrators of domestic abuse, access to safe accommodation for victims and the importance of prevention work in this area and measures to protect and safeguard people in their own homes.

Budget Consultation

- 2.3 The independence of Scrutiny enables members to seek assurances on budget planning, process and priorities for 2024/25 and beyond. It is also appropriate for budget priorities to inform future Scrutiny activity and work programmes.
- 2.4 All Scrutiny Panel members were invited to attend one of two annual budget briefing sessions held on 15 January 2023. The update was provided by Councillor Jacqueline North, First Deputy (Finance, Resources and Transformation); and Ashley Hughes, Director of Resources (Section 151 Officer). This follows on from a mid-year budget position received in November 2023.
- 2.5 The Executive has now received a formal response of the Chair of Overview and Scrutiny Chairs, capturing a range of points and highlighting any concerns and specific areas for consideration in supporting the Council's ongoing work in this area. A summary of this activity and response letters is tabled in a separate report to the joint meeting of Executive Cabinet and Overview Panel on 14 February 2024.

Local Government and Social Care Ombudsman (LGSCO)

- 2.6 Scrutiny Panels continue to review decisions and focus reports published by the ombudsman. This ensures learning opportunities are identified and shared with the Executive and services in a timely manner and where necessary, a formal response and/or position statement returned to the appropriate Scrutiny Panel within agreed timescales.
- 2.7 Scrutiny activity informed by recently published LGSCO reports includes:
- Focus report – Parent power: learning from complaints about personal budgets (published November 2023).
 - Report shared with the Executive Member for Education and Achievement. The report and response of the Executive was tabled at a meeting of the Children's Services Scrutiny Panel held on 10 January 2024.

Training and Development

- 2.8 There is an ongoing commitment to ensure scrutiny members receive a suitable level of training and guidance. In addition to online resources, it is important that new and existing members have access to external provision based on scrutiny principles, national guidance and expectations.
- 2.9 Following on from an initial session focusing on the Effective Scrutiny of Children's Services, delivered by the Local Government Association (LGA) on 28 November 2023, a further two sessions will be held on 6 February 2024 and 11 March 2024.
- 2.10 Scrutiny members have also been able to access a further online session made available by the LGA on 19 January 2024, titled an Introduction to Scrutiny for Councillors.

3. RECOMMENDATIONS

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

Report To:	JOINT MEETING EXECUTIVE CABINET / OVERVIEW PANEL
Date:	14 February 2024
Reporting Officer:	Sandra Stewart – Chief Executive
Subject:	SCRUTINY ACTIVITY 2023/24
Report Summary:	To receive for information, a summary of the work undertaken by the Council's Scrutiny Panels for 2023/24.
Recommendations:	That Overview Panel is asked to note the content of the report and summary of scrutiny activity. All related documents can be viewed within the appendices.
Links to Corporate Plan:	Scrutiny work programmes are linked to the Council's Corporate Plan. Scrutiny activity seeks to support effective decision making and priorities across Tameside.
Policy Implications:	The work programmes comprise activity that seeks to check the effective implementation of policy and if appropriate make recommendations to the Executive with regard to development, performance monitoring, outcomes and value for money.
Financial Implications: (Authorised by the Section 151 Officer)	<p>The report provides an update of the work undertaken by the Council's Scrutiny Panels for the period November 2023 to February 2024.</p> <p>There are no direct financial implications arising from this update as any related implications will be detailed within the various scrutiny panel reports per the activity stated in section 2. Any policy or service delivery changes that are implemented as a result of these reports together with any related budgetary impact will be the subject of separate governance.</p> <p>The 2024/25 Council budget consultation scrutiny referenced in section 2.3 including the mid-year (2023/24) budget update provided in November 2023, is the subject of a separate report on this agenda.</p> <p>The report includes details of the engagement and key issues raised by the Chair of Overview and Scrutiny Chairs together with the supporting responses from the First Deputy (Finance, Resources and Transformation) and Director of Resources (Section 151 Officer).</p>
Legal Implications: (Authorised by the Borough Solicitor)	<p>Overview and scrutiny committees were introduced in 2000 by sections 9F to 9FI of the Local Government Act 2000 as amended by the Localism Act 2011.</p> <p>They have statutory powers to scrutinise and make recommendations in relation decisions made and those to be made in order to prove continuing improvement.</p> <p>An effective scrutiny function is intended to:</p> <ul style="list-style-type: none">• provide constructive 'critical friend' challenge• amplify the voices and concerns of the public• be led by independent people who take responsibility for their

role

- drive improvement in public services

provide a valuable role in developing policy.

Risk Management:

Regular updates to Overview Panel provide assurance that scrutiny is progressing with an effective work programme, supporting good decision making and service improvement.

Access to Information:

The background papers relating to this report can be inspected by contacting Paul Radcliffe, Policy and Strategy Lead by:



Telephone:0161 342 2199



e-mail: paul.radcliffe@tameside.gov.uk

1. INTRODUCTION

- 1.1 There is a range of options available to each Scrutiny Panel as to how activity is planned and undertaken. Scrutiny Chairs will work closely with panel members in order to adopt a combination of approaches to review service and performance updates, respond to formal consultations, focus reports of the Local Government and Social Care Ombudsman and areas in need of more in-depth review. This includes a responsibility for:
- Research and insight on a particular issue, including desktop reviews
 - Review of decisions and recommendations
 - Follow-up (from previous review / recommendations)
 - Engagement and consultation – to provide responses to pre-decision activity
 - Consideration of decisions and reports of the Ombudsman
 - Receive updates on key issues as they arise
 - Active monitoring of national and regional policy and substantive variation to services
- 1.2 Scrutiny activity will continue to be undertaken outside of the formal meetings and through working groups, with all findings and recommendations presented to the full panel. This flexibility can allow responsive and timely work to be undertaken, creating an enhanced opportunity to both influence and inform the impact of decisions. It is also necessary to monitor and evaluate outcomes from past activity and to review the implementation of recommendations.

2. SCRUTINY WORK PROGRAMMES AND ACTIVITY

- 2.1 At the start of the municipal year all panel members were provided with the opportunity to comment and contribute to the list of topics included within the annual work programmes. The programme of work for each panel covers a two-year rolling period to be reviewed, updated and agreed on an annual basis.
- 2.2 The table below provides a summary of activity undertaken by Scrutiny Panels for the period March 2023 to February 2024, with topics cited in Annual Work Programmes (**APPENDIX 1**).

Table 1: Summary of Scrutiny activity and oversight (March 2023 to February 2024)

Place and External Relations Scrutiny Panel	Children's Services Scrutiny Panel	Health and Adult Social Care Scrutiny Panel
<ul style="list-style-type: none"> • Inclusive Growth – strategy and delivery • Response to LGSCO focus report - More home truths: learning lessons from complaints about the Homelessness Reduction Act, published March 2023 • Neighbourhood Enforcement • Crime and Disorder (GMP Neighbourhood Model and Community Safety Partnership) 	<ul style="list-style-type: none"> • SEND Improvement (March 2023 and January 2024) • Tameside Safeguarding Children Partnership • Scrutiny summary report – review and monitoring of Children's Services 2021 to 2023 • Support and services for Care Leavers • Children's Social Care Performance and Quality Assurance • Children's Social Care Improvement Plan 	<ul style="list-style-type: none"> • GMICS Update • Primary Care Access • Domestic Abuse • Adult Social Care • Tameside Mental Health Provision (Pennine Care) • Tameside Adult Safeguarding Partnership Board • Healthwatch Tameside • Budget consultation

<ul style="list-style-type: none"> • Response to LGSCO focus report - Out of Order: learning lessons from complaints about anti-social behaviour, published August 2023 • Response to LGSCO focus report - Not in my back yard – Local people and the planning process, published August 2023 • Scrutiny response to the Draft ASB Policy • Economy, Employment and Skills • Local Plan • Budget consultation 	<ul style="list-style-type: none"> • Response to LGSCO focus report - Parent Power: learning from complaints about personal budgets, published November 2023. • Children's Services Performance and Quality Assurance Scorecard • Budget consultation 	
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Scrutiny Activity and Working Groups

- 2.3 Scrutiny is progressing and concluding review activity in the following areas, as detailed within the annual work programmes.

Place and External Relations Scrutiny Panel

- Community Safety

Children's Services Scrutiny Panel

- The effectiveness of services and support to care leavers in Tameside

Health and Adult Social Care Scrutiny Panel

- Domestic Abuse

Consultation and Engagement

- 2.4 Scrutiny will remain suitably informed of open consultations at a local, regional and national level. Each panel will also undertake engagement outside of the formal meetings with Council services and external partners, where necessary.

- 2.5 Following a meeting on 12 September 2023, members of the Place and External Relations Scrutiny Panel received a draft version of the Council's Anti-social Behaviour (ASB) Policy, for review and comment. A formal and collective response of the Scrutiny Panel was submitted to Councillor Vimal Choksi, Executive Member (Towns & Communities), on 10 October 2023, (**APPENDIX 2**).

- 2.6 At a meeting of the Community Safety working group on 1 November 2023, members received an updated version of the draft ASB Policy where the comments of Scrutiny had been given full consideration and informed the document.

Local Government and Social Care Ombudsman (LGSCO)

- 2.7 Scrutiny Panels continue to review decisions and focus reports published by the ombudsman. The aim is to ensure learning opportunities are shared with services in a timely manner and

for a formal response and/or position statement to be returned to the appropriate Scrutiny Panel within agreed timescales.

- 2.8 Scrutiny activity informed by recently published LGSCO focus reports include:
- Focus report – More Home Truths: Learning lessons from complaints about the Homelessness Reduction Act (published March 2023).
 - Report shared with the Executive Member for Adult Social Care, Homelessness & Inclusivity. The report and response was tabled at a meeting of the Place and External Relations Scrutiny Panel on 6 June 2023.
 - Focus report – Out of Order: Learning lessons from complaints about anti-social behaviour (published August 2023).
 - Report shared with the Executive Member for Towns & Communities. The report and response was tabled at a meeting of the Place and External Relations Scrutiny Panel on 12 September 2023.
 - Focus report – Not in my back yard: Local people and the planning process (published August 2023).
 - Report shared with the Executive Member for Planning, Transport & Connectivity. The report and response was tabled at a meeting of the Place and External Relations Scrutiny Panel on 12 September 2023.
 - Focus report – Parent power: Learning from complaints about personal budgets (published November 2023).
 - Report shared with the Executive Member for Education & Achievement. The report and response was tabled at a meeting of the Children’s Services Scrutiny Panel on 10 January 2024.

Budget Consultation

- 2.9 Scrutiny mid-year budget update received on 6 November 2023. The First Deputy (Finance, Resources and Transformation) and Director of Resources received a formal response of the Scrutiny Chairs, capturing a range of points for consideration in supporting the Council’s ongoing work in this area. The letter was tabled in a report to the meeting of Overview Panel on 21 November 2023.
- 2.10 Scrutiny Annual Budget meetings held on 15 January 2024. The First Deputy (Finance, Resources and Transformation) and Director of Resources received a formal response of the Scrutiny Chairs, capturing a range of points for consideration in supporting the Council’s ongoing work in this area. A summary of the activity and letters is tabled in a separate report to the joint meeting of Executive Cabinet and Overview Panel on 14 February 2024.

Training and Development

- 2.11 There is an ongoing commitment to ensure all scrutiny members receive a suitable level of training and guidance. In addition to online resources, it is important that new and existing members have access to external provision based on scrutiny principles, national guidance and expectations.
- 2.12 Detail below on training and development sessions delivered during the 2023/24 municipal year.
- **28 November 2023** – Members of the Children’s Services Scrutiny Panel invited to attend a training session delivered by the LGA and Councillor Paul Watling (Political Peer). The session was on the Effective Scrutiny of Children’s Services. A further two sessions to be held on 6 February 2024 and 11 March 2024.
 - **19 January 2024** - Scrutiny members invited to access an online session delivered by the LGA, titled an Introduction to Scrutiny for Councillors.

3. RECOMMENDATIONS

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

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Report To:	OVERVIEW PANEL
Date:	1 August 2023
Scrutiny Chair / Reporting Officer:	<p>Councillor Claire Reid – Chair of Place and External Relations Scrutiny Panel</p> <p>Councillor Hugh Roderick – Chair of Children’s Services Scrutiny Panel</p> <p>Councillor Naila Sharif – Chair of Health and Adult Social Care Scrutiny Panel</p> <p>Simon Brunet – Head of Policy and Communications (Statutory Scrutiny Officer)</p>
Subject:	SCRUTINY ANNUAL WORK PROGRAMMES 2023/24
Report Summary:	To receive for information, the annual work programmes of the Council’s three Scrutiny Panels.
Recommendations:	That Overview Panel note the content of work programmes and planned activity of the Scrutiny Panels.
Links to Corporate Plan:	Topics included within the work programmes remain linked to the Council’s corporate priorities. Scrutiny activity seeks to support effective decision-making and to improve outcomes for residents and service users.
Policy Implications:	The work programmes comprise activity that seeks to check the effective implementation of council policies and if appropriate make recommendations to the Executive with regards to development, performance monitoring, outcomes and value for money.
Financial Implications:	There are no direct financial implications arising from this report.
(Authorised by the Section 151 Officer)	The recommendations from the content of the work programmes and planned activity of the Scrutiny Panels and any associated reports could have financial implications where policy or service delivery changes are implemented as a result. Any changes, and the associated financial implications, will need to be the subject of separate reports
Legal Implications:	The Overview Panel supports the role that scrutiny plays in holding the authority’s decision-makers to account making it fundamentally important to the successful functioning of local democracy by ensuring the efficient delivery of public services and driving improvements within the authority.
(Authorised by the Borough Solicitor)	<p>In reviewing the summary of the work undertaken, the Panel can consider how the scrutiny function is being supported by the annual work programme.</p> <p>Both Overview and Scrutiny have statutory powers to scrutinise decisions the executive is planning to take, those it plans to implement and those that have already been taken/implemented.</p>

Recommendations from such scrutiny enable improvements to be made to policies and how they are implemented. Overview and Scrutiny also play a valuable role in developing policy.

Risk Management:

The Chairs and Deputy Chairs of the Scrutiny Panels will be informed of the progress in implementing the work programmes.

Access to Information:

The background papers relating to this report can be inspected by contacting Paul Radcliffe, Policy and Strategy Lead by:



Telephone:0161 342 2199



e-mail: paul.radcliffe@tameside.gov.uk

1. INTRODUCTION

- 1.1 Tameside Scrutiny Panels are required to publish an Annual Work Programme of planned activity for the municipal year ahead. The programme of work will cover a two-year rolling period to be reviewed, updated and agreed on an annual basis.
- 1.2 Scrutiny activity aims to reflect priority issues across the Council and external partners. Work will continue to improve the flexibility, responsiveness and reporting methods of all scrutiny activity undertaken during 2023/24. Discussion from Scrutiny Panels held in June 2023 has directly informed the list of topics and planned updates 'check and challenge', for the year ahead.
- 1.3 Each year a range of emerging topics and issues may require the attention of Scrutiny. It is therefore important to ensure efforts are best placed to support and influence effective decision-making, with a focus on improving outcomes for residents and communities.

Scrutiny activity in Tameside

- 1.4 There is a range of options available to each Scrutiny Panel as to how activity is planned and undertaken. Scrutiny Chairs will work closely with panel members in order to adopt a combination of approaches to review service and performance updates, respond to formal consultations, focus reports of the Local Government and Social Care Ombudsman and areas in need of more in-depth review. This includes a responsibility for:
 - Research and insight on a particular issue, including desktop reviews
 - Review of decisions and recommendations
 - Follow-up (from previous review / recommendations)
 - Engagement and consultation – to provide responses to pre-decision activity
 - Consideration of decisions and reports of the Ombudsman
 - Receive updates on key issues as they arise
 - Active monitoring of national and regional policy and substantive variation to services
- 1.5 The work programme is ambitious and it is not expected that all topics will be covered during the year, but more an agreed list from which to select items. Scrutiny will remain mindful of budget pressures, regulatory frameworks and the demand on statutory services. Through each work programme, the scrutiny of key partners will be planned where appropriate and relevant. At times, Scrutiny may also consider work and outcomes associated with individual delivery panels of the Executive.
- 1.6 In addition to the work programme, all panel members will continue to receive a regular update email to inform of upcoming activity, access to scrutiny resources, engagement and consultation with regard to local, regional and national decision-making. This provides a direct opportunity for scrutiny members to contribute and respond to the range of activity taking place both within the Council and across partners.

2. WORK PROGRAMMES

- 2.1 The Scrutiny meetings held in June 2023 provided members with the opportunity to comment and contribute to the list topics included in the annual work programmes.
- 2.2 Scrutiny activity will continue to be undertaken outside of the formal meetings and through working groups, with all findings and recommendations presented to the full panel for comment and approval. This flexibility can allow responsive and timely work to be undertaken, creating an enhanced opportunity to both influence and inform the impact of decisions. It is also necessary to monitor and evaluate outcomes from past activity and to review the implementation of recommendations.

2.3 Where deemed appropriate, the wider development of scrutiny may include project support and service development work undertaken at the request of the Executive as a critical friend.

Planned activity

2.4 In order to prevent delay, Scrutiny Panels agreed topics to be considered at the next round of public meetings in July, as detailed below.

Place and External Relations Scrutiny Panel – 25 July 2023

- Neighbourhood Enforcement
(Invitation to the Executive Member for Climate Emergency & Environmental Services)

Children’s Services Scrutiny Panel – 26 July 2023

- Services for Care Leavers
(Invitation to the Deputy Executive Leader – Children and Families)

Health and Adult Social Care Scrutiny Panel – 27 July 2023

- Domestic Abuse
(Invitation to the Executive Member for Population Health & Wellbeing)

2.5 On occasion a topic may require the attention of more than one scrutiny panel in order to examine a range of impacts. At such a time, a decision will be made to assign a lead panel based on both remit and the subject matter. All aspects of activity will be made available to panel members to consider and respond.

3. SCRUTINY ANNUAL WORK PROGRAMMES 2023/24

3.1 The work programmes below capture the input and discussion of panel members from meetings held in June 2023. The list of topics does not reflect the order in which activity will be selected or undertaken.

Place and External Relations Scrutiny Panel

3.2 The Scrutiny Panel recognises that topics specific to growth, investment and regeneration may be closely linked and best considered in conjunction with others.

Place and External Relations Scrutiny Panel
• Neighbourhood Enforcement – policy and the effectiveness of strategic, operational and place-based approach to fly tipping, street scene/cleanliness and parking etc
• GMP – implementation of the neighbourhood model / Community Safety Partnership
• Transport for Greater Manchester – Rochdale-Oldham-Tameside Bus Transit programme and emerging public and active travel schemes
• Housing / Registered Provider Partnership – coordination update to include housing partners around homelessness strategy and accommodation
• Town Centres – consultation / development and delivery phases
• Local Plan – Places for Everyone (strategic <u>not</u> operational planning)
• Poverty / cost of living and vulnerability – cross cutting and strategic response
• Climate change actions / Environment Strategy implementation
• Access to work – NEET / Routes to Work / vulnerability
• The Panel to receive regular updates during the year regarding new and emerging areas
Follow-up on past activity
• Homelessness and housing

Children's Services Scrutiny Panel

- 3.3 The Scrutiny Panel will undertake core assurance activity across improvement activity, to include:
- Children's Social Care Improvement Plan
 - Safeguarding Partnership
 - Ofsted activity and reports

Children's Services Scrutiny Panel
• Children's Social Care Improvement Plan / Ofsted Monitoring
• Effectiveness of services and support to care leavers
• Quality and consistency of social work practice / voice of the child / timeliness of plans and assessments across the service
• Development of the Adolescence Hub – Youth Services and provision
• Mental health support / assessment (incl. CAMHS)– crisis and ongoing
• Child exploitation – joint commissioning and intervention activity
• Education <ul style="list-style-type: none"> - Schools / education investment areas – future vision and pathway - Impact of Covid-19 on transition
• SEND – NHS investment
• The Panel to receive regular updates during the year regarding new and emerging areas
Follow-up on past activity
• Children's Workforce Strategy – social worker recruitment and retention

Health and Adult Social Care Scrutiny Panel

- 3.4 The Scrutiny Panel will undertake core assurance activity with health partners during the municipal year and receive timely briefings, to include: CQC inspection framework
- GMIC model
 - Tameside & Glossop NHS Integrated Care Foundation Trust
 - Pennine Care NHS Mental Health Foundation Trust

Health and Adult Social Care Scrutiny Panel
• Mental Health pathway – crisis support and ongoing secondary care – Pennine Care discharging Care Act duties
• Domestic Abuse (JSNA)
• Tameside Carers – assessment and support for unpaid carers (Health and Care Act 2022)
• Strategy development – input to emerging strategies – e.g. Adults Social Care; and Carers
• Learning disabilities – living at home model – offer and focus on journey, support and outcomes for service users (inc. accommodation). Engagement – Big Chat
• Adult Social Care - Market Position Statement (capacity and demand)
• Tameside Provider Partnership (TPP) / GM Integrated Care (GMIC) – incl. GM, ICFT, Primary Care and TMBC reps.
• Health inequalities – improvement and prevention programmes
• Access to GP appointments (incl. Primary Care Access Service)
• Elective waiting lists – post Covid-19 impact on waits
• Access to Dental Services
• The Panel to receive regular updates during the year regarding new and emerging areas

In-year monitoring

- 3.5 Each Scrutiny Panel will plan and undertake additional oversight and in-year monitoring, to include the following activity.

Additional in-year monitoring
• Budget updates – annual and mid-year
• Feedback and learning from complaints (LGSCO)

- Performance monitoring against corporate priorities (incl. Children's Social Care)

4. RECOMMENDATIONS

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

Councillor Vimal Choksi
Executive Member
Towns & Communities

Julian Jackson
Director of Place

Chair of the Place and External Relations Scrutiny Panel

Councillor Claire Reid

Tameside One
Market Place
Ashton-under-Lyne
OL6 6BH

Email: claire.reid@tameside.gov.uk
Phone: 0161 342 2199
Ask for Paul Radcliffe
Date: 10 October 2023

Dear Councillor Choksi,

Draft ASB Policy

I write on behalf of the Council's Place and External Relations Scrutiny Panel. Following a meeting on 12 September 2023, members received a draft version of the Council's Anti-social Behaviour (ASB) Policy. Thank you for sharing the paper with us and I can confirm that members have taken time to review the content and provide feedback that will hopefully help to inform and support the final document.

Anti-social behaviour impacts the lives of residents and communities across the borough and therefore must remain in place as a key priority for the Council and our Community Safety Partnership (CSP). For local residents and businesses, behaviour and offences related to ASB can have devastating and long-standing impacts. Scrutiny therefore welcomes the development of a local policy and the intention to remain focused on reducing the cumulative impact that ASB can have on victims.

The Scrutiny Panel wishes to submit a collective response in support of the Council's ASB Policy. This letter therefore aims to provide a summary of collective points and I would be extremely grateful if you can take the appropriate action to record the responses and take forward any points you consider will strengthen the policy.

I have listed some of the main points below, which are to be viewed as individual responses from members, under the collective of the Council's Place and External Relations Scrutiny Panel.

- Tameside Council and the Community Safety Partnership are taking positive steps that affirm ASB as a priority issue. The ASB Policy not only highlights the importance and seriousness of related behaviour and offences, but is also underpinned by a commitment to reduce the incidence and impacts of ASB in Tameside.
- Anti-social behaviour is a significant contributing factor as to why people may not feel safe in their local area and therefore related issues must be treated with vigour and urgency they deserve.

- Within the section titled 'Policy Statement and Commitment', this could provide an opportunity to open with a pledge or aspiration for the borough e.g, In Tameside everyone has the right to live without fear of facing anti-social behaviour.
- Within the same section and in addition to the Corporate Plan reference, it feels important that a specific line is also added regarding the ASB commitments detailed within Priority 3 of our Community Safety Strategy. To also add greater emphasis that this requires a comprehensive and committed partnership approach in order to succeed.
- To consider whether the policy is clear in its understanding and methods to address the local issues that drive ASB. That while discouraging and deterring ASB, further opportunities can be explored to consider a range of proactive and preventative measures, informed by intelligence.
- That the ASB Policy and related projects remain focused on the ability to work with and for our residents and businesses to tackle related issues. Notwithstanding, the need to acknowledge and consider the broader/unwritten roles and responsibilities placed upon the conduct and behaviour of local citizens.
- The Anti-social Behaviour, Crime and Policing Act 2014 seeks to place victims at the heart of local responses to ASB and this is something that Scrutiny members want to ensure is working as effectively as possible in Tameside. Empowering victims, the awareness of rights and the swift action taken against perpetrators. Through ASB case reviews (Community Triggers), victims of ASB be offered the opportunity to review responses where problems continue, to ensure the Council and partners have done all they can to intervene and take further action where needed.
- Within the section titled 'Our approach and responsibilities', to avoid any possible doubt can the responsible authorities be named for the purpose of a local policy? Namely:
 - Tameside Metropolitan Borough Council
 - Greater Manchester Police (Tameside Division)
 - Greater Manchester Fire and Rescue Service
 - National Probation Service
 - Greater Manchester Integrated Care Partnership (Tameside Provider Partnership) – no longer CCG.
- For the purpose of clarity, under section 2 of the policy, to clearly present the tools and powers available to the Council and CSP in their leading roles in tackling ASB. While some detail on this is provided within the title of 'Actions we can take', there is a possible benefit to separate actual powers from the actions/options available. To incorporate the following tools and a brief summary:
 - Community Trigger
 - Community Remedy
 - Injunction
 - Criminal Behaviour Order
 - Police Dispersal
 - Community Protection Notice
 - Public Spaces Protection Order
 - Closure Power
- In addition to the sound monitoring equipment are there additional options for evidence to be gathered and reported with the use of visual monitoring? - e.g, cameras, CCTV, pictures, video.
- To consider whether appropriate to add or make reference to examples of ASB that may be closely or directly connected to issues of equality and/or protected characteristics – such issues will/may be considered and acted upon as a hate crime and referred to the responsible authority e.g, disability, gender, race, religion, sexual orientation etc.

- Detail on how ASB reporting and responses are to be measured and the impact or outcomes from this work – governance arrangements e.g monitored closely by CSP or a sub-group of. How we will learn from resolution and complaints.
- To incorporate a further statement or commitment regarding the ongoing education and awareness of ASB. Raising awareness of the harms caused by ASB, roles of education and youth provision/services to deter and deflect known behaviour within certain areas or age profiles.
- While the policy does mention social landlords and other departments like environmental health, are there any direct actionable links with private landlords?

I am keen to ensure the Scrutiny Panel remains suitably updated on key developments related to ASB and wider community safety initiatives.

If further clarity is needed on any of the above points, please do not hesitate to contact me.

Yours sincerely,

Councillor Claire Reid

Chair – Place and External Relations Scrutiny Panel

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Report To:	JOINT MEETING EXECUTIVE CABINET / OVERVIEW PANEL
Date:	14 February 2024
Scrutiny Chair / Reporting Officer:	Councillor Claire Reid – Chair of Place and External Relations Scrutiny Panel Councillor Hugh Roderick – Chair of Children’s Services Scrutiny Panel Councillor Naila Sharif – Chair of Health and Adult Social Care Scrutiny Panel Sandra Stewart – Chief Executive
Subject:	SCRUTINY BUDGET CONSULTATION
Report Summary:	To receive a summary and feedback based on recent scrutiny engagement on the budget position for 2024/25 and future planning.
Recommendations:	That Overview Panel is asked to note the content of the report and appendices.
Links to Corporate Plan:	Scrutiny work programmes are linked to the Council’s Corporate Plan. Scrutiny activity seeks to support effective decision-making and priorities across Tameside.
Policy Implications:	The work programmes comprise activity that seeks to check the effective implementation of council policies and if appropriate make recommendations to the Executive with regards to development, performance monitoring, outcomes and value for money.
Financial Implications: (Authorised by the Section 151 Officer)	<p>The report provides an update on the recent scrutiny engagement on the Council’s in-year (2023/24) budget monitoring forecast, together with the proposed plans for the Council’s 2024/25 budget that will be presented to full Council for approval on 27 February 2024.</p> <p>It is a requirement that scrutiny panels are consulted during planned budget conversations and engagement, as the independence of scrutiny enables Members to seek assurances on the Council’s budget planning, process and priorities.</p> <p>The report and supporting appendices provide details of the engagement and key issues raised by the Chair of Overview and Scrutiny Chairs, together with the supporting responses from the First Deputy (Finance, Resources and Transformation) and Director of Resources (Section 151 Officer).</p> <p>Related details of further scrutiny engagement on the Council budget during 2024/25 will be reported accordingly to Members during the financial year.</p>
Legal Implications: (Authorised by the Borough Solicitor)	<p>Overview and Scrutiny committees were introduced in 2000 by sections 9F to 9FI of the Local Government Act 2000 as amended by the Localism Act 2011.</p> <p>They have statutory powers to scrutinise and make recommendations in relation to decisions made and proposed to</p>

be made, in order to prove continuing improvement.

In particular, it is a requirement that Scrutiny Panels be consulted as part of planned budget proposals and that there be effective independent and constructive challenge to any such proposals, and which is of vital importance in considering the current budget forecast.


The appendixes to the report provide an overview of the material considerations and assurances sought by and provided to the Scrutiny Panel.

Risk Management:

Regular updates to Overview Panel provide assurance that Scrutiny is progressing with an effective work programme, supporting good decision-making and service improvement.

Access to Information:

The background papers relating to this report can be inspected by contacting Paul Radcliffe, Policy and Strategy Lead by:

 Telephone: 0161 342 2199

 e-mail: paul.radcliffe@tameside.gov.uk

1. BACKGROUND

- 1.1 The Council is required by law to set a balanced budget for the upcoming financial year. It is important to base proposals on a range of sound and sustainable assumptions about income and expenditure. There is an additional need to assess, project and monitor a range of known and unknown external pressures.
- 1.2 The authority also has a statutory duty to consult with businesses and other representatives of non-domestic ratepayers on its annual spending proposals. The Council instructs and delivers a timetable of engagement activity in order to seek and understand the priorities of individual services, residents, patients, service users and businesses alike.

2. SUMMARY

- 2.1 It is a requirement that Scrutiny Panels be consulted as part of planned budget conversations and engagement. Such arrangements have been in place in Tameside since Scrutiny Panels were established in 2000. The independence of scrutiny enables members to seek assurances on budget planning, process and priorities.
- 2.2 All scrutiny members are cordially invited to attend an annual budget consultation session in January each year, at which final budget proposals are presented in detail. The session provides a suitable opportunity for scrutiny members to provide feedback, raise questions and concerns. Scrutiny provides timely feedback to the Executive Member with responsibility for Finance, with discussion points and comments shared to inform and support the final budget report.

Scrutiny Annual Budget Meeting – 2024/25 Budget Proposals

- 2.3 The independence of Scrutiny enables members to seek assurances on budget planning, process and priorities for 2024/25 and beyond. It is also appropriate for budget priorities to inform future Scrutiny activity and work programmes.
- 2.4 All Scrutiny members, along with the Chair, Deputy Chair and non-executive members of Overview Panel, were invited to attend one of two budget briefing sessions held on 15 January 2024. This follows on from a mid-year budget position for 2023/24, received in November 2023.
- 2.5 The update on 15 January 2024 was provided by Councillor Jacqueline North (First Deputy – Finance, Resources & Transformation); and Ashley Hughes, Director of Resources (Section 151 Officer). Also in attendance was the Chief Executive and Directors. Scrutiny members received an overview of the 2023/24 financial outturn and budget planning for 2024/25.

- 2.6 A collective response letter of the Chair of Overview and Scrutiny Chairs was sent to the First Deputy (Finance, Resources and Transformation); and Director of Resources (Section 151 Officer) - **APPENDIX 1**.

Scrutiny Mid-Year Budget Meeting - 2023/24 Budget Position

- 2.7 All Scrutiny members, along with the Chair, Deputy Chair and non-executive members of Overview Panel, were provided with an opportunity to attend one of two budget briefing sessions held on 6 November 2023.
- 2.8 The sessions provide members with the opportunity to receive a comprehensive appraisal, which included an overview of key financial assumptions, the current budget position and a forward view regarding risks and pressures. A collective response letter of the Chair of Overview and Scrutiny Chairs was sent to the First Deputy (Finance, Resources and Transformation); and Director of Resources (Section 151 Officer) - **APPENDIX 2**.

- 2.9 The Chair of Overview and the Scrutiny Chairs received a direct response from the First Deputy and Director of Finance to the Scrutiny mid-year letter. The letter provided a detailed reply to the questions and comments shared in November. The letter has subsequently been shared with all Scrutiny members and is to be tabled at Scrutiny Panels in March 2024 - **APPENDIX 3.**

3. RECOMMENDATIONS

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

Chair of Overview Panel

Chairs of Scrutiny Panels

Councillor Jacqueline North
First Deputy
Finance, Resources and Transformation

Mr Ashley Hughes
Director of Resources
Section 151 Officer

Tameside One
Market Place
Ashton-under-Lyne
OL6 6BH

email:	paul.radcliffe@tameside.gov.uk
Ask for	Paul Radcliffe
Direct Line	0161 342 2199
Date	24 January 2024

Dear Councillor North and Mr Hughes,

Consultation with Scrutiny Panels regarding the 2024/25 Budget

We write in response to the budget consultation meetings held on 15 January 2024, at which Scrutiny members received an overview of the 2023/24 financial outturn and budget planning for 2024/25. In addition to the mid-year budget monitoring information presented to Scrutiny Panels in November 2023, the sessions enable members to seek assurances on the Council's approach to managing and mitigating financial risk and uncertainty.

Thank you for responding directly to the Scrutiny mid-year budget letter and providing a detailed reply to the questions and comments shared in November 2023. We would also like to thank the Chief Executive and Directors for attending the budget meetings; the ongoing work of officers and the Council's Executive during such challenging financial times.

From your response, it is pleasing to hear that the Council will work towards a unified accommodation sufficiency strategy, with the Director of Place leading a partnership approach. This is an area that Scrutiny activity has picked up on regarding significant pressures across accommodation for care leavers, homelessness and victims of domestic abuse. We therefore fully support any steps that will aim to address both current pressures and long-term planning for accommodation and housing options in the borough. Scrutiny would like to remain updated throughout planning, development and delivery phases.

With significant savings to be achieved prior to the close of the 2023/24 financial year, a level of detail and assurance was provided on targeted recovery planning and monthly financial reporting to Executive Cabinet for both revenue and capital. This is further supported with greater detail and monitoring undertaken by Star Chamber on a bi-monthly basis.

The Period 7 forecast outturn showed a revenue overspend of £13.007m, with the most sizeable variance across the Children's, Adults and Place directorates. It was reported that recovery plans have been submitted, with mitigating actions to the effect of £8.734m, resulting in a residual overspend of £4.274m. The concern of members rests upon the ongoing pressures, risks and fragility of current budgets, given that directorates and services are expected to find compensatory ongoing efficiencies to offset any shortfalls.

The Council continues to face challenging and unavoidable decisions year on year, with a statutory responsibility for budget reductions and revenue expenditure to align. It was explained that since 2018/19 a total of £41m in reserves have been used to support the Council's revenue budget, with a further £2m committed as part of the MTFS in 2024/25.

It was noted that there is no planned use of reserves for 2025/26 onwards, however the level of uncertainty and risk remains high and it feels as though this could present a 'no alternative' approach to ensure future agreed financial outturns can be delivered.

While it pays testament to the Council's past financial management, it also presents a significant worry and concern should further budget reductions and external economic pressures continue past 2024/25. This highlights the wider financial challenges faced when taking account of funding streams and ability of the Council to generate income growth above that already achieved.

A single year financial settlement creates added complexity and limits foresight in the Council's ability to budget and plan accordingly. The overall sustainability of future budgets presents as a genuine concern for members. The efforts made to incorporate a total of £12.69m in budget reduction proposals has enabled the Council to put forward a balanced budget for 2024/25 and the collective efforts to achieve this are commended.

This letter provides an account of discussions captured from the meetings and subsequent feedback received, with a request for consideration to the points raised prior to the budget report being finalised.

The local context provided was extremely useful in allowing members to clearly understand the cumulative impacts that sustained budgetary reductions and economic pressures have placed on residents and communities. Over time the Council has had no reasonable options but to proportionately increase the reliance on Council Tax to generate income growth. Members are particularly concerned of a growing financial burden being placed on households at such a challenging time.

It is asked that the Executive remain vigilant and mindful to how difficult decisions can be perceived by the public and it is important to promote and encourage transparent information and communication between the Council, businesses and residents. Not only to highlight the difficult decisions taken locally, but also the impacts and implications should the decisions not be made.

Members recognise that persistent budget reductions have impacted and impeded the Council's ability and ambitions to invest and innovate. The Council has remained prudent and mindful of the financial decisions it makes and the impression this has on service delivery. This has shaped a prolonged period of the Council taking actions to survive rather than thrive. Members appreciate the avoidance and inability to invest in new technology and IT systems, albeit with decisions upcoming to future-proof services and the Council's fleet moving to electric vehicles, as an example.

Discussion touched on in-year monitoring and the deliverability of savings put forward, separate to the unforeseen and unbudgeted pressures placed on statutory services. It is felt that reducing delay and ensuring issues are flagged at the earliest opportunity is key to the success of recovery plans and options relating to shortfalls in delivery.

Improving outcomes for children and vulnerable residents remains a budget pressure. Costly demand is continuing to outstretch resources and consideration is needed as to how services can respond to demand differently, how we support people earlier, achieve better outcomes in permanence planning and develop appropriate pathways of support across all services and sectors. Questions were asked about the financial contribution of partners such as Health, particularly for eligible cases in which the Council faces the full financial burden of commissioning and facilitating specialist care.

Members are mindful that Tameside Children's Services is awaiting a judgement from the recent Ofsted inspection. There is a concern of additional budgetary and workforce pressures should the outcome be unfavourable, with strategic and operational improvement actions that may follow.

Members asked questions on part of the budget that will support and enable investment and regeneration across the borough, including capital projects. This touched upon the Levelling Up programmes, the Council's current position, skills, expertise and capacity within existing teams to deliver this within set timeframes.

Scrutiny priorities remain aligned with the Council's Corporate Plan and members have continued to keep abreast of more strategic measures for the borough in relation to social and economic issues. Future activity will continue to review and support work of the Executive to improve outcomes for residents while at the same time consider the range of efficiency requirements and delivering value for money.

Going forward Scrutiny will look to incorporate the views and lived experiences of residents, service users and patients within future work programming. We will look to monitor and test the ongoing resilience of communities and partnership with the third sector.

Yours sincerely

Councillor Jim Fitzpatrick - Chair of Overview Panel

Councillor Claire Reid - Chair of Place and External Relations Scrutiny Panel

Councillor Hugh Roderick - Chair of Children's Services Scrutiny Panel

Councillor Naila Sharif - Chair of Health and Adult Social Care Scrutiny Panel

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Chair of Overview Panel

Chairs of Scrutiny Panels

Councillor Jacqueline North
First Deputy
Finance, Resources & Transformation

Ashley Hughes
Director of Resources
Section 151 Officer

Tameside One
Market Place
Ashton-under-Lyne
OL6 6BH

email: paul.radcliffe@tameside.gov.uk
Ask for Paul Radcliffe
Direct Line 0161 342 2199
Date 9 November 2023

Dear Councillor North,

Scrutiny mid-year budget update 2023/24

We write in response to the mid-year budget update presented on 6 November 2023. Thank you for the time taken to provide all scrutiny members with the opportunity to receive a comprehensive appraisal, which included an overview of key financial assumptions, the current budget position and a forward view regarding risks and pressures.

Budget monitoring information continues to inform work priorities for the Scrutiny Panels and regular updates enable members to seek assurance on the Council's approach to managing and mitigating budget pressures, known risks and future uncertainty. The demand on statutory services and the sustainability of budgets beyond the short-term remains a concern for members, along with growing social and economic pressures associated with the rise in living costs, inflationary pressures and the need to support individuals and families in Tameside.

Scrutiny forms part of the Council's governance and decision-making process, underpinned by principles that aim to provide constructive 'critical friend' challenge, to amplify the voice and concerns of residents, and to drive improvement in public services. Scrutiny activity remains aligned with priorities set within the Council's Corporate Plan and relies on insight of the Council's budget and financial plan.

This letter provides an account of discussions captured from the meetings and subsequent feedback received. It is hoped that the collective points can assist with planning for the remainder of 2023/24 and beyond. Please pass our thanks to the Director of Resources and the Interim Assistant Director of Finance for attending the sessions. The Council's Overview Panel will receive a summary of this activity at the next meeting on 21 November 2023.

The Council continues to demonstrate a firm commitment to meet all financial challenges and budget reductions. The current position does appear somewhat precarious when considering that in order to close the budget gap a significant amount of in-year savings need to be delivered. This comes at a time when statutory services are experiencing high levels of demand and a lack of certainty that pressures will subside any time soon.

The Director of Resources reported that all previously identified savings for 2023/24 will be delivered in full, which equates to £15.979m for the financial year. With the successful redirection of £5.425m, this leaves budget reductions of £10.554m to address. Members were presented with a Month 5 performance table that was RAG rated and showed £2.523m in Red and £3.046m in Amber, which account for more than 50% of the target required.

It was confirmed that those currently in Red are not expected to be delivered in the financial year and challenges remain in order to deliver those currently in Amber. To date £1.702m has been achieved with £3.283 identified in green as achievable and on track.

In addition to the current budget reductions and savings requirements, revenue monitoring information highlighted a significant in-year overspend across directorates. With £13.021m predominantly attributed to Adults, Children's Social Care and Place. Members were advised that current variances are to be addressed by officers and through management actions to balance the budget. Should difficulties be encountered then alternatives will need to be put forward.

This does appear somewhat ambitious and challenging given the persistence of demand and external pressures. Vigour and intensity is needed within budget monitoring arrangements to support this and members remain cautious of accounting measures that may be needed should actions or revised plans not be achieved.

Reference was made to the role of the Star Chamber process and members highlighted a requirement of the Executive to fully oversee and challenge key areas relating to budget reductions and in-year variances within their portfolios. A question that remains for Scrutiny is clarity on the existing financial planning model and processes by which directorates identify achievable savings. Further points include learning from previous years and members are keen to ensure future decisions are robustly costed and achievable, without jeopardising service quality or requiring late or unplanned financial adjustments.

A question was asked on the Capital Programme and how this is financed. A total figure of just over £15m was shown against a funding source of receipts and reserves. Upon enquiry members heard that a significant amount of the expected receipts are yet to be achieved, with concerns that they may not be fully delivered in this financial year.

Members shared concerns on the challenges and uncertainty associated with short-term funding settlements and ambitions of the Council to set a more robust medium term financial plan. It is accepted that a greater level of confidence can be achieved should longer funding arrangements be granted to local authorities beyond the next financial year.

Recent activity of the Scrutiny Panels has highlighted a need for the Council to address growing local challenges around accommodation and placements, which too have a significant reactionary impact on the Council's budget when taking account of statutory requirements in relation to Homelessness, Adults and Children's Social Care. Scrutiny members would fully support and endorse a borough-wide accommodation sufficiency strategy. It is not felt that this is something that each decision maker and directorate can do in isolation, but requires a collective and partnership approach with key stakeholders in housing.

Trends in current spend appear increasingly reactionary in parts and building resilience, evidence and business cases can allow the Council to plan for the future and make positive investment decisions. This will ultimately aim to improve outcomes for individuals while also benefitting parts of the budget.

Improving outcomes for children and vulnerable residents remains in place as a budget pressure, with talks of associated costs with regard to external children's placements and the need to achieve greater permanence within parts of the workforce and exposure to external markets.

Effective budget monitoring must take precedence, with the aim to promote a transparent and honest culture for the reporting of in-year budget and savings difficulty. Reducing delay and ensuring issues are flagged at the earliest opportunity is now key to overall success. It is also felt that the role of financial oversight and expertise may need to extend further in a more coherent and partnership role with services.

A number of questions that may require further consideration include:

- The savings most at risk of not being met and actions required.
- Challenges and viability of non-statutory and discretionary services going forward. Reviewing for best value.
 - A specific and pertinent point was raised on future budget commitments for the upkeep, cleanliness and appearance, 'look and feel', of the borough. Any changes would be detriment to the borough's future success and prosperity.
- The financial position the Council now finds itself in regarding the previously pooled budget arrangement and separation/detachment from the CCG (now ICB).
- Options to alleviate significant placement costs and building greater capacity in Tameside.
 - The Council making the best use of its powers relating to homes, accommodation and placement needs for vulnerable residents and allocations for care leavers.
- Issues and challenges specific to workforce and external markets. Examples were provided regarding Educational Psychology and Social Workers.
- Facilities Management arrangements and making the best use of Tameside's buildings and venues across all towns - income generation, current pricing and advertising.
- Pivotal role of the Council's asset management and disposal plans.
- Access to health funding and contributions - can more be done to support costs associated to specific Children's Social Care interventions and placements.
- Continuing to grow our tax base – meeting our housing targets, inward investment and business growth.
- Demand projections and a need for greater mechanisms of prevention and early intervention – overarching plan, population growth, future pressures / dependency.
- A relentless and uncompromising focus on achieving outcomes and making best use of the money available for the residents and businesses we serve.
- Improving customer interactions and ability of the Council to respond through enhancements in digital solutions and website navigation.

We are pleased to say that the Council's leadership and Executive remain fully engaged with all aspects of Scrutiny activity and options will be explored to incorporate greater and more frequent oversight of budget and financial information within planned activity and in-depth reviews.

Yours sincerely,

Councillor Michael Smith – Interim Chair of Overview Panel

Councillor Claire Reid – Chair of Place and External Relations Scrutiny Panel

Councillor Hugh Roderick – Chair of Children's Services Scrutiny Panel

Councillor Naila Sharif - Chair of Health and Adult Social Care Scrutiny Panel

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Cllr Jacqueline North

First Deputy (Finance, Resources & Transformation)

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Our Ref: JN/AH/15012024
Ref: JB/JR/CHAIRS24
Date: 15 January 2024

Chair of Overview Panel Chairs of Scrutiny Panels

Dear Councillor Fitzpatrick,

Re: Scrutiny Mid-Year budget update 2023/24

The Director of Resources and myself write in response to the letter dated 9 November 2023, issued by Councillor Smith as the interim Chair of Overview Panel. Congratulations on your recent appointment as Chair of Audit Panel and Chair of Overview Panel. We would like to thank you and your fellow Chairs for your feedback and welcome your challenge and scrutiny as it supports robust and effective financial planning and decision-making, which is required more than ever at this point.

We have continued to maintain transparency on reporting, however as the year has passed, formalised recovery planning has been instituted, with planning taking similar formats to those used to identify and plan for budget reductions in future years. Ongoing vigour, grip and control are being maintained through monthly financial reporting to Executive Cabinet for revenue and capital, with greater detail being undertaken at bi-monthly Star Chambers on the delivery of budget proposals and recovery plans.

Members of scrutiny will be able to gain further clarity on the financial planning model and how Directorates identify and deliver achievable savings in both the political party briefings and the budget scrutiny sessions in January 2024. Both the Director of Resources and I are as keen as yourselves to ensure future decisions are robustly costed and achievable, and wherever possible that they do not jeopardise service quality. The outcome of this would, therefore, mean far fewer late and/or unplanned financial adjustments.

With respect to the Capital Programme, and delivery of receipts, the Asset Management Panel shares your concerns and has sought greater clarity and oversight of the delivery plan for receipts. Updates have progressed to Cabinet for disposals in December 2023 with greater use of auctions where it is the right route to market.

Scrutiny raises a key point regarding accommodation in the borough, and officers across the Council are working towards a unified accommodation sufficiency strategy, with the Director of Place leading a partnership approach with Jigsaw, the main RSL in the borough.

On the final page of your letter, you raise questions and points that may require further consideration, and we take these in turn below and overleaf as an update to you all:

- 1. The savings most at risk of not being met and actions required** – these are reported to Cabinet on a monthly basis as part of the budget monitoring report in my name. As it has become clear to the Director of Resources that savings not at risk of being met cannot be mitigated, he has implemented recovery planning in line with the Council’s Financial Regulations. No savings are being declared as undeliverable at this point; they are considered to be delayed in their implementation. Should they become undeliverable in future, Directorates and Cabinet Members are expected to find compensatory ongoing efficiencies to offset them.
- 2. Challenges and viability of non-statutory and discretionary services going forward.** The Executive Cabinet review all options put forward by officers and challenge the assumptions made where they have concerns. The Director of Resources has been clear that it doesn’t matter whether a service is statutory or discretionary, they must deliver Best Value, be “good spend” delivering outcomes for residents and businesses and that all impacts of decisions be considered in the round. This includes how the borough budgets for the ‘look and feel’ of the borough.
- 3. Financial Position following the separation from the former CCG.** Irrespective of how the local position was managed under the Strategic Commission, the Council and the NHS had to have a Section 75 pooled budget arrangement under the Better Care Fund (BCF). This is still in place, albeit with separate management arrangements with the ICB across Greater Manchester. We cannot speak for the ICB, but we do note the lack of a tri-partite agreement for children and young people, with cases being dealt with as Children’s Services progress the Continuing Care applications per young person. Adult Services are progressing on case-by-case basis, however the rules around Continuing Health Care in adults are much more tightly defined. For Children’s Services, both the Director of Children’s Services and the Director of Resources are driving conversations with their ICB counterparts to build a tri-partite agreement. The ICB are keen for it to be at Greater Manchester level, and for it to be in place by the end of 2024. In Adult Services, part of managing the financial position includes greater checklisting and support to clients who may meet CHC assessment thresholds to increase numbers in receipt of CHC where it is the right outcome – health outcomes are funded by the NHS and Social Care outcomes by the Council.
- 4. Options to alleviate significant placement costs and building greater capacity in Tameside.** Executive Cabinet share your concerns around the costs of placements. Markets across homelessness and temporary accommodation, children’s residential and adults’ residential and nursing are all constrained and fragile. This is not a Tameside issue but is faced across GM and nationally. We welcome the success of Jigsaw in obtaining grant funding for temporary accommodation in Tameside since Scrutiny held their sessions in November. The GMCA are leading on Project Skyline, which should deliver further residential places for young people in GM. Adult Services are working proactively with private landlords to secure accommodation for out of borough resettlement.
- 5. Issues and challenges specific to workforce and external markets.** The issues specific to workforce are not unique to Tameside, the examples of Social Workers and Educational Psychologists are national in nature. Tameside has responded to the challenge through innovative recruitment practices, such as the Social Work Employment Fairs that allow candidates to bring a CV and be interviewed in the same day if they meet the criteria for the role. In fact the Local Government Chronicle



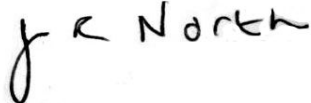
shortlisted us in the Best Innovation in Recruitment category at the LGC Workforce Awards 2023. Our nomination was for our recent recruitment campaign for adult and children’s social care – a collaborative project involving HR Recruitment and management teams across Adult and Children’s Social Care, Marketing and Communications and colleagues from the Greater Jobs team. Whilst we did not win we were highly recommended.

6. **Facilities Management arrangements and making the best use of Tameside’s buildings and venues across all towns** – The Council continually reviews the estate to ensure we retain the space needed to deliver our services from and through. Other sites are considered as to whether they can generate an income stream or deliver a capital receipt and be disposed of to support ambitions around economic regeneration across the borough.
7. **Pivotal role of the Council’s asset management and disposal plans.** This point is covered in the answer above.
8. **Access to health funding and contributions** – Children’s Services, whilst lacking a tri-partite agreement, under the new Director’s leadership are working much more closely with colleagues in Health in a multi-disciplinary manner to ensure the right organisations fund the right costs as laid down in law. Recent income increases will be reported to Executive Cabinet in due course.
9. **Continuing to grow our tax base** – the Executive recognises the need to grow the tax base, and the Director of Resources has made it clear that this needs to be for both Council Tax and business rates. This will support the borough to deliver more quality housing, such as those proposed at Godley Green, and create the conditions for inward investment and business growth such as those proposed for the Ashton Mayoral Development Zone, as well as those that will be delivered through the Levelling Up Fund in Stalybridge.
10. **Demand projections and a need for greater mechanisms of prevention and early intervention; overarching plan, population growth, future pressures / dependency** – The Directors of Adults, Children’s and Place are working closely to develop a unified sufficiency strategy whilst also ensuring that emphasis is placed on prevention and early intervention in the key demand-led areas of their Directorates. These are underpinned by population estimates, demographics and Joint Strategic Needs Assessments. The Director of Population Health acts as a critical friend for all early intervention and prevention proposals and has enabled best use of the Household Support Fund in 2023/24 to ensure we maximise support to residents.
11. **A relentless and uncompromising focus on achieving outcomes and making best use of the money available for the residents and businesses we serve** – I am in full agreement with this and it is widely recognised at both Cabinet and officer leadership that focusing on outcomes and “good spend” will ensure we extract the most value from the Tameside pound. Better outcomes, by and large, cost less.
12. **Improving customer interactions and ability of the Council to respond through enhancements in digital solutions and website navigation** – I am keen to stress that digital improvements are high on the list of enabling actions to support the delivery of future budget rounds. The Director of Resources will be bringing these improvements through at pace over the next two years.

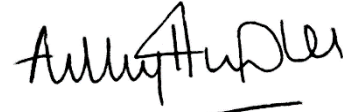


The Director of Resources wishes to reiterate that Scrutiny represents a key plank of sound and effective decision-making and is key to helping hold the Executive to account. The need to incorporate financial performance into planned Scrutiny Panel activity is paramount, and both he and I welcome the proposal to cover financial performance in greater depth at Scrutiny Panels going forward.

Yours sincerely,



Councillor Jacqueline North
First Deputy (Finance, Resources & Transformation)



Ashley Hughes
Director of Resources



Agenda Item 5

Report To: JOINT MEETING EXECUTIVE CABINET / OVERVIEW PANEL

Date: 14 February 2024

Executive Member / Reporting Officer: Cllr Jacqueline North – First Deputy (Finance, Resources & Transformation)
Ashley Hughes – Director of Resources

Subject: Period 9 2023/24 Forecast Outturn – Revenue and Capital.

Report Summary: This is the Period 9 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 £10.370m at Period 9. The movement from month 8, where the overspend was £11.996m, is as a result of the implementation of recovery plan actions and the additional demand identified in key demand areas, as shown in the table below:

Movement between months	£m
Month 8 underlying position	11.996
Recovery plan actions implemented	(2.825)
Additional demand within Services	1.250
Minor improvements in Directorates	-0.051
Month 9 underlying position	10.370

The remaining recovery plan actions to be implemented in Quarter 4 of the year total £3.028m, resulting in a residual overspend of £7.342m at month 9.

There is a forecast overspend on the DSG of £4.731m, which is a slight adverse movement of £0.013m from the Period 8 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 is recommended to approve:

- 1) The extension of four posts within the Adult Services Moving with Dignity team (two manual handling practitioners, a senior practitioner and an occupational therapy assistant), for a further three-year period, 1 April 2024 to 31 March 2027 funded through the Disabled Facilities Capital grant.
- 2) Drawdown of £0.706m from the Complex Placements Reserve to support high cost high need placements in the Children’s directorate.
- 3) The acceptance of £0.050m ABEN Warm Winter Fund from GMCA which aims to provide enhanced capacity during the

period 1 November 2023 to 31 March 2024 to support the delivery of the 'A Bed Every Night' grant funding programme within Homelessness.

- 4) Draw down of £113k from the IT investment fund to commission SoCITM to undertake a digital maturity assessment, review and update the digital strategy, develop a digital roadmap and develop a Target Operating Model for the ICT service.

That Executive Cabinet is recommended to note:

- 5) The forecast General Fund revenue budget position of an overspend of £10.370m, prior to any remaining recovery plan actions
- 6) The update on the production of recovery plans to mitigate the shortfall in budgets, with total mitigations of £7.014m identified, of which £3.028m is due to be delivered in quarter 4, with the remainder included in the month 9 overspend.
- 7) That there is a projected General Fund overspend for the Council of £7.342m, following the application of actions within draft recovery plans and the identification of additional pressures.
- 8) The forecast deficit on the DSG of £4.731m, which is a slight adverse movement of £0.013m on the month 8 position.
- 9) The Capital programme position of projected spend of £46.946m, following Cabinet approval to reprofile project spend of £1.024m from 2024/25.

Policy Implications:

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

Financial Implications:

As contained within the report.

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

Legal Implications:

(Authorised by the Borough Solicitor)

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

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

Members will note that the underlying outturn position is a net deficit of £10.370m 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 Section 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 December 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 £10.370m on the underlying position within the General Fund. This shows the total potential overspend, should actions within the recovery plans to bring the expenditure down to within budget not be taken.
- 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 8, recovery plans were presented to Board, which included actions totalling £9.335m. Reviews of proposed actions have been undertaken by service areas in conjunction with Finance in the period between Month 8 and Month 9 reporting to ensure that actions can be delivered as planned. This has resulted in a reduction in the total value of plans of £2.321m, to £7.014m. This decrease in deliverable actions has increased the residual overspend from £3.824m at month 8 to £7.342m at month 9.
- 1.6 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.
- 1.7 Any pressures or undelivered savings within Directorates by the end of the financial year will need to be resolved in the next financial year, in addition to delivering MTFs proposals to meet the budget gap for 2024/25.
- 1.8 A £4.731m 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.
- 1.9 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.
- 1.10 At the time of drafting this report, the Consumer Price Index (CPI) measure of inflation had increased slightly to 4%, from 3.9% in November, which, despite the slight increase this month, represents a significant reduction over the course of the year. 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 latest projections assume that it will remain at this level for the foreseeable future, rather than increasing as had been previously projected. Although the rate of inflation is significantly lower than in previous months, 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.
- 1.11 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.

- 1.12 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. These reserves should be used to support invest to save proposals to create sustainable change and efficiencies across the Council, to support the Council's ongoing financial position.
- 1.13 Any decision to use reserves, above those approved at Budget Council, would require approval from the Director of Resources, as per the Financial Regulations, and significant use of reserves is a decision for Full Council through reporting to Executive Cabinet. Reserves should not be an alternative to undelivered budget reductions. Should Service overspends remain unmitigated in year, there may need to be a drawdown from unallocated reserves to bring expenditure to within budget. This is not a sustainable approach and will take the Council closer to financial distress. Budgetary control needs to be applied to reduce current expenditure, in addition to longer term recovery plans for each Directorate, which will be required to bring Services to within budget.

2. FORECAST 2023/24 REVENUE OUTTURN POSITION AT MONTH 9

- 2.1 The underlying Month 9 position is an overspend of £10.370m. This includes the implementation of £2.825m of recovery plan actions, without which, the overspend would be £13.195m. The underlying month 8 position was an overspend of £11.996m and the table below shows the movement in the position between months:

Movement between months	£m
Month 8 underlying position	11.996
Recovery plan actions implemented	(2.825)
Additional pressures within Services	1.250
Minor improvements in Directorates	-0.051
Month 9 underlying position	10.370

- 2.2 These additional pressures identified, have reduced the impact of the implemented recovery plan actions on the residual overspend.
- 2.3 Reviews of recovery plan actions between Month 8 and Month 9 reporting, highlighted potential risks within the proposals. This has resulted in a reduction in deliverable action from £9.335m to £7.014m, of which £3.986m has been delivered (£2.825m in month 9). Outstanding actions to be implemented total £3,028m, which takes the net overspend to £7.342m at month 9, an adverse movement of £3.519m from month 8.
- 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 9, and is shown in comparison to the month 8 position. The figures within the tables in the report are subject to rounding.

Table 1: Month 9 forecast monitoring position

Forecast Position	Revenue Budget	Month 9 Forecast	Underlying Variance	Recovery Plan Actions outstanding	Net Variance	Net Variance Month 8	Change in Variance
	£m	£m	£m	£m	£m	£m	£m
Adults	44.139	47.241	3.102	0	3.102	0.390	2.712
Children's Social Care	55.837	60.695	4.859	(0.978)	3.881	3.804	0.077
Education	8.786	9.484	0.698	(0.595)	0.103	0.000	0.103
Population Health	14.352	13.821	(0.531)	0.000	(0.531)	(0.548)	0.017
Place	32.409	36.852	4.444	(1.455)	2.989	2.311	0.678
Governance	14.175	13.927	(0.248)	0.000	(0.248)	(0.225)	(0.023)
Resources	51.699	49.745	(1.954)	0.000	(1.954)	(1.909)	(0.045)
Totals	221.397	231.765	10.370	(3.028)	7.342	3.823	3.519

2.5 To provide further detail to the table above, the following table shows the movement in the underlying position for month 9 compared to month 8, which is then described in more detail for each Directorate in sections following the table.

Table 2: Month 9 movement in underlying position

Forecast Position	Month 8 Underlying Variance	Recovery plan actions achieved	Additional pressures identified	Month 9 Underlying Variance	Change in Variance
	£m	£m	£m	£m	£m
Adults	2.797	(0.291)	0.596	3.102	0.305
Children's Social Care	6.009	(1.227)	0.077	4.859	(1.150)
Education	0.756	(0.077)	0.019	0.698	(0.058)
Population Health	(0.548)	0	0	(0.531)	0.017
Place	5.116	(1.230)	0.558	4.444	(0.672)
Governance	(0.225)	0	0	(0.248)	(0.023)
Resources	(1.909)	0	0	(1.954)	(0.045)
Totals	11.996	(2.825)	1.250	10.370	(1.626)

Recovery Plans

2.6 All Directors have submitted draft recovery plans, which require sign off from the Director of Resources in line with the Financial Regulations and work is continuing to develop plans to meet the shortfall. At month 9, there are no recovery plans which bring the Directorate to a balanced position, and as such, no plans have been signed off by the Director of Resources.

2.7 The table overleaf shows a summary of the £7.014m included within Directorate recovery plan, split into months, of which £3.986m has been delivered and £3.028m is expected to be delivered between January and March:

Table 3: summary of recovery plan actions by Directorate

Recovery plan actions	P7	P8	P9	P10	P11	P12	Total
	October	November	December	January	February	March	
Directorate	£m	£m	£m	£m	£m	£m	£m
Adults Social Care	0	-1.162	-0.292	0	0	0	(1.454)
Children's Social Care	0	-0.037	-1.19	-0.221	-0.188	-0.569	(2.204)
Education	0	0	-0.077	-0.137	-0.041	-0.417	(0.672)
Place	-0.673	-0.07	-0.486	-0.26	-0.166	-1.028	(2.684)
Total	(0.673)	(1.269)	(2.045)	(0.618)	(0.395)	(2.014)	(7.014)

- 2.8 The following sections give an update on each Directorate position, focusing on pressures, with the recovery plans laying out the management actions to reduce the overspends.

Directorate position

Adult Services

Underlying overspend of £3.102m, adverse movement of £0.305m from month 8

Remaining recovery plan action of £0

Residual overspend: adverse movement of £2.712m

Forecast Position Adults	Revenue Budget	Month 9 Forecast	Month 9 Underlying Variance	Recovery Plan Actions	Net Variance	Net Variance Month 8	Change in Variance
	£m	£m	£m	£m	£m	£m	£m
Mental Health 18-64	0.955	1.964	1.009	0.000	1.009	0.927	0.082
Learning Disability 18-64	1.604	2.278	0.674	0.000	0.674	0.687	(0.014)
Physical Disability 18-64	1.756	1.565	(0.191)	0.000	(0.191)	(0.472)	0.281
Older People 18-64	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Mental Health 65+	0.532	1.583	1.051	0.000	1.051	0.978	0.073
Learning Disability 65+	0.118	0.429	0.311	0.000	0.311	0.300	0.011
Older People 65+	5.054	9.033	3.980	0.000	3.980	1.392	2.587
Adult Services	34.120	30.389	(3.731)	0.000	(3.731)	(3.422)	(0.309)
Totals	44.139	47.241	3.102	0.000	3.102	0.390	2.712

- 2.9 The Adults Services Directorate has a forecast underlying overspend against budget in 2023/24 of £3.102m. The total recovery plan actions are £1.454m, which are fully delivered. There are no further recovery plan actions expected to be achieved in quarter 4. This is an adverse movement of £2.712m on the period 8 forecast, which included recovery plan proposals to deliver a balanced budget by 31 March 2024.
- 2.10 Adult services is currently seeing increased demand and requests for support which can be demonstrated through a snapshot taken on 12 January 2024. We had 181 new contacts awaiting assessment and 250 requests to duty awaiting re assessment. A request for support is initially triaged to ensure that any diversion to other services or self-help has already been offered. Therefore, those progressed to full assessment or reassessment it is a reasonable assumption that most will result in care and support being offered resulting in an adverse impact on the budget.
- 2.11 Residential and nursing care home placements net costs in each of the categories above have increased by £0.614m. The increase in cost is driven by a continuing demand increase in Older People 65+ placements of £0.180m and by an increase in cost for Physical and Learning Disability placements of £0.278m. £0.210m of the increase relates to a realignment of a supported accommodation placement, which is a reduction in the Adult Services row. For context, the period 8 position reported a volume of 849 permanent placements in October 2023, the November volume was 869, an increase of 2%. The largest increase is within permanent residential placements for older people, with an increase of 16 placements since period 8.
- 2.12 Although additional demand costs for winter pressures are evident, the resulting pressure will not be known until the end of February 2024, when the pressure is expected to reduce.
- 2.13 The Adult Service row in the table above includes all other services except permanent care home placements. This includes costs such as staffing, supported accommodation, commissioning contracts, homecare, direct payments and shared lives.

- 2.14 Staffing cost forecasts across the directorate have increased by £0.334m. £0.200m of this relates to pay uplifts for overtime and casual works in the directorate, such as the homemakers service to cover vacant posts ensuring 24 hour care provided. There has also been a £0.096m increase due to the 2023/24 pay award on grant funded posts. This includes posts funded by Improved Better Care Fund and Adult Social Care Grant.
- 2.15 Supported accommodation costs have reduced by £0.210m due to the realignment of a placement into a Care Home Physical Disability placement as stated in point 2.10 above.
- 2.16 Home care and support at home care provision has decreased slightly since period 8. The forecast has reduced by £0.068m due to a decrease in hours delivered each week.

Recovery Plan update

- 2.17 Within the Adults Social Care recovery plan, actions totalling £1.162m were implemented at period 8 relating to a reduction of £0.560m to the Directorate pay forecast due to delayed recruitment to vacant posts within the establishment until 1 April 2024 at the earliest and additional revenue budget of £0.602m has also been transferred from contingency to support the costs of transitions and complexity of need in residential care settings.
- 2.18 Further actions of £0.292m were implemented at period 9 to reflect a pause on non-contract spend of £0.133m until 1 April 2024 at the earliest, removal of historic charges totalling £0.105m and full cost recovery on Homecare / Support at Home charges of £0.054m, which was approved at Executive Cabinet on 20 December 2023 and is effective from 1 February 2024.
- 2.19 Within the originally presented recovery plan, further actions of £2.116m were included to be implemented by 31 March 2024, relating to the following:
- Increase the numbers of assessments being considered for Continuing Healthcare funding from Integrated Care Board (ICB) £1.314m
 - Contribution from the ICB towards the Support at Home Model £0.560m
 - Reduction of further demand for Care Home placements of £0.242m
- 2.20 These actions are now considered to not be achievable in year and further information is included in the sections below:
- 2.20.1 A review of CHC contributions against boroughs with a similar demographic has shown that Tameside currently achieves £1.314m lower contribution from health than peers. However, it should be noted that CHC is determined based on a national eligibility criteria assessed on individual need. Every person who receives a care act assessment in Tameside is also screened against the national eligibility criteria for CHC and therefore it is unlikely that an in-year increase in CHC will be achieved. In addition, Greater Manchester ICB are also reviewing CHC as a whole, the outcome of which is still awaited, to inform Tameside's local response. In the meantime, re-screening will continue for all those who are due a care act review against the CHC checklist.
- 2.20.2 The Council pays £1.64 per hour more than standard home care for the Support at Home service, which delivers the care worker blended role, supporting some low level health tasks such as insulin administration, a trusted assessor function and a blended care and support offer of traditional care visits and community activity. This approach means that on average a package of care is 6 hours per week less than standard home care and results in an average cost avoidance of £100.09 per package of care. Funding to develop this model of care was initially provided through the Tameside GM health and social care transformation fund, with a view it would release income from health to support the ongoing delivery on the model in the longer term. Further conversations with the ICB will be undertaken in terms of ongoing funding arrangements, but this is unlikely to have an impact in the current financial year.

2.20.3 In 2023 there were 9 care homes (up to 329 beds) that did not accept the Council's usual rate, with the increased rate either being paid via a third party top-up or the Council (if the home is identified as the only home that can meet need). From April 2024 this is due to increase to 21 care homes (up to 646 beds). Tameside's largest provider has historically resisted charging top-up fees in Tameside however, due to the increased complexity of residents, will be charging additional fees for the majority of their beds. It was anticipated that this would take effect within the current financial year, however, will now be

2.21 These factors have resulted in an adverse impact on Adult Services in year financial position and a period 9 pressure of £3.102m reported.

2.22 The Directorate has outlined a number of efficiency projects for delivery from 2024-26 which if successful will achieve c £3.0m saving and also strengthen our approach to prevention and diversion from high cost services. Furthermore, the service is due to complete implementation of upgrades to its case management and social care finance system which will enable the service to better forecast budgets based on activity and trends.

Children's Social Care

Underlying overspend £4.859m, improvement of £1.150m from month 8

Remaining recovery plan action of £0.978m

Reported position: £0.077m adverse movement

Forecast Position Children's Social Care	Revenue Budget	Month 9 Forecast	Month 9 Underlyi ng Variance	Recover y Plan Actions	Net Variance	Net Variance Month 8	Change in Variance
	£m	£m	£m	£m	£m	£m	£m
Child Protection & Children In Need	8.276	8.561	0.285	0.000	0.285	0.483	(0.198)
Children's Social Care Safeguarding & Quality Assurance	2.162	2.093	(0.069)	0.000	(0.069)	(0.038)	(0.031)
Children's Social Care Senior Management	(7.465)	(7.191)	0.273	0.000	0.273	(0.095)	0.368
Adolescent Services	3.005	2.898	(0.106)	0.000	(0.106)	(0.062)	(0.044)
Early Help, Early Years & Neighbourhoods	3.848	2.473	(1.375)	(0.454)	(1.829)	(2.073)	0.244
Cared for Children	45.728	51.599	5.871	(0.524)	5.347	5.607	(0.260)
Commissioning	0.282	0.262	(0.020)	0.000	(0.020)	(0.017)	(0.003)
Totals	55.837	60.695	4.859	(0.978)	3.881	3.805	0.076

2.23 The Children's Social Care Directorate has a forecast underlying overspend against budget in 2023/24 of £4.859m. The total recovery plan actions are £2.204m, of which £1.227m has been delivered, with remaining £0.978m to be delivered in quarter 4. This is a favourable movement of £1.150m compared to £6.009 reported in period 8 as a result of the implementation of recovery plan actions. The underlying overspend is subject to mitigation by recovery plan actions currently forecast at £0.978m, resulting in a reported net forecast variance of £3.881m.

2.24 The in-depth review across the whole of Children's Social Care services, undertaken with the new Children's Senior Leadership Team is continuing to identify efficiencies and savings opportunities for 2023/24 and into future years.

2.25 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 £5.871m. This relates both to the overall number and the increasing cost of each placement, with external residential placement numbers currently at 79, compared to

67 at the start of the financial year.

- 2.26 The forecast also continues to be affected by the usage of additional Social Workers supporting caseload requirements and other additionality supporting the departmental improvement priorities, which is being funded from the Children's Services transformation reserve (£0.772m) pending formal approval.
- 2.27 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 and drive recruitment and retention, including training social workers which will deliver savings as newly qualified social workers on lower spinal points replace agency social workers.

Recovery Plan

- 2.28 The total of the actions identified within the recovery plan is £2.204m, which does not fully balance the budget. Of the recovery plan actions, £1.230m has been implemented and reported within the underlying position. Overall, £0.974m is outstanding as at Month 9 and currently forecast to be fully delivered by the end of the financial year.
- 2.29 Recovery plan mitigations include achieving additional partner contributions towards the health and education elements of care packages of children above those already forecast, and was originally estimated at £0.082m in-year. Additional income from health agreed at Period 8 of £0.120m has increased the full year impact of this recovery action to £0.140m.
- 2.30 Maximisation of available external funding is also being factored into the management recovery plan mitigations where, following an in-depth review of all grants available to Children's Social Care for 2023-24, £1.094m of grant maximisation was actioned at Period 9, with a further £0.4554m expected to be achieved by year end. This includes applying reasonable overheads to grant activity and, where allowable with grant conditions, utilising grant to support other activity.
- 2.31 Further cost reductions have been factored into the recovery plan in respect to strengthened processes around the review of children entering care and through effectively managing appropriate levels of risk. A cost reduction for 2023/24 of £0.497m based on a reduction of placements and associated costs was forecast to the end of the financial year, however this is now feeding into the IMPOWER Children's Social Care financial sustainability work in 2024/25. The re-profiling of this recovery plan has been offset by grant maximisation work referred to in 2.7. We have a discharge to home project realising a number of positive outcomes and will improve the deliverability of the savings in 2024/25.

Education

Underlying overspend of £0.698m, favourable movement of £0.059m

Remaining recovery plan action of £0.595m

Residual overspend position: £0.103m adverse movement

Forecast Position Education	Revenue Budget	Month 9 Forecast	Month 9 Underlying Variance	Recovery Plan Actions	Net Variance	Net Variance Month 8	Change in Variance
	£m	£m	£m	£m	£m	£m	£m
Access Services	5.323	5.716	0.393	(0.206)	0.187	0.089	0.098
Assistant Executive Director – Education	(0.144)	0.091	0.235	0.000	0.235	0.234	0.001
Education Improvement and Partnerships	0.442	0.355	(0.087)	(0.199)	(0.286)	(0.285)	(0.001)
Schools Centrally Managed	1.527	1.593	0.066	(0.066)	0.000	0.000	0.000

Special Educational Needs and Disabilities	1.633	1.724	0.091	0.000	0.091	0.086	0.005
Virtual School and College	0.006	0.005	(0.001)	(0.124)	(0.125)	(0.125)	0.000
Totals	8.786	9.484	0.698	(0.595)	0.103	0.000	0.103

- 2.32 The Education Directorate has a forecast underlying overspend against budget in 2023/24 of £0.698m which is a favourable movement of £0.058m from Period 8. The total recovery plan actions are £0.678m, of which £0.077m has been delivered, with a further £0.595m expected to be delivered in quarter 4. Delivery of the recovery plan actions will leave a net overspend of £0.103m.
- 2.33 The improvement from recovery plans being implemented in December 23 has been partly offset by an adverse movement of £0.019m relating to backdated incremental pay awards. The recovery plan in this area has been updated to remove the vacancy savings identified and reduced demand on Teachers Pensions, leading to an adverse movement of £0.103m on the residual overspend position.
- 2.34 The overspend on Special Education Needs and Disability (SEND) Transport remains to be £0.390m. The recovery plan includes a review of the eligibility for transport which seeks to provide cost reductions in year. This action has reduced by £0.082m due to increased lead implemented timeframes. This will be completed along with the longer-term plans to increase the use of personal budgets, increasing travel training and varying commissioning arrangements.
- 2.35 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 increased demand was not reflected in the budget and although work is underway to reduce the number of EHCPs, there is still an increased demand on this service. The service is currently working on a strategy to meet demand now and to support future needs. The shortage of Educational Psychologists and the loss of professionals to private practice is a national issue.

Recovery plans

- 2.36 The updated recovery plan identifies actions of £0.675m, a reduction of £0.162m on the month 8 position. This leaves a residual overspend position of £0.103m in the Education Directorate.
- 2.37 Since Period 8, £0.077m of recovery plan actions have been actioned in the underlying position. Vacancy savings of £0.063m and reduced demand on Teachers Pension early retirement costs of £0.014m have been reflected. £0.082m of recovery plan actions relating to SEN transport eligibility has been removed due to delays in reviews of plans taking place.

Place

Underlying overspend of £4.444m, £0.672m favourable movement.

Remaining recovery plan action of £1.455m

Residual overspend position: £2.989m, £0.678m adverse movement.

Forecast Position Place	Revenue Budget	Month 9 Forecast	Month 9 Underlying Variance	Recovery Plan Actions	Net Variance	Net Variance Month 8	Change in Variance
	£m	£m	£m	£m	£m	£m	£m
Operations and Neighbourhoods	18.801	18.787	(0.013)	(0.507)	(0.520)	2.391	(2.912)
Place Management	0.163	0.231	0.068	(0.443)	(0.375)	0.071	(0.446)
Investment, Development and Housing	4.856	6.700	1.844	(0.443)	1.401	(0.207)	1.608

Planning and Transportation	0.782	0.754	(0.028)	0.000	(0.028)	(0.002)	(0.026)
Strategic Property	7.807	10.380	2.573	(0.062)	2.511	2.862	(0.351)
Recovery Plan Actions @ M08	0.000	0.000	0.000	0.000	0.000	(2.805)	2.805
Totals	32.409	36.852	4.444	(1.455)	2.989	2.311	0.678

2.38 The Place Directorate has a forecast underlying overspend against budget in 2023/24 of £4.444m. The total recovery plan actions are £2.684m, of which £1.230m has been delivered, with the remaining £1.454m to be delivered in quarter 4. This represents an adverse movement of £0.678m since period 8. The underlying overspend is subject to mitigation by recovery plan actions currently forecast at £1.454m, resulting in a reported net forecast variance of £2.989m.

2.39 The overspend of £2.989m for the Place Directorate relates to overspends on the Facilities Management contract and reactive maintenance within the Strategic Property function and increased demand on Temporary Accommodation.

2.40 Since month 8, the Homelessness service has transferred from Operations & Neighbourhoods to Investment, Development & Housing, resulting in a change in position in both areas of £2.078m (favourable for Operations & Neighbourhoods and adverse for Investment, Development & Housing). This variation is a combination of the forecast overspend against Temporary Accommodation of £2.707m, detailed below, partially offset by the use of grant funding to support core costs within the service.

2.41 Of the remaining movements in variation, the majority are due to the revision of pay forecasts; as part of the recovery plan some services, e.g. those within Strategic Property, committed to holding certain vacancies until the new financial year. This has now been built into the underlying position. For other services, a detailed review of pay forecasts to ensure they are up to date and accurate has resulted in an improvement to the position.

2.42 Aside from movements in forecast variations due to recovery plan actions and updates to pay forecasts, there are key changes within those areas identified in previous reports as those facing financial challenges: Corporate Landlord, Homelessness and Waste & Fleet. These areas are all reporting overspends which are driven by cost and demand pressures, non-delivery of prior year savings and the partial non-delivery of savings in 2023/24. At period 9, Homelessness are reporting a worsened position, whilst Corporate Landlord and Waste & Fleet are reporting improvements, as detailed below.

Waste & Fleet Management £0.330m forecast overspend, favourable movement of £0.288m.

2.43 Staffing costs exceed the net budget due to vacancy factor (£0.406m) not being delivered in full. It should be noted however that £0.148m of this is now forecast as deliverable within the current year, contributing towards the reported favourable movement. The use of agency staff to cover sickness and other absences remains significant with a current year forecast of £0.291m (£0.097m in excess of the available budget).

2.44 The previously reported overspend on vehicle repairs and maintenance and additional hire has now been reduced in line with the profile of spend incurred to date, resulting in further favourable movement of £0.140m. Prior year savings in respect of three weekly collections and charging for replacement bins are not delivering the full saving originally anticipated. The Commercial Waste service continues to perform strongly in terms of income levels with further work being done to market the service to increase the number of external contracts and further increase income levels.

Corporate Landlord £2.619m forecast overspend, favourable movement of £0.204m.

2.45 Within Facilities Management, contingency budget of £0.642m has been allocated to support

inflationary increases on the core contract, thereby reducing the forecast overspend on this contract to £1.034m. However, reactive maintenance costs across the corporate estate are significant and are now expected to exceed budget by £0.500m. There is an assumption within the position that a level of costs already incurred that can be capitalised and work is underway to assess the total value of this. This has resulted in a net favourable movement of £0.142m with the further improvement of £0.062m linked to management actions set out in the recovery plan.

- 2.46 As previously reported, budget reductions have been put forward as part of the MTFs each year since 2021/22, however, non-delivery of these savings has thereby widened the gap between budget and expenditure. In the current year, budget reductions presented total £0.320m, of which £0.290m of this currently forecasted to be achieved, although these are all one-off underspends. Work is ongoing to confirm further savings to fully deliver the £0.320m on a recurrent basis, with confirmation of these expected in coming months.

Temporary Accommodation (TA) £2.707m forecast overspend, adverse movement of £0.146m–

- 2.47 New placements in TA have continued to increase, with 209 households in nightly paid temporary accommodation, an increase from 187 at month 8. The numbers of households moving on from TA has also slowed, with 48 households moving out of TA placements, compared to 57 during November. This has resulted in an overall increase of households in nightly paid TA.
- 2.48 The average length of stay in TA continues to remain stable, however, the number of open cases (nightly paid TA) has continued to increase from May 2023. Given that both the average length of stay and the average nightly cost have not significantly changed, it is the increase in demand that is driving the significant forecast pressure; using average nightly rates and length of stays, each new household entering TA costs the Authority £0.007m (net cost after receipt of Housing Benefit Subsidy).
- 2.49 As expected, following review of seasonal trend data, Tameside has seen a continued increase in numbers of households in TA. This is expected to continue into the final quarter of 23/24 and an increased forecast of £0.146m is now being forecast. This accounts for the net increase in TA numbers since month 6 and further growth in demand to the end of the financial year, equating to a net increase of 38 households in TA.
- 2.50 As part of the recovery plan, the service is seeking to utilise Homelessness Prevention Funding to increase the numbers of prevention officers. This is expected to reduce the number of households currently in TA, as well as reducing the numbers entering the system. Work is underway to progress this recruitment but until these are in post, reductions to costs will be limited.

Recovery Plan

- 2.51 The Directorate had previously identified £2.805m of mitigating actions as part of its recovery plan, of which £1.230m has been delivered. However, it should be noted that the overall value of the recovery plan has reduced by £0.121m due to in-year proposals within Waste and Homelessness services no longer being deliverable within the timescales previously envisaged. This is due to public consultation requirements for the Waste Services proposal and a delay in recruiting prevention officers in Homelessness. The delay in recruitment to prevention officers will continue to pose a risk to the deliverability, until people are in post, which has reduced the proposed mitigation from £0.217m to £0.159m.

Therefore, remaining actions to be delivered total £1.454m and are made up of

Population Health

Underlying underspend of £0.531m, adverse movement of £0.017m

- 2.52 Population Health has an underlying forecast underspend of £0.531m, which represents an

adverse movement of £0.017m on the month 7 position. There are no major variations to report at period 9.

Forecast Position Population Health	Revenue Budget	Month 9 Forecast	Month 9 Underlyi ng Variance	Recover y Plan Actions	Net Variance	Net Variance Month 8	Change in Variance
	£m	£m	£m	£m	£m	£m	£m
Population Health	14.352	13.821	(0.531)	0.000	(0.531)	(0.548)	0.017
Totals	14.352	13.821	(0.531)	0.000	(0.531)	(0.548)	0.017

Resources

Underlying underspend £1.954m, £0.045m favourable movement

- 2.53 Resources has an underlying forecast underspend of £1.954m, which represents a favourable movement of £0.045m on the month 8 position.
- 2.54 There are no significant variations to report during this period with the improvement primarily relating to adjustments to the recruitment of vacant posts within services across the Directorate during the final quarter.

Forecast Position Resources	Revenue Budget	Month 9 Forecast	Month 9 Underlyi ng Variance	Recover y Plan Actions	Net Variance	Net Variance Month 8	Change in Variance
	£m	£m	£m	£m	£m	£m	£m
Exchequer	1.456	2.522	1.066	0.000	1.066	1.083	(0.017)
Financial Management	3.546	3.764	0.217	0.000	0.217	0.222	(0.005)
Assurance	1.889	1.884	(0.005)	0.000	(0.005)	(0.006)	0.002
Digital Tameside	4.774	4.630	(0.144)	0.000	(0.144)	(0.119)	(0.025)
Levies	31.796	31.451	(0.344)	0.000	(0.344)	(0.344)	0.000
Contingency	4.914	4.914	0.000	0.000	0.000	0.000	0.000
Investment and Financing	3.324	0.580	(2.744)	0.000	(2.744)	(2.744)	0.000
Totals	51.699	49.745	(1.954)	0.000	(1.954)	(1.909)	(0.045)

Governance

Underlying underspend £0.248m, £0.023m favourable movement

- 2.55 Governance has an underlying forecast underspend of £0.248m, which represents a favourable movement of £0.023m on the month 8 position.
- 2.56 As per month 8 there are again no significant variations to report during this period with the improvement relating to adjustments to pay forecasts within services.

Forecast Position Governance	Revenue Budget	Month 9 Forecast	Month 9 Underlyi ng Variance	Recover y Plan Actions	Net Variance	Net Variance Month 8	Change in Variance
	£m	£m	£m	£m	£m	£m	£m
Governance	4.388	4.337	(0.051)	0.000	(0.051)	(0.048)	(0.003)
Policy, Performance and Communications	1.655	1.585	(0.070)	0.000	(0.070)	(0.091)	0.021
People and Workforce Dev	2.895	2.827	(0.068)	0.000	(0.068)	(0.031)	(0.036)
Transformation	0.000	0.000	0.000	0.000	0.000	0.000	0.000

Corporate Costs	5.238	5.179	(0.059)	0.000	(0.059)	(0.054)	(0.005)
Totals	14.175	13.927	(0.248)	0.000	(0.248)	(0.225)	(0.023)

3. SAVINGS PROGRAMME 2023/24

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

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

2023/24 Budget Reductions	Opening Target £m	Red £m	Amber £m	Green £m	Achieved £m	% of Red and Amber savings of total
Adults	2.550	0.935	0.143	0.437	1.036	42%
Children's Social Care	3.652	2.097	0.865	0.690	0.000	81%
Education	0.318	0.050	0.129	0.139	0.000	56%
Population Health	0.155	0.000	0.000	0.000	0.155	0%
Place	2.103	0.778	0.339	0.290	0.696	53%
Governance	0.000	0.000	0.000	0.000	0.000	0%
Resources	1.776	0.000	0.000	0.444	1.332	0%
Total	10.554	3.860	1.476	2.000	3.219	51%
%		36.6%	14.0%	18.9%	30.5%	

3.2 At month 9, 30.5% of the programme is considered to be achieved, or on track to be delivered, a total of £5.218m. A further £1.476m is classed as Amber, with some issues or delays in delivery with £3.860m or 36.6%, with serious concerns of delivery (red rated savings are detailed in Table 10). 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.

Table 10: Red rated savings at month 9

Directorate	Scheme	Ref No.	Opening Target £m	Red £m
Adults	Non Residential Client Income – Realignment of Fees & Charges for Support at Home	AD1	550	496
Adults	Support individuals in a way that increases independence and reduces reliance on services	AD3	750	439
Education	SEND Transport - Review transport policy and thresholds where possible, consider transport when naming a school, link to GM strategy. Expand the use of Personal Budgets for Post-16. This is not achievable in 2023/24 due to implementation timeframes but will be implemented in 2024/25, linking in with IMPOWER for Post-16 proposal.	CH3	50	50
Children's Social Care	Achieving permanence in children – trajectory is that we are reducing children looked after numbers. This is part of the IMPOWER delivery project for 24/25.	CH10	450	450
Children's Social Care	Remodelling of Early Help Offer - Potential for 5% reduction in costs	CH11	865	665
Children's Social Care	Commissioning local semi-independent provision through maximisation of staying close grant	CH15	702	702
Children's Social Care	Management Review	CH20	280	280

Place	Estates Rationalisation	PL3	920	553
Place	Corporate Building Room Hire Income Review	PL4	10	10
Place	Industrial Estate Unit Rental / Change in Use - Plantation Unit 7	PL6	130	47
Place	FM / TAS Contract Review	PL7	320	30
Place	Street Lighting - reduction in energy consumption (reduce brightness)	PL10	108	108
Place	Reduction in parking enforcement contract costs based on reduced service spec (based on 5% reduction)	PL15	30	30
Total			5,165	3,860

4. DEDICATED SCHOOLS GRANT

The in-year forecast position on the overall DSG is a deficit of £4.731m, an adverse movement of £0.013m. Details of the position on each funding block are included in Table 11 below. The deficit predominantly relates to the ongoing pressure on High Needs.

Table 11: Dedicated Service Grant (DSG) 2023/24 Forecast Deficit

DSG Funding Blocks	DSG Settlement incl. Block Transfer £m	Month 9 Forecast Distribution / Expenditure £m	Month 9 Forecast (Surplus) / Deficit £m	Month 8 Forecast (Surplus) / Deficit £m	Change in Forecast (Surplus) / Deficit £m
Schools Block	200.358	200.342	(0.016)	(0.010)	(0.007)
Central School Services Block	1.249	1.249	0.000	0.000	0.000
High Needs Block	37.604	43.088	5.484	5.219	0.265
Early Years Block	18.062	17.325	(0.737)	(0.492)	(0.245)
Total	257.273	262.003	4.731	4.718	0.013

Note: the above table includes rounding

- 4.1 The favourable movement on the schools block mainly relates to updated growth funding based on October 2023 census data.
- 4.2 The high needs budget continues to be under significant pressure and there is an adverse movement of £0.265m. This is following the completion of the autumn term real time exercise and update to the growth forecast to the end of the financial year. As expected, the majority of growth in the High Needs block is across the mainstream and independent sector. There is also an anticipated contribution to children's social care placements.
- 4.3 There is a favourable movement of £0.245m in the Early Years Block. The updated forecast is based on the actual funding allocated to providers for funded hours for the summer and autumn terms and estimated hours of uptake for the spring term. There has been a reduction in uptake of hours for 3 and 4 year olds, mainly due to falling birth rates which has resulted in a reduction in the forecast expenditure of £0.347m. However, there has been a gradual increase in 2 year old uptake which has led to revised estimates for the spring term an increase the forecast expenditure of £0.097m. There will be a funding adjustment based on the Spring Term census data and if the estimates are accurate, there will be a clawback of funds which will reduce the anticipated surplus.
- 4.4 The Early Years Supplementary Grant (EYSG) has also been updated for the actual distribution of funding for the Autumn term and estimated distribution, based on estimated participation, for the Spring Term. This has increased the forecast overspend of £0.049m to £0.059m. Any overspend will be met from the forecast underspend on the early years block.

4.5 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 £8.100m. 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.

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 actual expenditure to date along with the projected 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.

5.2 Actual expenditure to date on capital projects has increased to £24.228m, having been £21.557m at month 8 and £12.482m at the last detailed monitoring in month 6.

5.3 The current forecast for capital expenditure is £46.946m. The £24.228m expenditure to date represents 52% of the budgeted programme, despite being three quarters of the way through the financial year. Therefore, unless expenditure accelerates over the remainder of the year, it is likely that these forecasts will be scaled back over the remainder of this year.

Adult Services

5.4 The 'Moving with Dignity' team (two manual handling practitioners, a senior practitioner and an occupational therapy assistant) are currently funded through the Disabled Facilities Capital grant with the aim of training staff within home care providers to 'Move with Dignity' safely using a range of equipment meaning a reduced requirement for dual handed care. These posts are approved to 31 March 2024.

5.5 A subsequent reduction in the cost of individual packages of care is delivered by the programme which is being rolling out to new providers. Approval is required to extend the four posts on the team for a further three year period, 1 April 2024 to 31 March 2027.

5.6 The expenditure relating to the three year extension equates to approximately £0.620m (this includes an assumed inflationary increase for pay awards of 10% over the 3 year period) and will be financed by the annual Disabled Facilities Grant (DFG) awarded to the Council via the Better Care Fund. The 2023/24 grant award to the Council is £3.098m. The DFG award to the Council for 2024/25 is expected to be £2.849m as a minimum. The DFG funding for the annual value of the four posts will be adjusted to equate to the actual cost once annual pay awards are announced.

Table 13 – Capital Expenditure by Service Area

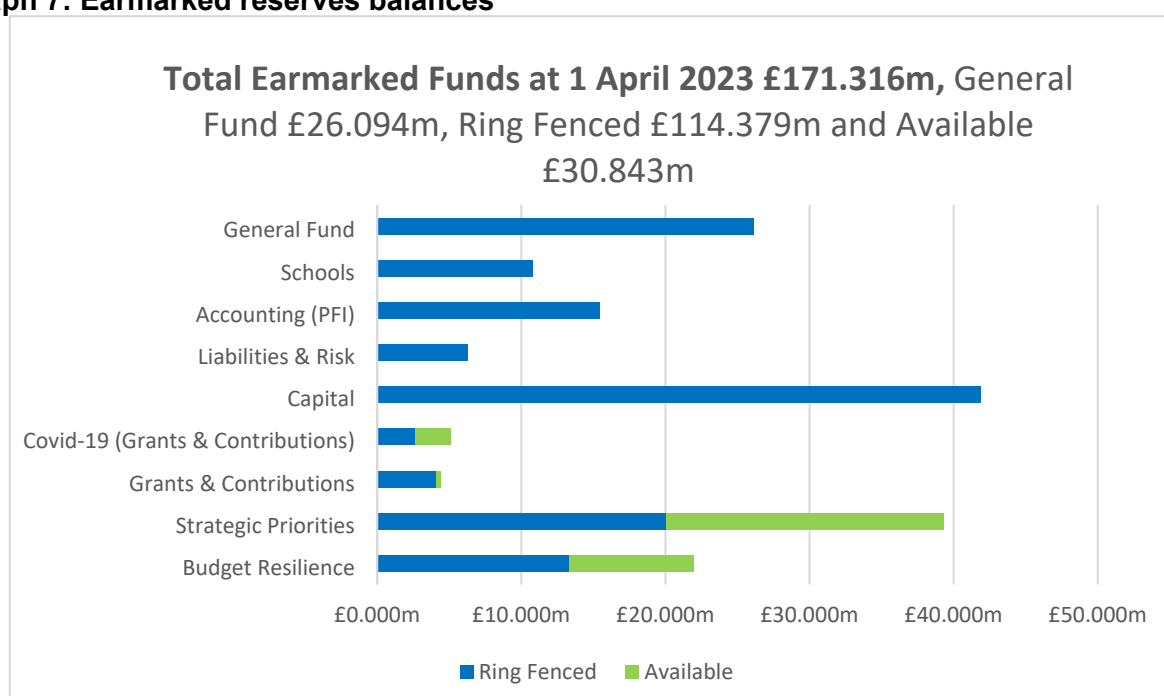
	2023/24 Budget	Actual to Date	Projected Outturn	Projected Outturn Variation	Reprofiling (to) / from future years	Projected Variation after reprofiling
	£m	£m	£m	£m	£m	£m
Place: Property, Development and Planning						
Development & Investment	14.024	2.585	8.502	(5.522)	(1.110)	(4.412)
Corporate Landlord	0.993	0.228	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	1.770	4.248	(0.578)	(0.564)	(0.014)
Ops & Greenspace	1.925	0.409	1.395	(0.530)	(0.562)	0.032
Fleet Replacement	0.000	-	-	-	-	-
Estates	0.008	0.088	0.057	0.049	-	0.049
Children's Social Care						
Education	22.318	17.237	26.377	4.059	3.610	0.449
Children	1.322	0.222	1.234	(0.088)	(0.088)	-
Resources						
Digital Tameside	-	-	-	-	-	-
Adults Social Care						
Adults	4.195	1.565	3.933	(0.262)	(0.262)	-
Governance						
Governance	0.032	0.030	0.032	0.000	0.000	-
Total	49.818	24.228	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 7. 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 7: Earmarked reserves balances



8. RECOMMENDATIONS

8.1 As stated on the front cover of the report.

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Agenda Item 6

Report To:	JOINT MEETING EXECUTIVE CABINET / OVERVIEW PANEL
Date:	14 February 2024
Executive Member / Reporting Officer:	Cllr Jacqueline North –First Deputy (Finance, Resources & Transformation) Ashley Hughes – Director of Resources (Section 151 Officer)
Subject:	BUDGET 2024/25
Report Summary:	<p>The purpose of this report is to provide Council with the information required to set a balanced budget for 2024/25 as required by law under the Local Government Finance Act (1992). The report sets out the detailed revenue budget proposals for 2024/25 and the Medium-Term Financial Plan for the 5-year period 2024/25 to 2028/29, including the proposed council tax increase for 2024/25.</p> <p>The budget report proposes a balanced net budget of £266.984m for 2024/25. To deliver this balanced net budget, all budget reductions proposed must be delivered in full in-year and Council approves a maximum increase in Council Tax.</p> <p>Government has provided another one-year financial settlement for Local Government, including some increases in funding. Whilst the additional funding is welcome, growth in cost and demand pressures continues to significantly exceed funding levels. As a result, the budget can only be balanced with further budget reductions and the maximum 2.99% increase in Council Tax plus 2% Adult Social Precept.</p> <p>There remain a number of significant financial risks for 2024/25 and beyond which the organisation will need to manage during the forthcoming years.</p>
Recommendations:	<p>This report and the following recommendations will be considered by Executive Cabinet during February 2024, but will require approval by Full Council.</p> <p>Full Council are asked to APPROVE:</p> <ol style="list-style-type: none">1) The budgeted net expenditure for the financial year 2024/25 of £266.984m as set out in section 4 and Appendix 1, noting the significant pressures outlined in Appendix 2.2) The proposed budget reductions to be delivered by management outlined in section 5 and Appendix 3.3) The uplifts to fees and charges as set out in Appendix 15.4) The proposed resourcing of the budget as set out in section 6.5) a 2.99% increase to Council Tax and an increase of 2% in respect of the Adult Social Care precept for 2024/25.6) The Director of Resources' assessment of the robustness of the budget estimates and adequacy of reserves as set out in Appendix 4. Following this, determine that the estimates are robust for the purpose of setting the budget and that the proposed minimum General Fund Balance is adequate.7) The proposed minimum General Fund Balance of £27.537m set out in Appendix 5.8) The Reserves Strategy and note the projected reserves

- position as set out in **Appendix 5**.
- 9) The Treasury Management Strategy 2024/25, which includes the proposed borrowing strategy, Annual Investment Strategy and Minimum Revenue Provision Policy (**Appendix 16**).
 - 10) The Capital Strategy 2023/24 (**Appendix 18**).
 - 11) The Pay Policy Statement for 2024/25 as set out in section 12 and **Appendix 19**.
 - 12) Delegated authority to the Directors (in consultation with the Section 151 officer) to agree any uplifts required to other contractual rates from 1 April 2024 which Directorates will manage within their approved budgets for 2024/25.

Full Council are asked to **NOTE**:

- 13) The significant financial challenges and risks set out in this report.
- 14) Note that the budget projections set out in section 6 assume a 1.99% per annum increase in general Council Tax from 2025/26 through to 2028/29. The budget projections also assume that there is no reduction to current levels of Government funding.
- 15) Note the position on the Capital Programme (Section 12 and **Appendix 17**) previously approved by Executive Cabinet, and the forecast future investment requirements.

Policy Implications: Budget is allocated in accordance with Council.

Financial Implications: As contained within the report.

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

Legal Implications: As set out in **section 15**.

(Authorised by the Borough Solicitor)

Risk Management: Associated details are specified within the presentation.

Failure to effectively 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 of, 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 AND CONTEXT

- 1.1 Tameside Council's Corporate Plan and underpinning strategies are the guiding line for decisions taken around prioritisation of resources and how the Council's Medium Term Financial Strategy (MTFS) and Capital Strategy are built. The MTFS sets the framework for a balanced and sustainable revenue budget, which is a key duty for the Council.
- 1.2 The financial position set out in this report is based on the 2024/25 Local Government Finance Settlement (LGFS), for which the provisional settlement was received on 18 December 2023, with announcement of a further £600m for the sector on 24 January 2024 following consultation. Of the £600m, £500m has been provided to top-up the Social Care Grant to support Adults and Children's Social Care pressures. The remainder is balanced through a Services Grant top-up, Rural Services Delivery Grant top-up and Core Spending Power Guarantee before local tax policy decisions rising to 4% from 3%. The final settlement, setting out the changes above was provided 8 February 2024 with changes reducing the use of the Collection Fund surplus and supporting further emerging pressures in Social Care.
- 1.3 As reported to Budget Overview and Scrutiny on 15 January 2024, the provisional LGFS was worse than anticipated for Metropolitan Districts. Whilst it provided for an uplift in Social Care Grant, further supplemented in the 24 January 2024 announcement, it was more than offset by a sharp reduction in general grants that supported universal services. Changes in the headline rate of inflation of the Consumer Price Index (CPI) from 4.6% to 4% alongside additional resources from the Trailblazer Devolution Deal (which has extended the 100% business rates retention principles), have enabled the presentation of a balanced budget for 2024/25.
- 1.4 Research from the Local Government Association has identified that the local government sector as a whole requires £4 billion additional funding to help deliver good quality services against a backdrop of rising costs from inflation and demand. In Tameside, if this £4 billion was distributed using current relative needs formulae, similar to the Social Care Grant, the Council would be in receipt of £19.232m of additional funding. Furthermore, the single-year settlement is the 5th in an eight-year period. Single-year settlements, along with the funding gap make planning and setting balanced budgets more difficult.
- 1.5 In line with the one-year finance settlement this report sets out a balanced one-year budget for 2024/25 and estimated position for the years 2025/26 to 2028/29. The medium and longer-term implications have been considered, alongside a strategy to deliver financial sustainability over the longer term. The report sets out risks, uncertainties, and the approach the Council is to take to deliver financial sustainability.
- 1.6 The report not only contains the considerations in relation to the one-year LGFS. It also covers recommendations and decisions on Council Tax and business rates.
- 1.7 The Executive have considered officer recommendations, feedback from Overview & Scrutiny Committees and listened to the outcome of the Big Budget Conversation that ran from 19 December 2023 to 2 February 2024.
- 1.8 The 'golden thread' running through to the proposed budget flows from the Council's Corporate Plan. The proposals for the 2024/25 budget continue to reflect the Council's priorities as set out in the Corporate Plan.
- 1.9 The budget must be delivered within the resources available to the Council. This is a statutory requirement laid out in the Local Government Finance Act 1992. Therefore, this report must consider the resources available from Central Government as well as those raised locally through taxation and fees or charges. This report must consider unavoidable cost pressures that require funding and where to invest funding to meet Council priorities. This report brings all this together alongside the Council's statutory duties, recent funding announcements and

consultation responses.

1.10 The Corporate Plan was reviewed in 2023. The key strategic themes are:

- Best Start In Life
- Opportunity to Learn & Earn
- Safe, Green and Supportive Communities
- Healthy & Active Lives

The budget is aligned to the Corporate Plan as outlined in the 2 charts below:

Chart 1: Net Budget by Corporate Plan Priority

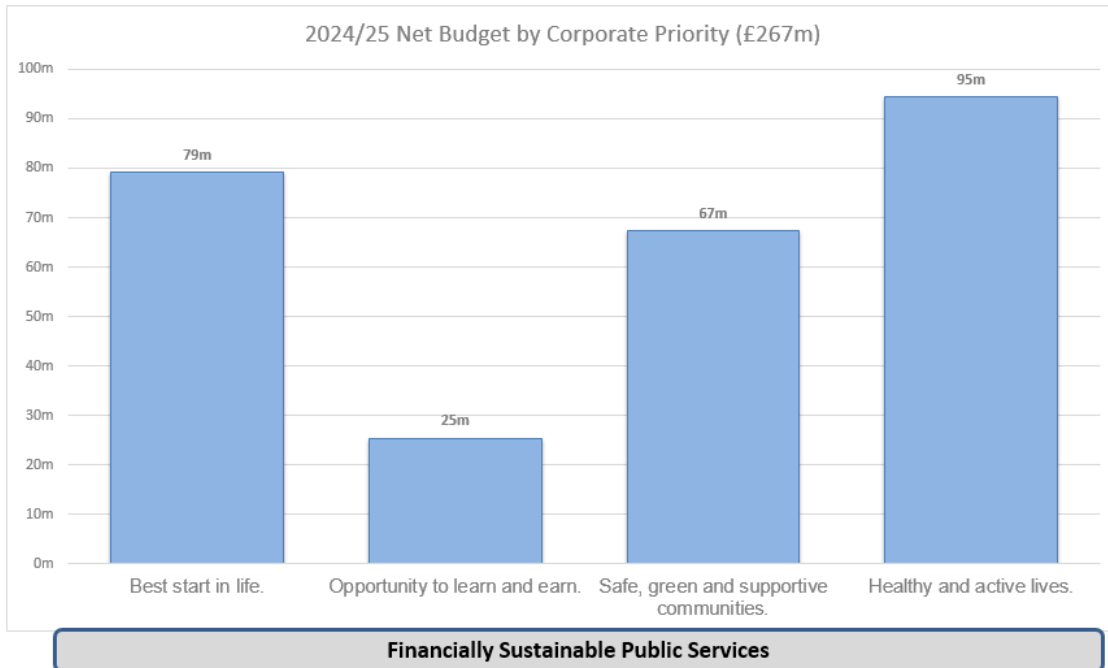
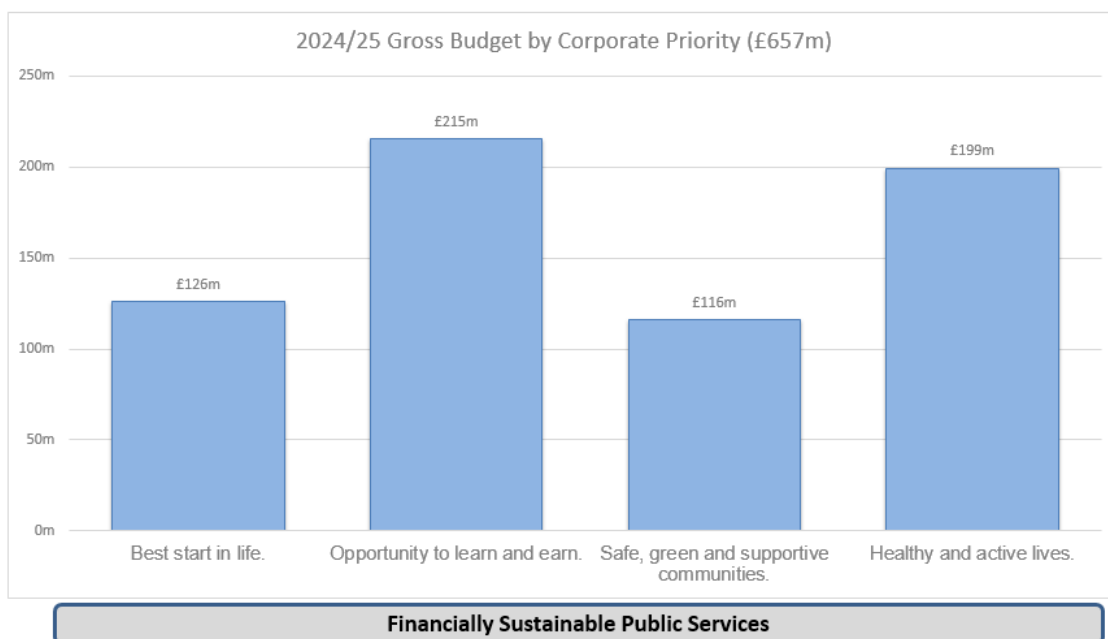


Chart 2: Gross Budget by Corporate Plan Priority*



*Opportunity to learn and earn includes the Dedicated Schools Grant and Safe, green and supportive

communities includes Housing Benefits both of which are passported through to schools and resident respectively.

1.11 **Financial Context:** The Council’s revenue budget can be financed from five sources – Council Tax, Business Rates, Government Grant, Reserves and Fees & Charges. Since 2010/11 funding from central government has reduced and retention of business rates introduced; this means the ability to grow and maintain the locally raised resources is more important than ever to ensure financial sustainability. The Council’s Inclusive Growth Strategy is the foundation of the Council’s ambitions to grow locally raised resources and is a key plank of the Corporate Plan. It is, therefore, integral to longer-term financial planning. The charts below show the Council’s resource make-up in 2010/11 and for 2024/25:

Chart 3: Resources 2010/11

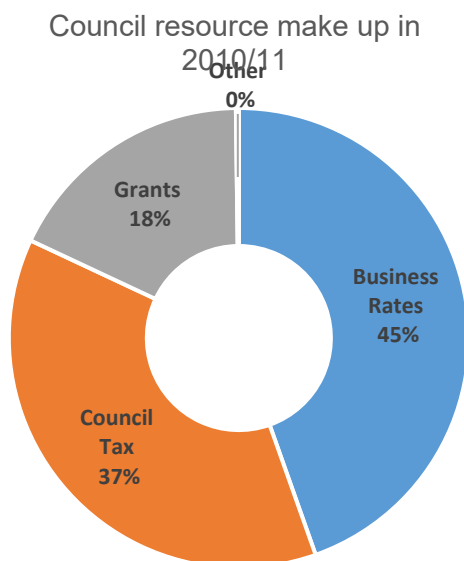
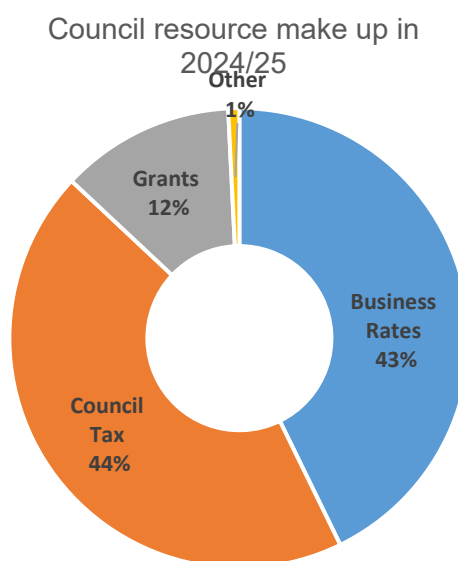


Chart 4: Resources 2024/25



1.12 Since 2010/11, the Council has made local decisions about how much to raise Council Tax. Business Rates are set nationally, and Government have chosen to freeze multipliers and postponed ratings revaluations due to COVID-19. The impact of both these decisions has changed the quantum of how much is raised locally through Council Tax (increased as a percentage of income) and Business Rates (decreased as a percentage of income)

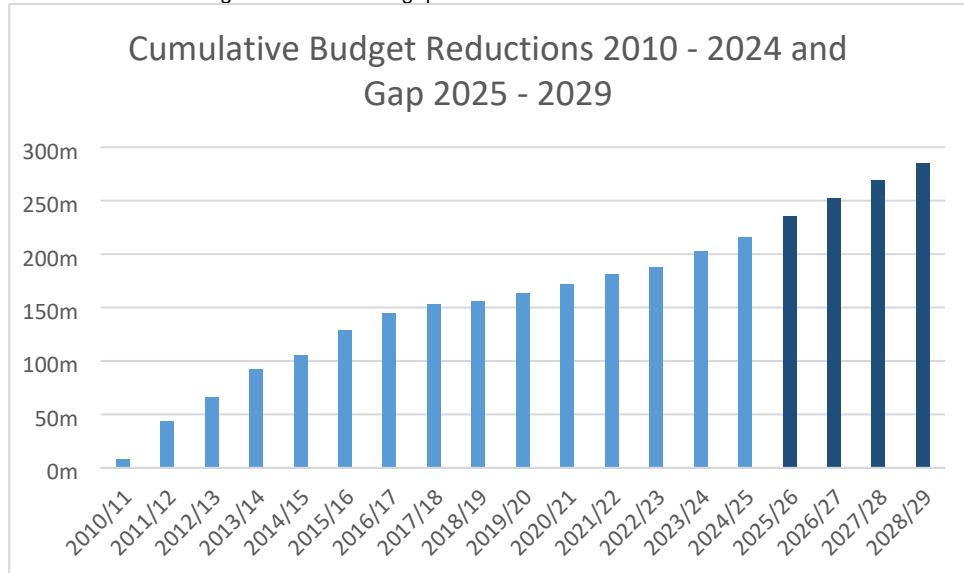
1.13 The budget for 2024/25 follows over a decade of austerity which began with the 2011/12 budget process. In that period, the Council’s real terms spending power reduction is 22.4%, compared to an England average of 18.9%. This equates to a £700 per household reduction or a £318 reduction per head in real terms. The England average is a £581 per household reduction.

1.14 Tameside and similar authorities have been disproportionately impacted by the cuts in central government grants. This is because the methodology applied before 2016/17 didn’t take into account the ability to raise Council Tax – penalising councils with a low Council Tax base who had historically been more dependent on central government funding. Tameside has 88% of its Council Tax base in Bands A – C. 75% are in Bands A – B. This constrains the Council’s ability to raise funds from this source.

1.15 Nationally, the provisional LGFS for 2024/25 provided for a Core Spending Power (CSP) increase of 6.5%. Following the announcement on 24 January 2024, this rose to 7.5% in cash terms – a cash increase to the sector of £4.5bn. However, this assumes that every local authority will raise their Council Tax by the maximum permitted – 2.99% for the general uplift and 2% for the Adult Social Care precept.

1.16 The chart below outlines the cumulative budget reductions the Council has made since 2010. When setting the 2023/24 budget, the Council had had to deliver £180m of reductions already, with further reductions in 2023/24 and for 2024/25 taking this figure to £215m. A further £70m is currently forecast to be required to balance the budgets to 2028/29. This means that in the space of 19 years, £285m of reductions to budgets will have had to have been made. For context, the net expenditure requirement in 2024/25 is £267m.

Chart 4: Cumulative budget reductions and gap 2010 to 2029.



1.17 The Council's Inclusive Growth Strategy sets out the framework underpinning the MTFs to maximise revenue as a means to mitigate against budget reductions wherever possible. Whilst the strategy was approved in March 2021 by Executive Cabinet, it takes time to see and measure the impact it will have. The development at Godley Green will bring 2,000 new homes around Hyde; the Levelling Up Funds at Ashton-under-Lyne and Stalybridge are sparking regeneration in the respective town centres; and the creation of the Mayoral Development Zone (covering Ashton Moss and St Petersfield amongst other areas) all point to a future where both housing supply and new business will increase the availability of locally raised funding. Other means the Council has taken to become more resilient include:

- i. **BUSINESS RATES:** Tameside has been part of the Greater Manchester (GM) business rates 100% retention pilot since 2017/18. This is now subsumed in the ten-year Trailblazer devolution deal for Greater Manchester, allowing all parties to retain 100% of business rates growth locally since the start of the Business Rates Retention Scheme in 2013. The Council has benefitted by £15.768m to date with a further £3m forecast to be achieved in 2023/24.
- ii. **COUNCIL TAX:** Tameside has encouraged housebuilding where possible, despite the constraints of significant Green Belt land. The GM Places for Everyone scheme, as part of the borough's Local Plan, (will establish/has established) a requirement to deliver 8,245 new homes between 2022 and 2039 in Tameside. With potential to provide around a third of these through allocations at Godley Green and the South of Hyde, alongside significant capacity within the borough's existing urban area. New homes will be delivered across a range of types and tenures, with a focus on addressing specific needs including the provision of larger family homes, which would typically be in bands D-H. Council Tax collection has held up well in Tameside, with further investment in Exchequer to digitise and automate processes and procedures to free up staff to focus on proactive contact and financial vulnerability and prevention work. Despite this, the Council still has a low tax base from which to raise Council Tax.
- iii. **INVESTMENT INCOME:** The Council only holds shareholdings in Manchester Airport

Group (MAG). In 2019/20, prior to the COVID-19 pandemic, Tameside earned £4.1m dividends from its MAG investments. Income at this level is currently nor expected to resume until 2027/28 at the earliest. The interest from loans advanced to MAG pre-2018, in 2018/19 and 2020/21 continue to contribute £3.137m each year to support revenue and capital financing budgets. The Council also holds significant cash balances as income and expenditure aren't always fully aligned. These cash balances are invested to ensure the funds work for the Council. In 2023/24, the Council adopted a short-term investment plan, allowing deposits to mature and be returned for overnight investment in high-quality money market funds. Owing to the higher interest rate environment this is forecast to deliver £5.4m in 2023/24 and similar levels in 2024/25.

2 BACKGROUND

- 2.1 The Council set a balanced budget for 2023/24 in February 2023, but the process was difficult. This was achieved through the utilisation of one-off funding, particularly challenging budget reductions targets and an increase in Council Tax. The budget assumed pay inflation, an expectation that services absorbed general inflation (but the Council funded known demographic and cost pressures in Adults and Children's Social Care) with a challenging budget reductions target for Children's Services.
- 2.2 Since setting the Council Budget in early February 2023, the economic landscape has changed, with significant inflationary pressures impacting both generally and in specific service areas. These changes present both cost pressures and challenges in delivering budget reductions and additional income budgets, and, without a robust, proactive response, the Council is facing significant presenting risks to the delivery of a balanced position in 2023/24.
- 2.3 The provisional Local Government Finance Settlement (LGFS) was published on the 18 December 2023, by the Department of Levelling Up, Housing and Communities (DLUHC). The LGFS included changes to Tameside's Core Spending Power (CSP) which are detailed in this report and factored into the 2024/25 Budget. The final LGFS was published on 6 February 2024. The increase in Social Care Grant and small uplift to general grants translated into a CSP uplift of 7.45% - subject to Council taking the full 4.99% increase in Council Tax.
- 2.4 The Government's planned review of local authority funding, the Fair Funding review, has been delayed until 2025/26 at the earliest. This review was expected to allocate resources on the basis of refreshed need, which for Tameside could be of substantial benefit. This delay and lack of multi-year funding settlements makes it harder for the Council to develop its MTFS as the level of uncertainty introduces greater risk into the planning process.
- 2.5 Taking the above into account with the wider financial picture for Local Government, and the potential for MAG dividend 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.

3 PURPOSE OF THIS REPORT

- 3.1 The purpose of this report is to set out and seek approval for the setting of a balanced budget for the Council for the financial year 2024/25, including a proposed Council Tax increase and an adult social care precept increase. This report also sets out forecasts for the years up to 2028/29.
- 3.2 The Council is required by law to set a balanced budget for the upcoming financial year. Provisional Council funding for 2024/25 was announced in the Provisional Local Government Finance Settlement in December 2023 and is expected to be confirmed in February 2024. The Council must set the budget and agree the level of Council Tax by 11 March 2024 at the latest.

- 3.3 The proposals set out in this report and the detailed appendices propose a balanced Council budget for 2024/25 subject to the delivery of identified budget reductions, and agreement of a proposed increase in Council Tax. **Appendix 1** provides a summary of the Council budget for 2024/25 and forecasts for future years. Budget summaries for each Directorate are included in **Appendices 6 to 11**.
- 3.4 Balancing the 2024/25 budget has only been possible through the agreement of challenging budget reductions, income generation and demand management. Demand and cost pressures are forecast to continue to increase during 2024/25 and as a result the Council still faces a significant budget gap in future years.
- 3.5 This report makes reference to further detail in the appendices which cover the following areas:
- Appendix 1)** Revenue Budget and Medium-Term Financial Strategy Summaries
 - Appendix 2)** Budget Pressures
 - Appendix 3)** Budget Reductions
 - Appendix 4)** Section 151 Officers' Risk Assessment and Statement on the Robustness of the Budget Estimates
 - Appendix 5)** Reserves Strategy and General Fund Minimum Balance
 - Appendix 6)** Director of Adults
 - Appendix 7)** Director of Children's
 - Appendix 8)** Director of Public Health
 - Appendix 9)** Director of Place
 - Appendix 10)** Director of Resources
 - Appendix 11)** Chief Executive's Office
 - Appendix 12)** Dedicated Schools Grant
 - Appendix 13)** Corporate Charging Policy
 - Appendix 14)** Budget Conversation
 - Appendix 15)** Fees and Charges 2024/25
 - Appendix 16)** Treasury Management Strategy 2024/25
 - Appendix 17)** Capital Investment
 - Appendix 18)** Capital Strategy 2024/25
 - Appendix 19)** Pay Policy 2024/25

4 NET EXPENDITURE REQUIREMENT UPDATE

- 4.1 The Net Expenditure Requirement comprises the Council's running costs and related income streams. The Net Expenditure Requirement is net of income from fees and charges, revenue grants and interest earned.
- 4.2 The macro-economic environment continues to be challenging. Inflation in the MTFS is currently assumed to be at 4% for commissioned goods and services. On social care placements and utility costs the expectation is that these will increase by more than the 4% uplift, for these costs the Council is assuming a 6.7% increase. The inflation assumptions in the MTFS are detailed in Table 1a below.

Table 1a: Inflation Assumptions assumed in the MTFS

Annual Inflation Assumptions MTFS Update	2024/25	2025/26	2026/27	2027/28	2028/29
Non-Pay Inflation (%)	4.00%	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 (%)	4.00%	3.00%	2.00%	2.00%	2.00%

- 4.3 The assumptions around employee-related cost pressures arising from the Local

Government pay award have been adjusted in line with the most recent award. The Council have built in a 5% uplift for 2024/25 in the MTFS to reflect the overall impact of the latest award.

- 4.4 A budgetary increase for demographic pressures has been included in the MTFS. Demographic pressures include modelling on Adults, temporary accommodation, and SEN transport. As the MTFS is iteratively updated, further modelling of activity data is required to ensure a realistic multi-year model for the MTFS. Other service pressures include adjustments to correct for income budgets no longer achievable due to changes in offer from directorates. Details of the total pressures of £35.342m in 2024/25 is provided in **Appendix 2**.
- 4.5 Table 1b below shows the pressures and service reductions for the period 2024/25 to 2028/29.

Table 1b: Revision to total pressures and other reductions

	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m
Previous Year's Net Budget	221.397	266.984	285.239	306.863	327.784
Budget adjustments ⁽¹⁾	27.010	0.000	0.000	0.000	0.000
Opening Net Budget	248.407	266.984	285.239	306.863	327.784
Staffing related cost pressure	9.252	6.752	5.672	4.424	3.038
Demographic pressures	7.922	5.084	6.084	7.084	7.353
Inflationary pressures	14.885	11.881	10.801	10.868	10.938
Other service pressures	3.283	0.316	0.316	0.316	0.316
Total service pressures	35.342	24.033	22.873	22.692	21.645
Budget reductions	(11.828)	(3.123)	0.522	0.000	0.000
Budget resources redirected	(0.353)	0.000	0.000	0.000	0.000
Fees & charges	(3.605)	(2.656)	(1.771)	(1.771)	(1.771)
Service grants	(0.978)	0.000	0.000	0.000	0.000
Total service reductions	(16.764)	(5.779)	(1.249)	(1.771)	(1.771)
Net Expenditure Requirement	266.984	285.239	306.863	327.784	347.659

⁽¹⁾The budget adjustment of £27m is to reflect that in prior year's grants in the LGFS were directly allocated to services. In 2024/25 these are held corporately with other resources such as Council Tax with service expenditure budgets remaining at 2023/24 levels plus growth and reductions.

- 4.6 General fees and charges have been assumed to increase by inflation, 4.0%. This will generate additional income for the Council that will offset increased rising costs from inflation. Table 1c 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 is detailed in **Appendix 15**.
- 4.7 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.
- 4.8 Parking charges were uplifted following a full parking review in 2023/24. 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 and is planned for the second half of 2024/25.

Table 1c – Fees & Charges increases assumed in MTFS

	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m
Fees & charges inflation uplift	(0.839)	(0.582)	(0.388)	(0.388)	(0.388)
Social Care contributions	(2.766)	(2.075)	(1.383)	(1.383)	(1.383)
Total Fees & Charges	(3.605)	(2.656)	(1.771)	(1.771)	(1.771)

5 PROPOSED BUDGET REDUCTIONS 2024/25 TO 2028/29

- 5.1 The Council 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. As such, the budget reductions of £11.828m proposed in 2024/25, with further costed and planned budget reductions to 2026/27 are outlined in Table 2 below. Additional work will be undertaken to extend budget reduction proposals and transformation ideas to 2028/29 that are costed and considered to be deliverable.

Table 2: 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	0.000
Children's (including Education)	(4.107)	(0.350)	0.000	0.000	0.000	0.000
Place	(1.698)	(2.421)	(0.300)	0.000	0.000	0.000
Corporate	(3.679)	1.248	0.822	0.000	0.000	0.000
Population Health	(0.144)	0.000	0.000	0.000	0.000	0.000
Total	(11.828)	(3.123)	0.522	0.000	0.000	0.000

- 5.2 A full list of budget reduction proposals are provided in **Appendix 3**.
- 5.3 The budget reduction proposals, as part of the wider budget, have been subject to public consultation since Cabinet in December 2023 and are going through both internal and external scrutiny with reviews with Political Groups, Scrutiny panels, Star Chamber sessions and Neighbourhood forums all in January 2024. In addition to this, work has been ongoing for confirmation of deliverability by officers as part of the assurance process to set a balanced budget.
- 5.4 As shown in Table 3, budget reductions totalling £14.429m have been identified, with £11.828m falling in 2024/25. Within Adults Social Care, a clear theme of maximising independence is key to the proposals proposed to transform the Service, with a strong commissioning focus and review of provision, including resettlement into the Borough.
- 5.5 Significant budget reductions are proposed within Children's Social Care for 2024/25, with a clear focus on supporting children in familial settings as part of the Children's Improvement plan, moving away from external residential settings and with the knowledge that better outcomes for children, cost less. In addition, a full review of transport options across the Council, including home to school transport with a view to build resilience and independence are underway with a theme of maximising independence for young people. Additional budget reductions are anticipated as a result of the ongoing Children's Improvement Plan for future years, however following the Ofsted inspection in December 2023, it is prudent to fully review and consider the quantum and phasing of potential budget reductions in Children's Social Care to ensure the Council adequately supports the long-term transformation of practice and care provided to the young people of the Borough. The phasing of future reductions is dependent on the speed of improvement, however it is clear that Children's Social Care must contribute to delivering a balanced budget over that period.
- 5.6 Within the Place Directorate, a range of budget reductions have been put forward with a view

to proactively addressing the rising demand for services, such as the increased demand for temporary accommodation (as a result of homelessness), through early intervention and prevention work as well as proposals to increase the sufficiency of suitable accommodation. In addition, the Directorate have reviewed fees and charges (with the exception of off-street car parking). The Parking Strategy will support the inclusion of on-street parking charges. The continuation of new contactless car parking payment machines will be fully rolled out, and standardised parking fees will be implemented across the Borough with the new machines.

- 5.7 Proposals within Corporate Services include the use of a proactive Treasury management strategy, to maximise benefit from higher interest rates in the market, locking in advantageous rates where available to increase the return on the Council's cash balances. Key focus on digital enhancements across the Directorate will enable different ways of working, to ensure that services are delivered in a cost effective and efficient way.
- 5.8 The full year effect of 2023/24 proposals relating to service reviews and contract negotiations within Population Health have enabled the delivery of a further £0.144m from the function in 2024/25.

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

- 6.1 Resources comprises: Council Tax, Business Rates, General Grants, and transfers from reserves. All these funding sources are general and do not have to be matched against a specific type of expenditure.
- 6.2 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).
- 6.3 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.
- 6.4 General Funding can be increased by transferring unallocated balances from reserves. However, earmarked reserves can only be used once.
- 6.5 General Funding from 2024/25 to 2028/29 has been updated following the 2024/25 provisional LGFS. Table 3 below details the updated general funding. The proposed council tax requirement has been revised following Government's announcement to allow a general increase to council tax of 2.99%, an increase for Adult Social Care precept of 2%, an update to the Council Tax Base and the council tax collection rate. Business rates also has been updated following the LGFS and factors in an increase in the Business Rates multiplier. The LGFS provided for a 7.45% increase in Core Spending Power, however in arriving at this increase, the settlement assumes all Council's will take the maximum amount available in Council Tax percentage increases.

Table 3: Updated Resources 2024/25 to 2028/29 (Revised MTFs).

	2024/25	2025/26	2026/27	2027/28	2028/29
Resources	£m	£m	£m	£m	£m
Business Rates	(114.040)	(115.180)	(116.332)	(117.495)	(118.670)
Council Tax	(117.867)	(120.666)	(123.529)	(126.457)	(129.454)
New Homes Bonus	(0.173)	(0.085)	0.000	0.000	0.000

Grant funding	(34.904)	(31.964)	(31.964)	(31.964)	(31.964)
Total resources	(266.984)	(267.895)	(271.825)	(275.916)	(280.088)

- 6.6 **Council Tax** income makes more than 44% of General Funding. Council Tax income is the result of the Band D Tax Rate multiplied by the Band D Equivalent Tax Base.
- 6.7 The Band D Tax Rate is set by the Council. It is a single average measure calculated according to 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.
- 6.8 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 4a below:

Table 4a 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

- 6.9 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.
- 6.10 Council Tax income is summarised in Table 4b overleaf:

Table 4b: 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 - subject to approval	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

- 6.11 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 October 2023 update on the MTFS.
- 6.12 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.

- 6.13 The increases in the general precept and the ASC precept have a cumulative impact, so increasing Council Tax income for the years after 2024/25.
- 6.14 Table 4b 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.
- 6.15 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 multi-year period and is investing in further improvements in Exchequer as part of the MTFs to support delivery of collection.
- 6.16 **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).
- 6.17 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.
- 6.18 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.
- 6.19 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, however there is a risk that the "reset" of Business Rates could be disadvantageous. As the Council understands the likelihood and impact of any reset, the MTFs will be updated accordingly.
- 6.20 Table 4c below details the assumptions for Business Rates in the MTFs. The Business Rates and Section 31 is based on the latest forecast and the LGFS that confirms the Business Rates multiplier rate will increase in line with inflation. The Top Up Grant the Council will receive was confirmed in the LGFS.

Table 4c: 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)

- 6.21 Table 4d below details the total grant funding Tameside will receive following the final LGFS. The Services Grant is a general grant that was used to support homelessness pressures and the cost of running universal services such as waste and highways, Tameside have seen a significant reduction of £1.884m in this grant from 2023/24 where it was £2.277m. This has been offset by increases to Social Care Grant, ASC Market Sustainability and Improvement

Fund and Discharge fund.

Table 4d: Total Grant Funding

Grant Funding	2024/25	2025/26	2026/27	2027/28	2028/29
	£m	£m	£m	£m	£m
Services Grant	(0.393)	(0.393)	(0.393)	(0.393)	(0.393)
Social Care Grant	(26.521)	(26.522)	(26.522)	(26.522)	(26.522)
ASC Market Sustainability and Improvement Fund	(5.049)	(5.049)	(5.049)	(5.049)	(5.049)
Discharge Fund	(2.941)	0.000	0.000	0.000	0.000
Total New Funding	(34.904)	(31.964)	(31.964)	(31.964)	(31.964)

7 MEDIUM TERM FINANCIAL STRATEGY

7.1 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 5 – MTFS

	2024/25	2025/26	2026/27	2027/28	2028/29
	£m	£m	£m	£m	£m
Previous Year's Net Budget	221.397	266.624	284.999	306.623	327.544
Budget adjustments	27.010	0.000	0.000	0.000	0.000
Opening Net Budget	248.407	266.984	285.239	306.863	327.784
Staffing related cost pressure	9.252	6.752	5.672	4.424	3.038
Demographic pressures	7.922	5.084	6.084	7.084	7.353
Inflationary pressures	14.885	11.881	10.801	10.868	10.938
Other service pressures	3.283	0.316	0.316	0.316	0.316
Total service pressures	35.342	24.033	22.873	22.692	21.645
Budget reductions	(11.828)	(3.123)	0.522	0.000	0.000
Budget resources redirected	(0.353)	0.000	0.000	0.000	0.000
Fees & charges	(3.605)	(2.656)	(1.771)	(1.771)	(1.771)
Service grants	(0.978)	0.000	0.000	0.000	0.000
Total service reductions	(16.764)	(5.779)	(1.249)	(1.771)	(1.771)
Net Expenditure Requirement	266.984	285.239	306.863	327.784	347.659
Resources					
Business Rates	(114.040)	(115.180)	(116.332)	(117.495)	(118.670)
Council Tax Proposed *	(117.867)	(120.666)	(123.529)	(126.457)	(129.454)
New Homes Bonus	(0.173)	(0.085)	0.000	0.000	0.000
Grant funding	(34.904)	(31.964)	(31.964)	(31.964)	(31.964)
Total resources	(266.984)	(267.895)	(271.825)	(275.916)	(280.088)
Budget reductions to find - cumulative	(0.000)	(17.344)	(35.038)	(51.868)	(67.571)
Budget reductions to find - incremental	(0.000)	(17.344)	(17.695)	(16.830)	(15.702)

* Council Tax is subject to approval at Full Council.

8 ROBUSTNESS OF THE BUDGET ESTIMATES (APPENDIX 4) AND RESERVES (APPENDIX 5)

8.1 The Council is required by law to set a balanced budget for the upcoming financial year. This balanced budget must be based on sound and sustainable assumptions about income and expenditure, the delivery of budget reductions and use of reserves.

8.2 Under Section 25 of the Local Government Act 2003, the Section 151 Officer is required to prepare a statement on the adequacy of the proposed financial reserves and the robustness

of the budget estimates.

8.3 The Director of Resources (Section 151 Officer) statement on the robustness of the budget estimates is set out in Appendix 4.

8.4 The statement concludes that:

In the light of the risk assessment and the details of the budget as set out in this report, which are based on the best information available at the time, and the strength of the Council's Internal Control Systems, it is the opinion of the Section 151 Officer as the Director of Resources that the budget estimates for 2024/25 are robust, and the level of reserves adequate for the time being.

However, the Council faces a significant budget gap beyond 2024/25, and this budget gap will increase if planned reductions and efficiencies are not delivered. The Council must ensure a relentless focus on delivery of reductions, to have any chance of closing the gap in future years. The Council has made use of reserves over the last few years, to provide services with the time to improve, but this is not sustainable in the long run and the Council needs to ensure robust and transparent transformation of services, and reduction of demand, to ensure the delivery of the improvement plans in place.

This statement is in compliance with Section 25 of the Local Government Act 2003. This is not a guarantee that spending will be within every budget line, but it is reasonable to believe that the expenditure can be contained within the overall resource envelope agreed by the Council.

8.5 Section 26 of the Local Government Act 2003 places a duty on the Section 151 Officer to ensure the Council has established a minimum level of reserves to be retained to cover any unforeseen demands that could not be reasonably defined within finalising the proposed budget. The Director of Finance is recommending a proposed minimum level of general fund balances from 1 April 2024 at £27.537m, which is the same level as 2023/24. Keeping the level flat reflects the reduced level of financial risk facing the Council in respect of cost inflation, this is offset by an increased level of financial risk in relation to demand pressures and market fragility. There is also further risk associated with delivery of an ambitious budget reduction programme. Further information is set out in the reserves strategy in Appendix 5.

Targeted use of reserves

8.6 Reserves are a finite resource and continued use is equivalent to a household running down its savings. They should therefore be used strategically, and it is important that the Council holds a robust position on the level of reserves held. In 2024/25, the Council is reviewing all its reserves and balances in line with the Corporate Plan and a proposal to target reserves to drive better outcomes, revenue cost reductions and delivery of transformation will be presented to Full Council at the proper time. The MTFs is challenging, and the reserves held should be deployed strategically to deliver on planned outcomes such as Children's Improvement, Digitisation and Automation and Inclusive Growth. This targeted approach will allow services the time and opportunity to act to stabilise budgets and improve outcomes.

9 CORPORATE CHARGING POLICY AND FEES & CHARGES 2024/25

9.1 Appendix 13 is the Corporate Charging Policy which was adopted in February 2022. This Corporate Charging Policy establishes principles and a framework for setting and reviewing non-statutory fees and charges and has been used to review fees and charges during the year. No changes have been made to the policy since adoption.

9.2 Fees and charges are reviewed annually to ensure that they are set at appropriate levels, seeking to ensure costs are recovered, and that they are comparable to similar authorities

across Greater Manchester. Fees and Charges are usually uplifted annually by a minimum percentage, unless there are indications that the market conditions require a greater or lesser increase. In addition, a number of fees and charges are set nationally and cannot be influenced by the Council.

Fees and charges 2024/25

- 9.3 For 2024/25 the default position has been to increase fees and charges by the rate of CPI inflation in December 2023 or by adopting a full cost recovery methodology, as appropriate to the circumstances and in line with the Corporate Charging Policy. Uplifts of more or less than this percentage are applied where this does not reflect increases in costs or where the market determines a greater or lesser percentage is appropriate. **Appendix 15** sets out the proposed fees and charges for 2024/25 and the proposed increase for 2024/25 where relevant.

10 BUDGET CONVERSATION (APPENDIX 14)

- 10.1 It is important that Tameside Council understands the priorities of the public – local residents, businesses, and service users. A public engagement exercise was launched between 19 December 2023 and 2 February 2024 to understand their priorities for spending within the context of the financial challenges facing public services.

- 10.2 Members of the public were encouraged to fill out the online survey to have their say on what they feel our spending priorities should be for 2024/25, as well as any ideas for making budget reductions or efficiencies. The consultation was promoted on a number of different platforms:

- The Big Conversation, the authority's dedicated webpage where current consultation and engagement pieces are promoted based on relevance to the local community.
- Internal engagement within the organisation through platforms such as the Chief Executive's Brief, Weekly Comms Round Up and Information Ambassador's Network.
- Social media – the Council's X (formerly known as Twitter) and Facebook accounts have a combined followership of 60,000.
- Neighbourhood Forums

- 10.3 A total **214 responses** were received on the online survey. Further information can be found in **Appendix 14**.

- 10.4 These suggestions will be considered as part of the Budget setting process and will continue to be considered as part of ongoing reviews of service delivery and spending.

Statutory Consultation.

- 10.5 The Council also has a statutory duty to consult with businesses and other representatives of non-domestic ratepayers on its annual spending proposals. Businesses have had an opportunity to take part in the budget conversation, and this is being supported by a further process of sharing the Executive Cabinet budget 2024/25 report when published with non-domestic ratepayers with a deadline of 19 February 2024 for them to provide any comments which can then be considered in the report to Full Council.

Council Scrutiny

- 10.6 Members of the Council's scrutiny panels were also invited to consider this year's budget position and the proposals set out in this report. Feedback has been collated and shared with the Director of Resources.

11 TREASURY MANAGEMENT STRATEGY 2024/25 (APPENDIX 16)

- 11.1 The Treasury Management service is an important part of the overall financial management

of the Council's affairs. On 31 December 2023, the Council had £121m of investments which need to be safeguarded and £139m of long-term debt, which has been accrued over the years to help to fund the Council's capital investment programmes. The significant size of these amounts requires careful management to ensure that the Council meets its balanced budget requirement under the Local Government Finance Act 1992. Generating good value for money is therefore essential, in terms of both minimising the cost of borrowing and maximising the return on investments.

- 11.2 Treasury management at the Council is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2021 Edition (the CIPFA Code) which requires the Council to approve a treasury management strategy before the start of each financial year. This strategy is set out in **Appendix 16**.
- 11.3 The Treasury Management Strategy also sets out the estimated borrowing requirement for Tameside MBC, together with the strategy to be employed in managing the debt position. The costs of servicing the Council's long term debt balances, and the income earned on investment balances forms part of the Investment and Financing Budgets within Corporate Services.

12 **CAPITAL INVESTMENT AND CAPITAL STRATEGY (APPENDIX 17 and 18)**

- 12.1 The Council has limited resources available to fund Capital Expenditure and therefore has in place a thorough bidding process for the allocation of capital investment. In September 2021, Executive Cabinet approved the allocation of the remaining capital reserves to immediate priorities. Any additional priority schemes that are put forward for consideration and are not fully 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 external sources and the implications of this will need to be carefully considered, given the on-going pressures on the revenue budget. The current approved and earmarked programme is set out in **Appendix 17**.
- 12.2 The CIPFA Prudential Code (revised 2021) requires that the Council produces an annual Capital Strategy. The Strategy provides a long-term context in which capital decisions are made, the approach for governance for those decisions, and also information on the Council's approach towards treasury management and other investments. The Capital Strategy for 2024/25 is attached at **Appendix 18**.
- 12.3 The Capital Strategy is the Council's framework for the allocation and management of capital resources within the authority, which takes account of the Council's key priorities in the Corporate Plan. It forms a key part of the Council's integrated revenue, capital, and balance sheet planning with a view towards deliverability, affordability, and risk.
- 12.4 The Capital Strategy identifies the current capital programme and the processes that are carried out to maintain an ongoing investment plan together with the links between its objectives and that of the Corporate Plan. It also gives an insight into how the strategy might develop in terms of achieving the priority outcomes in the next 5-10 years and beyond.

13 **EQUALITIES IMPACT ASSESSMENT**

- 13.1 The Council is required to prepare a balanced budget for 2024/25. Wherever possible, the budget proposals seek to minimise costs and maximise efficiencies, whilst protecting public services. The Council has a specific equality duty to assess the likely impact of proposed policies and practices on protected groups under equality legislation to ensure that decisions are taken with due regard to the need to eliminate unlawful discrimination, advance equality

of opportunity and foster good relations.

- 13.2 The budget proposals include a number of budget reductions proposals across service areas which may have a direct or indirect impact on groups of people with protected equality characteristics. When submitting budget reductions proposals, service areas were required to submit a detailed template assessing the budget reductions proposal, including the anticipated impact of the budget reductions and whether an Equalities Impact Assessment was required. Services have or will undertake Equalities Impact Assessments where they have determined that the proposals will have an impact on service delivery.
- 13.3 The proposed increase in Council Tax will affect every household in the borough. Each year the Council aims to set a fair level of council tax as part of the balance between protecting public services within the resources available to finance the budget. The Council continues to operate a Council Tax support scheme for those on low incomes and we are satisfied that the potential negative impact of a Council Tax increase (section 6) is minimal and will continue to be monitored.

14 PAY POLICY STATEMENT (APPENDIX 19)

- 14.1 The Pay Policy Statement for 2024/25 is set out in **Appendix 19**. It sets out the Council's approach to pay policy in accordance with the requirements of Section 38 of the Localism Act 2011. This pay policy applies for the year 2024/25 unless replaced or varied by Full Council.
- 14.2 It does not cover teaching staff whose salaries and terms and conditions of employment are set by the Secretary of State. Academy Schools are an entirely separate legal entity from the Council and are covered by Academies Act 2010 and as a separate employer are responsible for setting salaries for their employees.
- 14.3 The purpose of the Pay Policy Statement is to ensure transparency and accountability with regard to the Council's approach to setting pay. The Pay Policy Statement has been approved by Council and is publicised on the Council's website in accordance with the requirements of the Localism Act 2011 in March each year.

15 LEGAL OBLIGATIONS

- 15.1 The Council's legal obligations under Section 40(5) of the Local Government and Finance Act 1992 mean that a council tax precept must be issued before 1 March 2024. The functions of calculating the council tax requirement and the basic council tax are the responsibility of full Council. The function of preparing estimates and calculations for submission to Council is the responsibility of the Executive Cabinet.
- 15.2 Under Section 106 of the Local Government and Finance Act 1992, members who:
- (a) are present at a meeting of the Council or the Executive Cabinet and are at that time of the meeting an amount of council tax is payable by them and has remained unpaid for at least two month, and
 - (b) any budget or council tax calculation, or recommendation or decision which might effect the making of any such calculation, is subject of consideration at the meeting

In these circumstances, any such members shall at the meeting and as soon as practicable after its commencement disclose that such members the fact that Section 106 applies to them and shall NOT vote on any question concerning the matter in 15.2 (b) above.

Failure to comply with these requirements constitutes a criminal offence. Members can

seek advice from the Monitoring Officer and Section 151 Officer if they have any concerns and should do so before the full Council meeting.

- 15.3 All Members are likely to have a pecuniary interest in relation to the setting of the Council Tax through their ownership / occupation of property in Tameside in common with any resident of the Borough or indeed anyone who stands as a Councillor. In the Monitoring Officer's opinion, the transaction of business relating to these matters would be impeded unless a dispensation was granted.
- 15.4 In these circumstances, the Monitoring Officer intends to grant dispensations to all members to allow members to participate in and vote on the setting of the Council Tax or a precept (and matters related to such decisions including the budget calculations). It will be necessary for all councillors to apply for dispensations to take part in the meeting at Full Council.

16 RECOMMENDATIONS

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

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APPENDIX 1

MTFS AND BUDGET SUMMARY

Tameside MBC Budget 2024/25



Appendix 1 Revenue Budget and MTFS Summaries

2024/25 Whole Council Medium Term Financial Strategy – Budget Requirement

	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m
Previous Year's Net Budget	221.397	266.984	285.239	306.863	327.784
Budget adjustments	27.010	0.000	0.000	0.000	0.000
Opening Net Budget	248.407	266.984	285.239	306.863	327.784
Staffing related cost pressure	9.252	6.752	5.672	4.424	3.038
Demographic pressures	7.922	5.084	6.084	7.084	7.353
Inflationary pressures	14.885	11.881	10.801	10.868	10.938
Other service pressures	3.043	0.316	0.316	0.316	0.316
Total service pressures	35.342	24.033	22.873	22.692	21.645
Budget reductions	(11.828)	(3.123)	0.522	0.000	0.000
Budget resources redirected	(0.353)	0.000	0.000	0.000	0.000
Fees & charges	(3.605)	(2.656)	(1.771)	(1.771)	(1.771)
Service grants	(0.978)	0.000	0.000	0.000	0.000
Total service reductions	(16.764)	(5.779)	(1.249)	(1.771)	(1.771)
Net Expenditure Requirement	266.984	285.239	306.863	327.784	347.659

2024/25 Whole Council Medium Term Financial Strategy – Funding the Budget

	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m
Resources					
Business Rates	(114.040)	(115.180)	(116.332)	(117.495)	(118.670)
Council Tax	(117.867)	(120.666)	(123.529)	(126.457)	(129.454)
New Homes Bonus	(0.173)	(0.085)	0.000	0.000	0.000
Grant funding	(34.904)	(31.964)	(31.964)	(31.964)	(31.964)
Total resources	(266.984)	(267.895)	(271.825)	(275.916)	(280.088)
Budget reductions to find - cumulative	(0.000)	(17.344)	(35.038)	(51.868)	(67.571)
Budget reductions to find - incremental	(0.000)	(17.344)	(17.695)	(16.830)	(15.702)

Appendix 1 Revenue Budget and MTFS Summaries

2024/25 Revenue Budget

Directorate	Revenue Budget £	Spend Analysis	Revenue Budget £
Adults	62,624,958	Expenditure	
Children's Services	68,954,720	Employees	121,364,665
Public Health	14,175,925	Premises Related Expenditure	12,055,395
Place	33,451,317	Transport Related Expenditure	11,885,610
Chief Executive's Office	13,863,158	Supplies and Services	102,808,256
Resources	73,913,922	Transfer Payments	65,054,650
Net Expenditure	266,984,000	Recharge Expenses	30,887,700
		Third Party Payments	168,912,027
		Capital Items & Reserve Movements	(2,513,045)
		Capital Financing Costs	10,993,000
		Expenditure Total	521,448,258
		Income	
		Customer and Client Receipts	(40,557,494)
		Government Grant Income	(122,789,077)
		Interest Income	(9,126,700)
		Other Grants Reimbursements and Contributions	(116,008)
		Recharge Income	(53,413,470)
		Other Income	(28,461,509)
		Income Total	(254,464,258)
		Grand Total	266,984,000

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2024/25 Forecast Specific Grant Income

Grant	2023/24	2024/25
	£m	£m
Section 31 Business Rates Grant	16.110	23.434
New Homes Bonus	0.261	0.173
Services Grant	2.277	0.358
Social Care Support Grant	20.266	24.117
Better Care Fund (BCF)	13.145	13.889
Improved Better Care Fund (iBCF)	12.585	12.585
Adult Social Care Market Sustainability and Improvement Fund	4.457	5.049
Adult Social Care Discharge Fund	1.764	2.929
Local Reform and Community Voices Grant	0.209	0.228
Supporting /Troubled Families Grant	1.195	1.479
Youth Justice Grant	0.463	0.584
Social Workers in Schools Programme (SWIS)	0.148	0.000
Staying Put Grant	0.174	0.174
Staying Close Grant	0.454	0.470
SHiFT Programme Grant	0.370	0.097
Youth Offending Turnaround Programme Grant	0.141	0.141
Unaccompanied Asylum Seeking Children Grant	0.560	0.560
Holiday Activities Fund	1.202	0.000
Family Hubs Grant	0.660	1.186
Private Finance Initiative (PFI) Grant	14.196	14.196

2024/25 Forecast Specific Grant Income (continued)

Grant	2023/24	2024/25
	£m	£m
Dedicated Schools Grant (including Mainstream Schools Additional Grant)	146.529	160.510
Pupil Premium Grant	8.133	8.032
Universal Infant Free School Meals	1.397	1.462
PE & Sport Grant	0.868	0.800
Covid Recovery Premium	1.293	0.328
School Led Tutoring	0.774	0.167
Teachers Pay Additional Grant - Mainstream	0.900	1.543
Teachers Pay Additional Grant - Special	0.245	0.420
Teachers Pension Grant Mainstream & Special (new April 24)	0.000	2.145
Virtual School Head Role Extension	0.149	0.149
Housing Benefits - Mandatory Rent Allowances: subsidy	53.767	53.767
Housing Benefits - Mandatory Rent Rebates outside HRA: subsidy	2.471	2.471
Housing Benefit Administration Grant	0.808	0.783
Housing Benefit DHP Grant	0.388	0.388
Community Safety Funding	0.344	0.344
A Bed Every Night	0.310	0.260
Rough Sleepers Initiative	0.371	0.343
Homelessness Prevention Fund	0.925	0.740
Domestic Abuse Grant	0.560	0.571
Substance Misuse Treatment and Recovery Grant	0.729	1.196

2024/25 Forecast Specific Grant Income (continued)

Grant	2023/24	2024/25
	£m	£m
Local stop Smoking Services and Support Grant	0.000	0.413
Highways and Footways	1.804	1.804
UKSPF (Revenue)	0.991	0.820
Accommodation for Ex-Offenders (AFEO)	0.160	0.124
In Work Progression Pilot	0.206	0.000
CAS3	0.216	0.216
Homes for Ukraine	0.239	0.000
Serious Violence Funding	0.177	0.177
Total Grants	315.391	341.622

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Pressures listing

Ref	Director	Assistant Director	Nature of Pressure	Description of pressure	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m
P_2425_01	Adults	Adults	Demographic pressures	Growth to reflect additional demand and complexity	3.557	-	-	-	-
P_2425_14	Adults	Adults	Other service pressures	Prior year's growth to reflect additional demand and complexity	1.777	-	-	-	-
P_2425_02	Children's Services	Children's Social Care	Other service pressures	Supported Families Grant Reserve - Prior year one-off budget reduction	0.300	-	-	-	-
P_2425_03	Children's Services	Education	Other service pressures	Teachers Pension Inflationary growth	0.199	-	-	-	-
P_2425_04	Children's Services	Education	Demographic pressures	Special Education Transport - Increase in Children accessing SEN Transport	1.022	1.022	1.022	1.022	1.022
P_2425_05	Children's Services	Education	Demographic pressures	School Transport - Increase in the issuance of Bus Passes to children	0.062	0.062	0.062	0.062	0.062
P_2425_06	Place	Operations & Neighbourhoods	Demographic pressures	Temporary accommodation - growth to reflect unprecedented demand in year	3.070	-	-	-	-
P_2425_07	Place	Operations & Neighbourhoods	Demographic pressures	Waste - Growth in Number of Households since 2018 & Expected Future Years Growth	0.211	-	-	-	0.269
P_2425_08	Place	Planning & Transportation	Other service pressures	Local Plan	0.200	0.200	0.200	0.200	0.200
P_2425_09	Resources	Finance	Other service pressures	Increase in Audit Fees (151% increase)	0.191	-	-	-	-
P_2425_10	Resources	Finance	Other service pressures	Insurance Policies Increase	0.116	0.116	0.116	0.116	0.116
P_2425_12	Resources	Exchequer	Other service pressures	Housing Benefits overpayments income re-alignment	0.500	-	-	-	-
P_2425_13	Resources	Contingency	Demographic pressures	Future years growth	-	4.000	5.000	6.000	6.000
P_2425_15	Council Wide	Council Wide	Staffing related cost pressures	Employee pay award, assumption of 5% in 2024/25	9.252	6.752	5.672	4.424	3.038
P_2425_16	Council Wide	Council Wide	Inflationary Pressures	Inflationary increases estimated across all non-staffing costs	14.885	11.881	10.801	10.868	10.938
Total					35.342	24.033	22.873	22.692	21.645

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Budget Reduction Register

Director	Assistant Director	Member Portfolio	Opportunity	Budget Reduction Ref	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m
Adult Social Care	Adult Social Care	Executive Member (Adult Social Care, Homelessness & Inclusivity)	Maximising independence	AD1	(0.400)	(1.100)	0.000	0.000	0.000
Adult Social Care	Adult Social Care	Executive Member (Adult Social Care, Homelessness & Inclusivity)	Reviews of provision	AD2	(1.000)	0.000	0.000	0.000	0.000
Adult Social Care	Adult Social Care	Executive Member (Adult Social Care, Homelessness & Inclusivity)	Resettlement programme	AD3	0.000	(0.500)	0.000	0.000	0.000
Adult Social Care	Adult Social Care	Executive Member (Adult Social Care, Homelessness & Inclusivity)	Over-arching commissioning strategy for key services	AD4	(0.800)	0.000	0.000	0.000	0.000
Children's Services	Children's social care	Deputy Executive Leader (Children and Families)	Demand management	CH1	(3.000)	0.000	0.000	0.000	0.000
Children's Services	Children's social care	Deputy Executive Leader (Children and Families)	Early help model reset	CH2	(0.562)	0.000	0.000	0.000	0.000
Children's services	Children's social care	Deputy Executive Leader (Children and Families)	Family drug & alcohol courts	CH3	0.000	(0.150)	0.000	0.000	0.000
Children's Services	Education	Deputy Executive Leader (Children and Families)	Home-To School Transport	CH4	(0.500)	(0.200)	0.000	0.000	0.000
Children's Services	Children's social care	Deputy Executive Leader (Children and Families)	University Accommodation Review	CH5	(0.045)	0.000	0.000	0.000	0.000
Place	CCTV	Executive Member (Towns and Communities)	Use of TMBC dark fibre network	PL1	(0.030)	0.000	0.000	0.000	0.000
Place	Culture	Executive Member (Towns and Communities)	Cultural services - budget efficiencies	PL2	(0.072)	(0.020)	0.000	0.000	0.000
Place	Highways	Executive Member (Planning, Transport and Connectivity)	Highways - budget efficiencies	PL3	(0.019)	(0.156)	0.000	0.000	0.000
Place	Homelessness	Executive Member (Adult Social Care, Homelessness & Inclusivity)	Prevention and housing supply improvements	PL4	(1.150)	(1.220)	(0.300)	0.000	0.000
Place	Parking	Executive Member (Planning, Transport and Connectivity)	Parking strategy implementation	PL5	(0.268)	0.000	0.000	0.000	0.000
Place	Parking	Executive Member (Planning, Transport and Connectivity)	Parking - infrastructure improvements	PL6	(0.137)	(0.115)	0.000	0.000	0.000
Place	Waste	Executive Member (Climate Emergency & Environmental Services)	Waste review	PL7	0.000	(0.190)	0.000	0.000	0.000
Place	Waste	Executive Member (Climate Emergency & Environmental Services)	Caddy Liners - full year saving	PL8	(0.022)	0.000	0.000	0.000	0.000
Place	Estates	First Deputy (Finance, Resources & Transformation)	Estates rationalisation	PL9	0.000	(0.720)	0.000	0.000	0.000
Population health	Population health	Executive Member (Population Health & Well-being)	Contract price reductions	PH1	(0.099)	0.000	0.000	0.000	0.000
Population health	Population health	Executive Member (Population Health & Well-being)	Service redesign	PH2	(0.045)	0.000	0.000	0.000	0.000
Corporate	Cross-cutting	First Deputy (Finance, Resources & Transformation)	Strategic review of fees and charges	CO1	(0.550)	0.000	0.000	0.000	0.000
Corporate	Cross-cutting	First Deputy (Finance, Resources & Transformation)	Procurement pipeline - key opportunities	CO2	(0.140)	(0.140)	0.000	0.000	0.000
Corporate	Cross-cutting	First Deputy (Finance, Resources & Transformation)	Post held vacant no longer required	CO3	(0.115)	0.000	0.000	0.000	0.000
Corporate	Cross-cutting	First Deputy (Finance, Resources & Transformation)	Contributions from External Funding	CO4	(0.075)	0.000	0.000	0.000	0.000
Corporate	Exchequer	First Deputy (Finance, Resources & Transformation)	Exchequer Systems improvement + behaviour change programme	CO5	(0.099)	(0.312)	(0.178)	0.000	0.000
Corporate	Resources	First Deputy (Finance, Resources & Transformation)	Treasury Investment Income	CO6	(2.700)	1.700	1.000	0.000	0.000
Total					(11.828)	(3.123)	0.522	0.000	0.000

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APPENDIX 4

S151 RISK ASSESSMENT

Tameside MBC Budget 2024/25

Appendix 4 Statement on Robustness of the Budget Estimates

Director of Resources (Section 151 Officer) Statement on Robustness of the Budget Estimates

The Council is required by law to set a balanced budget for the upcoming financial year. This balanced budget must be based on sound and sustainable assumptions about income and expenditure, the delivery of savings and use of reserves. Under Section 25 of the Local Government Act 2003, the section 151 officer is required to prepare a statement on the adequacy of the proposed financial reserves and the robustness of the budget estimates.

Use of reserves and the General Fund balance

Appendix 5 considers the reserves and balances of the Council. Prior to 2021/22, previous budgets had approved the use of reserves to fund one-off initiatives and significant investments in the revenue budget. Whilst this use of reserves was necessary, with much of the investment to provide time for services to improve and reduce their spending overall, it was not sustainable. Such a level of funding from reserves to support services is unsustainable in the medium term and cannot be continued into future years.

For 2024/25 the budget proposes no use of general reserves which is a continuation of the investment approved as part of the 2020/21 budget. In addition, £2.764m is being returned to districts from the Greater Manchester Combined Authority reserves and £2.081m of Collection Fund surpluses held in reserves will be drawn down to support the ongoing activity pressures facing the Council.

Section 26 of the Local Government Act 2003, places a duty on the Section 151 Officer to ensure the Council has established a minimum level of reserves to be retained to cover any unforeseen demands that could not be reasonably defined within finalising the proposed budget. The Director of Resources is recommending a proposed minimum general fund balance of £27.537m from 1 April 2024, which is no change on last year, and is reflective of the level of risk and demand in the sector and at Tameside. Further information is set out in Appendix 5.

Monitoring and forecasting

The Council will continue to undertake robust monthly budget monitoring throughout the financial year. This will include specific assessment and monitoring of the delivery of planned savings, and regular review and updating of the MTFs to identify future financial risks and opportunities at the earliest opportunity. Proposed budget reductions have been subject to review and challenge by Finance, Senior Officers and Members and this review process will continue to monitor delivery of savings and identify new budget reductions for future years.

Risk Assessment

The proposals set out in this report will enable the Council to balance the 2024/25 budget, but there remain a number of significant risks which could impact on 2024/25 and future years.

Adults

Increasing numbers and complexity of Adults clients is resulting in more assessed hours and more expensive packages of care. If this trend continues, further financial pressures may arise as a result. The sector faces increasing difficulties with workforce recruitment, sustainability and retention, and whilst increases in national living wage are beneficial for individuals and workforce retention, these increases disproportionately impact on the social care budgets. Housing and accommodation pressures continue throughout both Children's and Adults social care, making it more difficult to secure care packages.

Further cost pressures in Adults have been factored into the MTFs in future years but the impact of the Social Care White Paper had assumed to be funded. Funding is built in to the 2024/25 budget for continuing to deliver the real living wage and fair cost of care but further pressures could materialise over the life of the MTFs.

Children's Social Care

The Council has faced significant increases in the cost of Children's Social Care services over recent years. Numbers of looked after children have stabilised in 2023/24 however there was an ambitious programme of budget reductions to deliver. Whilst placement numbers have trended downwards in 2023/24 complexity has risen with greater use of external residential provision driving costs. A fragile market alongside COVID-19 mental health issues now being recognised in young people in Tameside add to the cost pressures being managed in Social Care. Key risks for Children's Social care budgets include:

- Practice Improvement – the DCS is leading an improvement in Social Work practice to ensure young people receive the right care and practice delivers Best Value. If improvement takes longer than planned cost reductions will be delayed.
- Market Sufficiency – Fewer providers delivering complex support alongside inflationary cost pressures and increased staffing costs, combined with demand for placements could result in additional costs.
- Budget Reductions – Delivery of £3m in 24/25 is challenging and built on social work practice improvements.

Education

Home to School transport for children with Special Educational Needs continues to be a significant risk and pressure area for Education budgets. The number of pupils being assessed as eligible for support for home to school transport has doubled since 2017, and this has mirrored an increase in pupils supported with an Education Health and Care Plan. Continued increases in demand, combined with rising costs, means that significant budget pressures have arisen in the Dedicated Schools Grant and for School Transport. Funding has been provided in 2024/25 for rising costs in school transport, however, Education budgets are also facing pressures due to forecast income shortfalls, particularly in respect of traded services where demand has dropped as schools convert to Academy status. Cost pressures are also arising from Education Psychology as it becomes harder to recruit and retain these key professionals.

Appendix 4 Statement on Robustness of the Budget Estimates

Risk Assessment

The proposals set out in this report will enable the Council to balance the 2023/24 budget, but there remain a number of significant risks which could impact on 2023/24 and future years.

Income Generation

Whilst fees and charges are proposed to increase by the rate of CPI inflation in December 2023, a number of fees are not. Parking fees are frozen following the increase in 2023/24, and Planning fees are rising in line with the national increases. The Council must move its charges to full cost recovery, recognising this may be a significant uplift and required to be smoothed over a number of years. Maximising income generation is a key plank of the MTFs and delivering this will require the Council to think differently about how it operates and provides services to residents and businesses where a fee or charge is levied for the service.

Budget Reductions Delivery

The Council has had to review its savings proposals for 2023/24 as some are deemed to be delayed in delivery, with alternative options provided in mitigation. The original planned saving, or recurrent alternatives, will need to be delivered in 2024/25, alongside existing plans for additional 2024/25 savings and new savings proposals identified as part of this budget process.

Accommodation and Housing

In recent years, expenditure on temporary accommodation has increased significantly, resulting in increased costs where rent levels are not covered by Housing Benefit. Cost pressures are also evident in Children's and Adults Social Care due to insufficient appropriate accommodation in the borough. If demand continues to increase, then cost pressures associated with housing are likely to increase.

Future Local Government Funding

Government have committed to a review of Local Government funding but the timescales for that review remain unclear. The absence of a multi-year finance settlement and no indication of how the funding model may change, mean it is very difficult to develop financial plans for the medium term. The MTFs, at this stage, assumes that Local Government Funding will reduce due to the current Council Tax flexibilities ending in 2024/25, and that there will be no further increases in funding for future years in a Comprehensive Spending Review. The continuing lack of certainty over the timing and outcome of the fair funding review, makes planning beyond 2024/25 extremely difficult.

Pay and price inflation

Significant provision is already included with the 2024/25 budget proposals for pay inflation, and cost pressures driven by both general inflation and pay inflation external to the Council, particularly on utility costs. CPI inflation for the 12 months to December 2023 was 4% and is forecast to continue above the 2% target for the Bank of England throughout 2024/25, which could place further pressures on budgets.

Appendix 4 Statement on Robustness of the Budget Estimates

Education

The Dedicated Schools Grant (DSG) provides ring fenced revenue funding for allocation to education providers allocated in four blocks:

DSG Blocks	2023/24 £m	2024/25 £m	Increase £m	% Increase
Schools Block (including Academies)	207.967	213.636	5.669	3%
High Needs Block (before recoupment)	36.904	39.108	2.204	6%
Early Years Block	19.051	20.774	1.724	9%
Early Years Block - New Extended Entitlements	-	8.384	8.384	100%
Central School Services Block (CSSB)	1.249	1.349	0.100	8%
Total Funding	265.170	283.251	18.081	

Schools Block funding is allocated on a per pupil basis and has increased due to increased pupil numbers, increased funding per pupil rates from government and a new funding stream for 2023/24, the Mainstream Schools Additional Grant (MSAG). The MSAG is intended to provide schools with flexibility to best support the needs of their pupils and staff and address cost pressures.

The High Needs Block is set nationally. The Government has set a maximum by which local authority High Needs budgets can increase by in 2024-25 this is set at 5%. Tameside have received the maximum increase possible capped at 5%, the DfE formula therefore acknowledges that Tameside should receive an additional £3.885m, but there is insufficient funding in the national budget to allow this, hence the cap. Tameside have also received a further 1% increase due to growth in pupil numbers, taking the total increase to 6%, or £2.204m

The Early Years Block and Central School Services Block (CSSB) both relate to an increases in the per pupil rate of funding but similar to High Needs Block the CSSB is a capped increase of 5.51%, without the cap a further £0.063m would have been allocated. Additionally there are new extended entitlements as announced by Government in Spring 2023 as reflected in the table above.

High Needs Pressures:

There continues to be a significant pressure on the high needs budget and this is impacting on the overall DSG budget position and ultimately the council budget. Although there is no immediate call on the Council to fund any deficit there is a requirement from the Department for Education (DfE) to produce a high needs deficit recovery plan. Tameside is now part of the Departments Delivering Better Value Programme. Participation in this programme is critical in understanding the options available to manage the high needs deficit recovery plan and create a future high needs system that meets demand in a way that is equitable and financially sustainable.

Appendix 4 Statement on Robustness of the Budget Estimates

Risk environment

The Council operates in an environment of uncertainty and risk. Throughout the budget preparation process, the impact and likelihood of identified risks has been assessed, to ensure that assumptions are sound and sustainable, and that the level of reserves held by the Council is considered to be prudent and appropriate. As set out in appendix 5, the maintenance of reserves is essential to mitigate against an increasing risk profile.

Conclusion

In the light of the risk assessment and the details of the budget as set out in this report, which are based on the best information available at the time, and the strength of the Council's Internal Control Systems, **it is the opinion of the Section 151 Officer as the Director of Resources that the budget estimates for 2024/25 are robust, and the level of reserves adequate for the time being.**

However, the Council faces a significant budget gap beyond 2024/25, and this budget gap will increase if planned reductions and efficiencies are not delivered. The Council must ensure a relentless focus on delivery of reductions, to have any chance of closing the gap in future years. The Council has made use of reserves over the last few years, to provide services with the time to improve, but this is not sustainable in the long run and the Council needs to ensure robust and transparent transformation of services, and reduction of demand, to ensure the delivery of the improvement plans in place.

This statement is in compliance with Section 25 of the Local Government Act 2003. This is not a guarantee that spending will be within every budget line but it is reasonable to believe that the expenditure can be contained within the overall resource envelope agreed by the Council.

Ashley Hughes
Director of Resources (Section 151 Officer)
February 2024

APPENDIX 5

RESERVES

Tameside MBC Budget 2024/25



Reserves Strategy

The requirement for financial reserves is acknowledged in statute. The Local Government Finance Act requires billing and precepting authorities in England and Wales to have regard to the level of reserves needed for meeting estimated future expenditure when calculating the budget requirement. Local authorities may also set aside parts of the General Fund reserve for specific purposes; these are referred to as Earmarked Reserves.

There are a range of safeguards in place that help to prevent local authorities over-committing themselves financially. These include:

- the balanced budget requirement: sections 31A, 42A of the Local Government Finance Act 1992, as amended;
- The Section 151 Officers' duty to report on robustness of estimates and adequacy of reserves (under section 25 of the Local Government Act 2003) when the authority is considering its budget requirement;
- the legislative requirement for each local authority to make arrangements for the proper administration of their financial affairs and that the proper officer (Director of Finance) has responsibility for the administration of those affairs section 151 of the Local Government Act 1972; and
- the requirements of the Prudential Code.

These requirements are reinforced by section 114 of the Local Government Finance Act 1988 which requires the Director of Resources in England and Wales to report to all the authority's councillors if there is or is likely to be unlawful expenditure or an unbalanced budget. This would include situations where reserves have become seriously depleted and it is forecast that the authority will not have the resources to meet its expenditure in a particular financial year.

Operating reserves and provisions are a vital element of prudent financial management arrangements for all councils, and may be held for a number of different purposes. They can be broadly categorised as three main types:

- A working balance which helps smooth cash flow operation and avoids the need to borrow temporarily (General Fund balances).
- A contingency to cushion the impact of future unexpected events and emergencies (an element within the base revenue budget or general reserves).
- A means of building up funds to meet expected future requirements or liabilities (earmarked reserves).

In addition, the Council maintains a number of technical accounting reserves (unusable reserves) which are required for the interaction of legislation and proper accounting practice. These reserves, which are generally not resource backed, cannot be used by the Council and are held for accounting purposes only.

Review of reserves

Recent changes to local authority funding have significantly increased the level of risk being managed by the Council. The Council is facing a number of significant budget pressures, risks and uncertainties, which combined with future funding uncertainty and general economic and political risk, means that the potential financial exposure of the Council continues to increase.

The Director of Resources (as Section 151 Officer) has a fiduciary duty to local taxpayers and must be satisfied that the decisions taken on balances and reserves represent proper stewardship of public funds. The level and utilisation of reserves will be determined formally by the Council, informed by the advice and judgement of the Director of Resources. To enable the Council to reach its decision, the Director of Resources should report the factors that influenced their judgement and ensure that the advice given is recorded formally.

Section 26 of the Local Government Act 2003, places a duty on the Section 151 Officer to ensure the Council has established a minimum level of reserves to be retained to cover any unforeseen demands that could not be reasonably defined within finalising the proposed budget. The Director of Resources will therefore:

- include in annual the budget report to Council, a statement setting out the proposed minimum level of General Fund Balances to be maintained for the coming financial year; and
- undertake an annual review of the reserves alongside the preparation of the annual financial statements. This annual review will provide a statement on the purpose and levels of reserves held and make recommendations for any changes to the level or allocation of reserves.

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Use of reserves

Revenue balances can be used to meet the cost of emergencies, unexpected events or un-budgeted statutory items. The Director of Resources can authorise this type of expenditure but must report it to Executive Cabinet at the earliest opportunity.

Revenue balances may also be used to supplement un-budgeted but necessary expenditure that could impact on service delivery if not incurred. The Director of Resources can authorise this expenditure after consultation with the Chief Executive/Executive Leader. The Director of Resources must also ensure that such expenditure would not have a detrimental effect on the overall finances of the Council, and must report it to Executive Cabinet at the earliest opportunity.

Minimum level of general fund balances

Over time the risks facing an organisation can change and as such a more proactive risk based approach is required when setting a minimum level of reserves. In the context of the increasing pressures and risks facing the Council and Local Government in general, an analysis of financial risks is now undertaken as part of the budget setting process, to establish the required minimum level of general fund balances that should be set aside for the coming financial year.

The risk assessment for the minimum level of general fund balances has been reviewed and updated as part of the budget setting process for 2024/25. This assessment is set out on the following page. The proposed minimum level of general fund balances from 1 April 2024 is recommended at £27.537m, which is no change on last year. This reflects the level of risk and demand in the sector and at Tameside.

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Total Minimum General Fund Balance recommended from 1 April 2024

£27,537k

Appendix 5 Reserves Strategy

Risk assessed minimum level of general fund balances from 1 April 2023

Risk	£000s	Basis of Assessment
<u>Inflation</u>		
General Pay Awards exceed assumed increase	1,212	1% of Employee Costs
General price inflation exceeds current forecasts	2,954	1% of Budget for non-staffing costs
<u>Savings and Pressures</u>		
Non-delivery of savings identified for coming year	1,195	10% of savings target for 2023/24
Service specific pressures/investments exceed cost estimates	568	5% of Pressures identified for 2023/24
<u>Service Demand / Demographics</u>		
Forecast Demand and Demographics exceed current forecasts:		
Children's Services	3,448	5% of Children's Services net budget
Adult's Services	3,149	5% of Adult's net budget
<u>Income</u>		
Income forecasts fall short of current forecasts	2,634	2% of Budgeted Income
Unexpected reductions to Government Grant Income	2,456	2% of Government Grant Income
Unexpected decline in Business Rates Income	49	5% of Gap between forecast rates and safety net
<u>Reactive / responsive scenarios</u>		
Impact of major disaster or emergency	2,790	Director of Finance Assessment
<u>Capital</u>		
Capital Receipts not realised or delayed	752	5% of current forecast capital receipts
Capital Financing Costs exceed current estimates	550	5% of Capital Financing Budget
Capital Project delivery / Supply Chain Risk / costs exceed contingencies	5,781	5% of Total Capital Programme
Total Minimum General Fund Balance Required	27,537	

Appendix 5 Reserves Strategy

Categories of Reserve

Reserves can only be used for the purpose for which they were created. The Executive Cabinet can change the use of the earmarked reserve if it so wishes or move funds between reserves, providing this is not contrary to proper accounting practice. The Director of Finance will make recommendations to Executive Cabinet as part of the annual review of reserves. Reserves are categorised into one of the following, to aid understanding and decision making for reserves:

Category	Description	Approval Required to spend
Accounting reserves	This will include two sub categories: 1) Unusable reserves - those reserves required by proper accounting practice that are not resource backed. 2) General Accounting Reserves - reserves established as good accounting practice for specific accounting purposes (such as the PFI smoothing reserves and Leasing reserves)	Director of Resources
Grants and Contributions	Reserves to hold unspent grants and contributions received from external sources.	1) For the purposes intended by the original contribution - Director of Resources 2) For an alternative purpose - Executive Cabinet
Liabilities and Risk	Reserves held to mitigate against known and anticipated liabilities and risks. This will include for example self insurance reserves.	Director of Resources
Capital Reserves	Capital Receipts, Capital Grants and Reserves earmarked for capital purposes. These reserves are used to finance the capital programme.	Director of Resources
Schools Reserves	Reserves for Schools and Education expenditure, including the ring fenced schools balances.	Director of Resources
Budget Resilience Reserves	Reserves held for planned revenue investment in services, for example reserves set aside for planned investment in Children's Services, and to provide resilience for specific services not covered by general fund balances.	Executive Cabinet
Strategic Priorities Reserves	Reserves held for planned or intended investment in Strategic Priorities. This will include reserves such as the Digital Strategy reserve and Transformation reserve.	Executive Cabinet

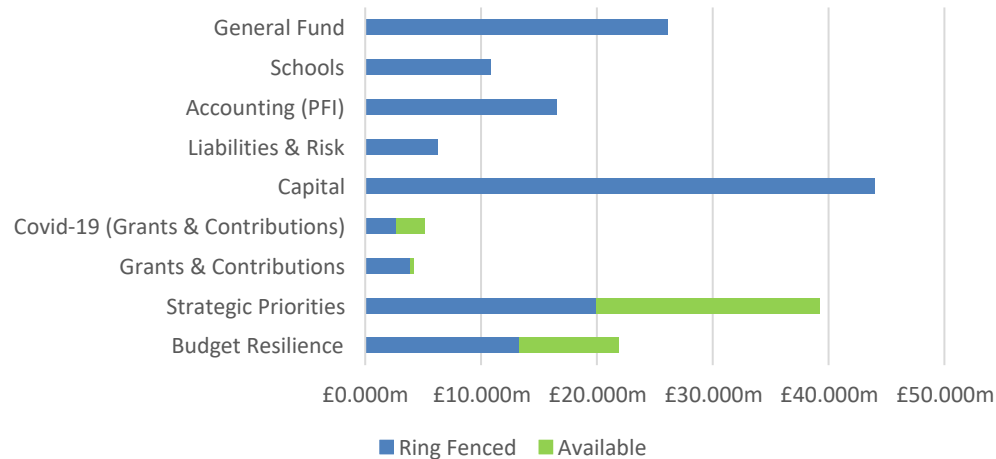
Categories of Reserve

Existing reserves are categorised in accordance with the reserves strategy which was approved by Council in February 2019. The categories and value of reserves at 31 January 2024 are summarised below. Whilst the overall level of reserves held by the Council remains strong, most of these reserves are committed, with only £30.6m not committed outside of the general fund balance of £27m.

- Many balances reflect timing issues and are required to meet future liabilities (e.g. Self insurance and collection fund deficit funding).
- Existing commitments included in MTFS for future investment (Such as levelling up match funding)
- Significant reserve funding has been used in prior years for unexpected cost and demand pressure in Children’s Social Care.
- Future budget gaps may require reserves in the absence of additional savings or funding.

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Total Earmarked Funds at 31st January 2024 £174.148m, General Fund £27.537m, Ring Fenced £115.938m and Available £30.673m



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Adults Directorate

Budget 2024/25



Appendix 6 Director of Adults Budget Proposals

Purpose of the Directorate:

To ensure compliance with statutory duties as detailed in the Care Act 2014 and other legislation, and to ensure individuals are safeguarded and live great lives. The Directorate are responsible for delivering services within the available budget and for exploring opportunities to continually develop services to improve outcomes and efficiency.

Vision and key priorities:

To enable and empower people to live well at home, by improving or maintaining their well-being, as part of their local neighbourhood, for as long as possible:

- **The right person:** people who need support are identified and prioritised
- **The right time:** to maximise independence, increase resilience and prevent things getting worse
- **The right place:** at home wherever possible, in the community or in a specialist setting – according to need and what is most cost-effective
- **The right support:** just enough to keep people safe and prevent, reduce or delay the need for long term help, delivered by the right people with the right skills
- **The right partner:** working more effectively with individuals, their friends and families and in partnership with other organisations – to achieve more joined-up and cost-effective support.

The essence of ASC services is to support individuals and families to live fulfilled lives with great outcomes in their local neighbourhoods, and as such the services work to support all the Corporate Priorities. Services look to develop skills, build resilience and minimise the formal interventions needed to ensure good outcomes.

Service	Revenue Budget £
Senior Management	(2,458,200)
Safeguarding, Quality & Practice	502,040
Learning Disabilities, Autism & Mental Health	18,005,421
Integrated Care & Support	28,732,717
Commissioning & Homes for All	17,842,980
Grand Total	62,624,958

Spend Analysis	Revenue Budget £
Expenditure	
Employees	30,750,640
Premises Related Expenditure	1,509,080
Transport Related Expenditure	189,120
Supplies and Services	4,853,240
Third Party Payments	73,216,298
Transfer Payments	6,506,320
Recharge Expenses	24,088,720
Capital Items & Reserve Movements	(274,220)
Expenditure Total	140,839,198
Income	
Recharge Income	(23,502,720)
Customer and Client Receipts	(19,455,980)
Government Grant Income	(12,874,950)
Other Income	(22,380,590)
Income Total	(78,214,240)
Grand Total	62,624,958

Childrens Directorate

Budget 2024/25



Purpose of the Directorate:

Children's Services work with children, young people and their families. It is underpinned by a range of legislation including, but not limited to:

- Children Acts 1989 and 2004;
- Children (Leaving Care) Act 2000;
- Care Standards Act 2000;
- United Nations Convention on the Rights of The Child;
- Human Rights Act 1998;
- Adoption and Children Act 2002;
- Children Act 2004;
- Data Protection Act legislation;
- Children and Families Act 2014;
- Children and Social Work Act 2017.

This includes responsibility for children and young people receiving education or children's social care services and all children looked after by the local authority or in custody.

The Directorate is responsible for securing the provision of services which address the needs of all children and young people, including the most disadvantaged and vulnerable, and their families and carers through Early Help and Prevention. The Directorate is responsible for the performance of local authority functions relating to the education and social care of children and young people.

Our Social Care Service has the following core functions:

Management of Child in Need and Child Protection, Cared for Children and Care Leavers and Safeguarding & Quality Assurance of our practice.

Our Early Help and Partnerships has the following Core functions:

Family Help and Family Hubs, Youth Justice, Service Commissioning and support

Our Education Service has the following core functions:

Early Years, School , Place Planning & Admissions Special Educational Needs Alternative Provision, Virtual School and College Specialist Services and support to schools and governance.

Appendix 7 Director of Childrens Services Budget Proposals

Service	Revenue Budget £
Child Protection & Children In Need	8,202,660
Children's Social Care Safeguarding & Quality Assurance	2,141,550
Children's Social Care Senior Management	(259,510)
Early Help, Early Years & Neighbourhoods	3,496,100
Cared for Children	42,632,060
Commissioning	281,260
Access Services	5,893,360
Assistant Executive Director - Education	(144,130)
Education Improvement and Partnerships	432,010
Schools Centrally Managed	1,725,650
Special Educational Needs and Disabilities	1,613,550
Virtual School and College	5,830
Adolescent Services	2,934,330
Grand Total	68,954,720

Spend Analysis	Revenue Budget £
Expenditure	
Employees	37,262,025
Premises Related Expenditure	311,990
Transport Related Expenditure	5,591,330
Supplies and Services	7,233,810
Third Party Payments	56,429,970
Transfer Payments	620,300
Recharge Expenses	1,245,170
Capital Items & Reserve Movements	(1,170,930)
Expenditure Total	
Income	
Recharge Income	(2,082,690)
Government Grant Income	(33,150,365)
Other Grants and Contributions	(21,900)
Other Income	(1,888,070)
Customer and Client Receipts	(1,425,920)
Income Total	(38,568,945)
Grand Total	68,954,720

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PUBLIC HEALTH

Budget 2024/25



Appendix 8 Director of Public Health Budget Proposals

Purpose of the Directorate:

To improve and protect the health and wellbeing of people living and working in Tameside. We work closely across Directorates of the organisation and with partner organisations to understand and address the wider issues that influence people's health locally:

- Provide public health leadership, information, and advice to enable decisions that are based on needs and what is effective.
- Commissioning and monitoring key Public Health services.
- Using public health intelligence to survey and assess the population's health and wellbeing.
- Delivery of Health promotion, Health protection, healthcare public health, wider determinants, health communication.

Vision and key priorities:

- Support Tameside Starting Well priorities and development of CYP Plan, Family Hubs, integrated 0-19 services, Child Death Overview Panel process, breastfeeding, oral health, child health speech, language and communication needs and school readiness.
- Deliver a whole system approach to Health Places- increasing our focus on tobacco, healthy weight, food and physical activity
- Delivery of the Be Well Health Improvement service and scale up our stop smoking offer
- Tackling Substance Misuse: increasing the number of people supported, particularly children and those in criminal justice, and a focus on learning from all drug-related deaths – preparing to recommission a new integrated treatment service
- Improving sexual health outcomes: enhanced outreach offer to tackle inequalities, and closer working with primary care
- Taking a strategic lead in tackling Domestic Abuse across Tameside, ensuring duties of the DA Act are met, and launching our new integrated Domestic Abuse service
- Delivery of Age Friendly Strategy; Ageing in Place programme, and reviewing our approach to falls prevention
- Improving Public Mental Health (suicide prevention strategy refresh and suicide audit)
- Provide leadership around health protection to ensure a strategic, system-wide approach to protecting the population from relevant health protection risks including uptake of vaccination and screening
- Reduce the health impact of poverty, air quality, climate change
- Provide specialist support to the wider health and social care system and GM ICS to embed a preventative approach.
- Developing an integrated approach to BI and health intelligence through needs assessments including work and skills, SEND, falls and early years
- Tackling inequalities in life expectancy by increasing CVD secondary prevention programmes
- Focusing of wider determinants – poverty, work and skills and healthy places

Spend Analysis	Revenue Budget £
Expenditure	
Employees	1,845,802
Premises Related Expenditure	126,750
Transport Related Expenditure	250
Supplies and Services	13,310,631
Third Party Payments	160,910
Recharge Expenses	846,560
Capital Items & Reserve Movements	(463,770)
Expenditure Total	15,827,133
Income	
Other Income	(199,780)
Recharge Income	(50,000)
Other Grants Reimbursements and Contributions	(45,108)
Government Grant Income	(1,356,320)
Income Total	(1,651,208)
Grand Total	14,175,925

PLACE

Budget 2024/25



Appendix 9 Director of Place Budget Proposals

Purpose and Priorities

Deliver inclusive growth and regeneration for Tameside as well as the best possible strategic and frontline place based services for the public including many statutory services from refuse collection and Libraries to Planning and Highways maintenance for the residents, businesses and visitors to Tameside. Ensure the people of Tameside have a place they can be proud of now and in the future .

Key functions & Objectives

Operations and Neighbourhoods: Services provide essential and statutory front-line services which affect every Tameside resident every day of their lives. We are central to Place Based delivery ensuring we provide a physical infrastructure to support economic growth. Services such as refuse, highways, engineering, bereavement, regulatory services, culture, libraries, and local street scene enhance people's lives.

Investment Development and Housing: Deliver the regeneration of the borough's key centres and strategic sites in order to drive inclusive growth for Tameside's people and businesses. Attract inward investment into the Borough in order to secure better jobs and housing opportunities for its communities. Work with public and private sector partners to generate housing growth to meet the needs of Tameside's residents and prevent/resolve homelessness.

Planning: Development of the planning policy framework to support inclusive growth and regeneration across Tameside and Greater Manchester through Places for Everyone (PfE) and the development of the Homes Spaces Places (HSP) local plan. This statutory policy framework assists the planning development management team to make recommendations and decisions on planning proposals, both at pre-application and application stages, negotiating infrastructure contributions on major development schemes and the planning function for the Council. The service also provides building control, including dangerous buildings, and land charges functions and hosts Greater Manchester Ecology Unit (GMEU) which provides statutory advice on ecology and nature conservation issues to local planning authorities.

Strategic Property: Provides Strategic Asset Management of the Council's Assets and Corporate estate to ensure it is appropriately occupied, compliant, fit for service delivery, and represents value for money. Leads on the delivery and implementation of the Council's Climate Change & Environment Strategy. Management of the Facilities Management contract. Enables regeneration through disposal of assets and delivers capital receipts as well as overseeing project management of both major construction and smaller scale capital projects. Provides a range of professional surveying services; including acquisitions & disposals and management of the Council's investment estate.

Appendix 9 Director of Place Budget Proposals

Service Area	Revenue Budget £
Community Safety & Homelessness	6,092,234
Cultural & Customer Services	3,351,513
Engineers, Highways & Traffic Management	5,052,222
Management & Operations	(1,534,790)
Operations & Neighbourhoods Management	157,864
Operations & Greenspace	5,257,237
Public Protection & Car Parks	117,910
Waste & Fleet Management	4,405,847
Development & Investment	681,911
Economy, Employment & Skills	953,228
Infrastructure	101,050
Planning	854,957
BSPFI & Programme Delivery	0
Asset Management	416,820
Capital Programme	1,017,891
Corporate Landlord	6,581,749
Environmental Development	514,575
Estates	(837,755)
School Catering	(9,194)
Place Management	159,330
Strategic Property Management	116,718
Grand Total	33,451,317

Spend Analysis	Revenue Budget £
Expenditure	
Employees	28,648,385
Premises Related Expenditure	9,548,105
Transport Related Expenditure	5,778,420
Supplies and Services	37,440,161
Third Party Payments	6,292,764
Transfer Payments	2,185,030
Recharge Expenses	4,636,660
Capital Items & Reserve Movements	2,365,957
Expenditure Total	96,895,482
Income	
Recharge Income	(25,359,191)
Customer and Client Receipts	(15,907,734)
Government Grant Income	(18,109,070)
Other Grants Reimbursements and Contributions	(49,000)
Other Income	(3,413,470)
Interest Income	(605,700)
Income Total	(63,444,165)
Grand Total	33,451,317

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RESOURCES

Budget 2024/25



Purpose and Priorities

Information Technology underpins and supports the strategic objectives of the organisation and has a fundamental role to play in improving the resident's customer experience through accessible and digitally enabled contact channels. The use of automation and improved data flows will assist in streamlining business processes, enabling new delivery mechanisms and underpinning transformation change programmes. The service aims to provide pro-active advice and guidance, consistently high-quality support and training, fit for purpose equipment and solutions, high speed, resilient connectivity, robust and secure infrastructure, full disaster recovery facilities for on-premise hosted systems, high quality accessible websites and effective Cyber Security..

The **Financial Management** function is responsible for ensuring robust strategies and processes are implemented to support the financial resilience of the Council, as well as making arrangements for the proper administration of the Council's financial affairs. The function undertakes and facilitates work on the Medium Term Financial Strategy, working closely with the wider Senior Leadership team to set a balanced budget for the year ahead and in the medium term. Within a Business Partnering approach across the Council, the function supports the financing and reporting of the Council's Capital Programme as well as the monthly budget monitoring process, to ensure transparency of the Council's financial position. In addition, supporting the Council to enable robust decision making with the provision of consistently high-quality financial advice, ensuring value for money is achieved. Working alongside Services, the team actively contributes to securing additional funds for the local authority such as through lobbying, identifying and supporting bids for additional income and delivering income generation proposals. The Service ensures compliance with legislation and guidance and produces the statutory Annual Accounts of the Council as well as setting the strategic approach to Treasury management, with updates to Leadership and Members at suitable intervals, and undertakes the Treasury management operations alongside cash and banking activities.

Exchequer Services administer and award Housing Benefit, on behalf of the Department of Work and Pensions, and also the local Council Tax Support scheme; both of which are subject to eligibility, are means tested, and support financially vulnerable residents in the Borough. The Service is also responsible for the administration, billing and collection of Council Tax, Business Rates and Sundry Debt income owed to the Council. Exchequer Services also administers the internal and external mailing and corporate scanning function.

The **Assurance function** comprises internal audit, risk management, insurance, business continuity, counter fraud, and information governance, as well as management responsibility for the National Anti-Fraud Network (NAFN). The function is critical in enabling the Council to achieve its strategic and operational objectives by giving assurance and playing a key role in promoting good corporate governance. Internal Audit provides management and the Audit Panel/Greater Manchester Pension Fund Local Board with independent assurance of governance, risk management, and internal control arrangements, required under the Accounts & Audit Regulations, providing recommendations for continuous improvement (where identified). The Assurance function facilitates the Council's response to risk management, ensuring the provision of the framework for risk management, providing training, risk management workshops, facilitating the strategic risk management group, and co-ordination of the strategic and directorate risk registers. In relation to business continuity the function is responsible for the provision of the framework, providing training, and co-ordination of annual service business continuity plans. The Council's insurance team ensures adequate cover is placed for the organisation's insurable assets and liabilities, the day-to-day claims management (excluding highways claims) and risk management advice. In relation to Information Governance the function helps ensure staff compliance with the Information Governance framework and the UK GDPR, providing advice and training, investigating and responding to data breach incidents, reporting to the ICO (when required), supporting the data protection impact assessment process and facilitating the Information Governance Group. NAFN is a data and intelligence service hosted by Tameside, aimed at tackling fraud and crime nationally. Members can acquire data, intelligence, and knowledge to support their investigation, and NAFN provides critical communications to prevent fraud through intelligence it receives.

In addition, there are corporate budgets that are not directly attributable to service provision or enabling services. These include:

- Contingency - Inflation to be provided to services
- Contingency - Risk and unexpected items
- Levies payable to the Greater Manchester Combined Authority for Waste and Transport
- Capital and financing costs including borrowing costs and provision for the repayment of debt used to fund capital investment in previous years.
- Investment interest on cash balances invested under the Treasury Management Strategy

Appendix 10 Director of Resources Budget Proposals

Service Area	Revenue Budget £
Digital Tameside	4,724,390
Financial Management	3,572,561
Exchequer	1,695,493
Assurance	1,954,124
Levies	31,795,580
Contingency (inflation to be allocated to services for pay and non-pay)	20,532,244
Contingency (risk and unexpected items)	9,015,530
Investment and Financing	624,000
Grand Total	73,913,922

Spend Analysis	Revenue Budget £
Expenditure	
Employees	10,499,845
Premises Related Expenditure	543,020
Transport Related Expenditure	302,190
Supplies and Services	36,124,215
Third Party Payments	32,054,585
Transfer Payments	55,743,000
Recharge Expenses	27,275
Capital Items & Reserve Movements	(2,233,510)
Capital Financing Costs	10,993,000
Expenditure Total	144,173,620
Income	
Recharge Income	(1,241,615)
Customer and Client Receipts	(2,860,580)
Government Grant Income	(57,232,260)
Other Income	(404,243)
Interest Income	(8,521,000)
Income Total	(70,259,698)
Grand Total	73,913,922

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CHIEF EXECUTIVE'S OFFICE

Budget 2024/25

Appendix 11 Chief Executive's Office Budget Proposals

Purpose and Priorities

Responsibility for the Council's corporate functions sits within the Chief Executive's Office ensuring that all decisions made by the Council are carried out in accordance with the Council's governance framework.

The directorate provides business management, support and guidance to services within the Council on legal, human resources, improvement, democratic and policy and communications issues.

The internal support to frontline services ensures that they are able to deliver the aims of the Council's Corporate Plan. The delivery of the registrars and accounts payable services are also part of this directorate..

In addition there are corporate budgets that are not directly attributable to service provision or enabling services. These include :

- Cost of the Chief Executive's Office and Members Allowances
- Contributions to the Greater Manchester Combined Authority
- Coroner's costs

Service Area	Revenue Budget £
Governance	4,330,623
Policy, Performance and Communications	1,626,017
People and Workforce Dev	2,806,913
Transformation	0
Corporate Costs	5,099,605
Grand Total	13,863,158

Spend Analysis	Revenue Budget £
Expenditure	
Employees	12,237,968
Premises Related Expenditure	16,450
Transport Related Expenditure	24,300
Supplies and Services	3,846,199
Third Party Payments	757,500
Recharge Expenses	43,315
Capital Items & Reserve Movements	(736,572)
Expenditure Total	16,189,160
Income	
Recharge Income	(1,177,254)
Customer and Client Receipts	(907,280)
Government Grant Income	(66,112)
Other Income	(175,356)
Income Total	(2,326,002)
Grand Total	13,863,158

APPENDIX 12 – DEDICATED SCHOOLS GRANT 2024/25

1. INTRODUCTION

- 1.1 The Executive Member for Education, Achievement and Equalities and the First Deputy (Finance, Resources and Transformation) are required to provide Council sign off to the decisions made by Schools' Forum at the meeting of 18 January 2024 in which the following decisions were made.
- 1.2 Members of the Schools' Forum approved the proposed Dedicated Schools Grant 2024/25 funding formula for mainstream schools. This is to continue with national funding formula rates, set the minimum funding guarantee at 0.5% and have no gains cap.
- 1.3 Members of the Schools' Forum approved the growth fund for 2024/25.
- 1.4 Members of the Schools' Forum approved the proposed transfer of 0.2% from the Schools Block to the High Needs Block further to the outcome of consultation.
- 1.5 Members of the Schools' Forum supported schools continued contribution to Tameside Safeguarding Board for 2024/25.
- 1.6 Members of the Schools' Forum approved the central retention of Early Years Funding.
- 1.7 Members of the Schools' Forum approved the allocation of the Central School Services Block which includes the central retention of the following:
 - School Admissions;
 - Servicing of Schools' Forum; and
 - contribution to responsibilities that LAs hold for all schools (the retained duties element of the ESG)
- 1.8 This appendix sets out information on the allocation of the Dedicated Schools Grant (DSG) for 2024/25.
 - Section 2 is a summary of the DSG settlement from the DfE/ESFA.
 - Section 3 provides details of the Schools Block and proposed funding formula for Mainstream Schools in Tameside in 2024/25.
 - Section 4 provides details of the High Needs Block.
 - Section 5 provides details of the Early Years Block.
 - Section 6 provides details of the Central School Service Block (CSSB).

2. PROVISIONAL DSG SETTLEMENT FOR 2024/25

- 2.1 The provisional DSG settlement for Tameside for 2024/25 of £283.251m was received on 19 December 2023, with accompanying essential data. All DSG funding must be deployed to schools and / or pupils in accordance with the School and Early Years Finance (England) Regulations 2023.
- 2.2 Table 1 provides the breakdown of the provisional settlement for the four blocks within the DSG announced in December 2023, compared with the 2023/24 latest settlement figures.

TABLE 1 – DSG Settlement as at December 2023

DSG Blocks	2023/24 £m	2024/25 £m	Increase £m	% Increase
Schools Block (including Academies) *	207.967	213.636	5.669	3%
High Needs Block (before recoupment)	36.904	39.108	2.204	6%
Early Years Block **	19.051	20.774	1.724	9%
Early Years Block - New Extended Entitlements	-	8.384	8.384	100%
Central School Services Block (CSSB)	1.249	1.349	0.100	8%
Total Funding	265.170	283.251	18.081	

Note: the table above includes roundings

* The 2023/24 Schools Block figure includes the Mainstream Schools Additional Grant (MSAG) which has been rolled into the 2023/24 baselines. It should be noted Academy funding is recouped by the ESFA. The amount recouped by the ESFA is calculated using the formula set out in Section 3.

** The 2023/24 Early Years Block figure includes the Early Years Supplementary Grant (EYSG) which has been rolled into the DSG from 2024/25.

- 2.3 The Schools Block increase relates to an increase in DfE funding rates. Business Rates have increased and there has been an uplift for RPIX on PFI.
- 2.4 The High Needs increase relates to an increase in pupil numbers, updated with data from the January 2023 alternative provision (AP) census and October 2023 school census.
- 2.5 The Early Years Block is split into two lines in Table 1 to differentiate between the existing Early Years Block funding and the New Extended Entitlements that come into Place from April 2024. The increase in the existing funding relates to an increase in the DfE funding rates and there is new funding for new entitlements. Further information is provided in Section 5.
- 2.6 The CSSB increase relates to an increase in the DfE funding rate and further information is provided in Section 6.

3. SCHOOLS BLOCK

- 3.1 The Schools Block is the largest element of DSG funding which provides the majority of funding for Mainstream Schools and Academies, with additional elements potentially being allocated through the Early Years and High Needs blocks. The Schools Block settlement from the DfE is detailed in Table 2 below and is made up of the following funding:

Units of Funding

- A primary unit of funding (PUF) of £5,283.16
- A secondary unit of funding (SUF) of £6,850.70

These units of funding are based on 2023/24 pupil numbers and characteristics from the October 2022 census and make up the vast majority of the Schools Block.

This core school funding covers funding for all pupil and school led factors in the funding formula. The PUF and SUF are multiplied by the pupil numbers in reception to year 6 plus pupils aged 4 to 10 not assigned to a year group for primary and pupils in years 7 to 11, plus pupils aged 11 to 15, not assigned to a year group for secondary.

Premises Funding

- Business rates - these are included in the local authority (LA) allocation but will be top sliced from the DSG allocation and retained by the ESFA who will make payments

- directly to the LA as the billing authority on behalf of schools.
- PFI – this is uplifted by the previous April’s RPIX.

Growth Funding

- This is calculated using the difference between the primary and secondary numbers on roll on the October 2022 and October 2023 school censuses. The rates used to calculate the DfE allocated growth are as follows:
 - Primary Unit Rate - £1,558,78
 - Secondary Unit Rate - £2,333.15

TABLE 2 – Schools Block Settlement 2024/25 from DfE

Element of Funding	Schools Block £m
Primary Funding (20,022 Pupils)	105.779
Secondary Funding (14,974.50) Pupils)	102.586
Premises Funding	4.480
Growth Funding	0.790
Total	213.636

Proposed Funding Formula for Mainstream Schools

- 3.2 Tameside continues to use national funding formula rates (NFF) for the allocation of Schools Block funding. The rates used for each sector to allocate the funding to each individual school are included at **Appendix A**.
- 3.3 The PFI funding continues to be delegated to the relevant schools. The delegated figures are based on the historic factor funding and uplifted by RPIX of 10.4% which reflects the increase in the unitary charge paid for the delivery of PFI services. In 2022/23 the affordability of the contract was reviewed and resulted in a reduction to the PFI Affordability Factor of £0.263m. However, due to the significant inflationary increases over the last 12 months, the affordability has been reviewed again and requires this contribution to be reinstated at the inflated rate, resulting in £0.324m being added back into this factor. In 2024/25 the LA will continue to recover the full delegated PFI Affordability factor as in previous years.
- 3.4 Business Rates are funded to the equivalent value of the Business Rates charge for 2024/25. This funding is estimated and will be removed from Tameside’s allocations and retained by the DfE who will pay this directly to Tameside MBC (the billing authority) on behalf of all Tameside Schools and Academies.
- 3.5 In 2024/25 LAs are able to set the Minimum Funding Guarantee (MFG) between +0% and +0.5% per pupil. In the Schools Forum paper in November 2023 the proposals were to include a 0.5% MFG which is the rate at which MFG has been set.
- 3.6 The Gains Cap is a limiting factor which limits the gain in pupil led funding per pupil that a School receives. For 2024/25 there is no gains cap as per the proposal in the Schools Forum paper in November 2023.

Growth

- 3.7 There are 2 types of growth that are funded from the growth fund. Explicit Growth and Implicit Growth.
- Explicit growth relates to the specific growth fund and is allocated based on the growth criteria agreed by Schools Forum.
 - Implicit growth relates to adjustments to pupil numbers when calculating the funding; in this case for new and growing schools.
- 3.8 The policy for accessing the growth fund was agreed by Schools Forum in June 2019 and continues to be the method for allocating explicit growth.
- 3.9 The estimated Growth Fund required in 2024/25 is £0.170m and detail of this is included in

Table 3. There is no implicit growth in 2024/25 as the previous new schools now have all year groups occupied. The final growth allocation to schools will be based on actual numbers, which will be taken from the October 2024 census up to a maximum of the agreed growth pupil numbers.

- 3.10 The growth policy states where a school has agreed planned growth there should be a minimum of 5 or more pupils before growth funding is allocated, but a minimum level of funding of 15 pupils will be funded to ensure that the school does not face financial difficulty. As the schools in Table 3 have agreed to take 10 additional pupils they will be funded for 15 pupils, if they take a minimum of 5 pupils. The agreed growth is what the LA require and therefore anything above 15 pupils will not be funded from the growth fund. The amounts included in Table 3 are based on 15 pupils.

TABLE 3 – Explicit Growth

School	£m	Pupil No. Increase Agreed
St Thomas More RC College	0.044	10
All Saints Catholic College	0.044	10
Audenshaw	0.044	10
Unallocated	0.038	
Total	0.170	

Transfer of School Block Funding to the High Needs Block

- 3.11 It was agreed at Schools Forum in November 23 that 0.5% could be transferred from the Schools Block to the High Needs Block if the proposed formula consulted on was affordable. As a result of changes in pupil characteristics in the October 2023 census, more funding is required to support the Additional Educational Needs Factors. Table 4 shows the change in deprivation factors, comparing the provisional funding based on the 2022 census dataset, and the revised figures following the October 2023 census dataset update. The total impact is an increase of £1.519m.

TABLE 4 - Variation in Deprivation Factors

Factors	2024/25 Pre Data Update £m	2024/25 Post Data Update £m	Variation £m
FSM	5.164	5.481	0.318
FSM6	11.502	11.983	0.481
IDACI	11.395	11.48	0.086
EAL	1.509	1.771	0.262
Low Prior Attainment	14.015	14.293	0.278
Mobility	0.192	0.286	0.094
Total Additional	43.777	45.295	1.519

- 3.12 Prior to the 2022/23 financial year, a review of the PFI schemes took place and as a result the PFI affordability factor element of the DSG was reduced to ensure a large surplus was not remaining at the end of the schemes life. Following the high inflationary environment of the past 24 months the financial sustainability of the scheme has significantly reduced and it is necessary to reverse the reduction in the PFI affordability factor. As a result the cost of the proposed formula has increased and it will not be possible to transfer 0.50%. In order to afford this proposed funding formula, the transfer from the Schools Block to the High Needs block has been reduced to 0.2%, £0.427m. This will add to the significant pressure on the High Needs block, as there was an assumption that the 0.5% transfer of £1.068m would be actioned. This equates to a reduction of £0.641m. As a result, mainstream schools will need to continue to support high needs pupils where possible.

De-Delegation - Contingency

- 3.13 The contingency budget has been established to support those schools facing a deficit

budget position or to support the DSG against any future pressures where schools are closing or are forced to convert to academy leaving a deficit balance, as this would need to be funded from DSG. It should be noted that a deficit balance transfers to the Academy Trust where the transfer to Academy is through a convertor route, i.e. the School chooses via an Academy order to convert to an Academy. The balance remains a DSG issue where conversion is forced as part of a Sponsored Academy conversion route required by the Secretary of State.

- 3.14 Where a school is in deficit or facing deficit in the next financial year they will be subject to a review in line with the School Deficit process as outlined within the Scheme of Financing Schools. The LA will work very closely with the school and its Governors to manage the deficit and ensure action is taken to address it.
- 3.15 It is also anticipated that schools struggling to manage deficits, where financial issues are beyond the control or influence of the Head teacher, could apply. This would be in exceptional circumstances, and where significant action had already been taken to bring the financial position back into balance and where further cuts are likely to impact on the attainment of the pupils in the school.
- 3.16 Alongside this, support will be provided to schools closing with deficit balances to minimise the impact and potential pressure on the DSG.
- 3.17 The de-delegation rate for Contingency for 2024/25 remains at £5.81 per pupil. Agreement is sought from both the Primary and Secondary sectors to de-delegate in 2024/25. Should both sectors choose to contribute, based on the October 2023 census data, this would result in the following contribution to Contingency:
- Mainstream Primary Maintained Schools - £0.058m
 - Mainstream Secondary Maintained Schools - £0.035m
- 3.18 There have been no requests made to the contingency fund during 2023/24. The fund will be carried forward into 2024/25 less any approvals that may be agreed before year-end.
- 3.19 The balances in contingency are as outlined in the Table 5.

TABLE 5 – Contingency Contributions

	Primary £m	Secondary £m	Total £m
Balance as 31.03.2023	0.067	0.133	0.200
2023/24 De-delegation		0.035	0.035
Total	0.067	0.168	0.235

School Improvement

- 3.20 The School Improvement Monitoring and Brokering Grant ceased in the financial year 2022/23. Schools de-delegated funding in 2023/24 at a rate of £12.78 per pupil. For 2024/25 the de-delegation rate is £13.58.
- 3.21 Since 2018, the model of School Improvement activity in Tameside has not been limited to maintained schools, with Continuing Professional Development (CPD) and support being available to any school that may need it. The Council will liaise with academies and offer them the opportunity to buy into the School Improvement Service which will ensure that we retain the ability to support the whole sector and retain equity, which has proved so successful in Tameside over the last years.
- 3.22 All schools need to be part of the big picture. Tameside’s school improvement model is built on partnerships and relationships. It is collaborative and seeks to engage all schools in a variety of consultative and task and finish groups. Strategy and priority setting is based on full engagement with the Tameside Primary Consortium, Tameside Association of Secondary

Headteachers and Special Schools Sector Partnership.

- 3.23 In the financial year 2023/24 the de-delegated funding of £0.220m has been fully utilised. It has funded the work of the Head of Education Improvement and Partnerships, including commissioning and brokering budgets for school improvement across all sectors of Tameside's schools. This included, developing professional learning such as subject networks for both primary and secondary schools, transition, support for individual schools, and co-ordination of work on exclusion prevention with the Tameside PRU. In addition this de-delegation has provided authority wide IT systems such as Services for Schools and Six into Seven support sharing of information within and across sectors.
- 3.24 Education Improvement and Partnerships ensures cohesion across the school system in Tameside; facilitating working together responsibly between schools and with the local authority. The service provides an infrastructure for the school system, attracting partners and funding to the area, enabling opportunities to develop at a systemic level such as The Ogden Trust and University of Manchester Science partnership, the Education Endowment Foundation and Research School partnership, English and Maths Hubs, Mental Health Support Teams, BeeWell, transitions including Six into Seven, and Priority Area planning. This ensures that Tameside liaises and works with the 9 other GM local authority areas and with GMCA itself guaranteeing that Tameside's schools have a voice and access to all GM wide projects.
- 3.25 The de-delegation supports the LA to meet needs before schools reach a critical point of failure. Monies are used to help support schools and prevent Tameside children from being at risk of attending a school that is less than good, long before being eligible for intervention. This may include commissioned improvement support from an academy trust, funded evidence-based approaches which address priorities agreed with the LA, liaison with the Department of Education on initiatives such as the Priority education Investment area (PEIA) and authority wide bids for funding from the Third sector.
- 3.26 In addition to supporting strategic and operational cohesion in the school system the de-delegation (which was the former School Monitoring and Brokering Grant) is also intended to support the LA with its school improvement statutory duties and powers of intervention which include:
- Ofsted engagement and liaison
 - Annual categorisation process of primary schools
 - Implementing Schools Causing Concern guidance
 - Brokering and monitoring school-led improvement partnerships e.g. schools at risk of becoming inadequate or double RI
 - Commissioning and facilitating support for RI, Inadequate and category 3 schools
 - Data collection, management, and support outside of the data SLA
 - Statutory monitoring of SATs/phonics screening and moderation at KS2 writing for primary schools.

Safeguarding

- 3.27 As in previous financial years Schools are expected to support safeguarding in the borough, by agreeing to make a contribution of £3.24 per pupil towards the cost of the TSCP (Tameside Safeguarding Children Partnership). All schools are asked to support the continuation of this arrangement in 2024/25. This equates to approximately £0.114m across all mainstream schools and £0.117m including special schools.

Risk Protection Arrangement (RPA)

- 3.28 Where schools have opted into this arrangement in 2023/24, the membership will continue on an ongoing basis. Should a school choose to opt out of the arrangement they would need to make their own risk protection arrangements. The cost of RPA for 2024/25 is £25 per pupil. The LA will continue to treat this in the same way as de-delegation items and recover the cost from the relevant schools on this basis as the DfE recover this funding from the DSG. It

should be noted that nursery numbers are included to calculate the charge for the primary sector (where applicable).

4. HIGH NEEDS BLOCK

- 4.1 Following the funding announcements in the summer, the provisional high needs block settlement for 2024/25 has now been updated with the following:
- Increase in pupil numbers used to calculate the basic entitlement factor, based on data from the January 2023 alternative provision (AP) census and October 2023 school census
 - Update to the import/export adjustments following the outcomes of the place change exercise in November and queries from other LAs.
- 4.2 There will be a further update to the Import and Export adjustments to reflect cross border movement of pupils living in one borough and accessing provision in another (this will follow in June 2023 when January 2024 school census for Pre 16 and February 2024 R06 individualised Learner Record (ILR data) for Post 16 is available)
- 4.3 The revised settlement is shown in Table 6 and this shows Tameside is seeing an increase before academy recoupment of £2.204m, or 6%. This is the maximum like for like allocation increase which in 2024/25 is capped at 5% by the Government plus £0.357m due to an increase in pupil numbers in the special and Alternative Provision (AP) census data. However following these increases the funding available for 2024/25 remains significantly below current year expenditure, before any growth is factored in, which continues to contribute to the overall deficit on the DSG.

TABLE 6 - Updated High Needs Settlement 2024/25

High Needs Allocation	2023/24 £m	2024/25 £m	Increase £m	% Increase
Total high needs elements in the funding floor and gains calculation	35.134	39.511	4.377	12%
Less Gains Limit Factor	-2.988	-3.885	-0.897	30%
Basic Entitlement	3.981	4.338	0.357	9%
Total Formula Allocation	36.127	39.963	3.837	11%
Plus AP Funding Factor	0.192	0.195	0.003	2%
Less Import/export	-1.050	-1.050	0	0%
Supplementary Funding	1.636	0	-1.636	
Total Allocation (before Recoupment)	36.904	39.108	2.204	6%
Less Recoupment	-4.842	-5.252	-0.410	8%
Total Allocation (after Recoupment)	32.062	33.856	1.794	6%
Further Recoupment Adjust (place Change Sept 24)	0	-0.189	-0.189	
Total Funding	32.062	33.667	1.605	5%
2023/24 Forecast Expenditure	38.240	38.240		
High Needs Block Deficit (Surplus)	6.178	4.573		

Basic Entitlement	2023/24	2024/25	Difference
Increase in Numbers	847	923	76
Cash Value £	4,700.08	4,699.78	-0.30
Total Allocation £	3,980,968	4,337,897	356,929

Minimum Funding Guarantee

- 4.4 Local Authorities are required by the Dedicated Schools Grant conditions to set a minimum percentage by which the budget of any special school or academy would change from 2023/24 to 2024/25. The calculation must assume that all pupils in the school were placed by the home local authority and the type of places remain the same in the two financial years. In 2024/25 the range in which the percentage must be set is between 0% and 0.5%.

Additional Funding 3.4%

- 4.5 As a result of the 2022 autumn statement and announcement on additional school funding, LAs will be required to continue pass onto special schools and pupil referral units (PRUs) a separate allocation equivalent to the additional funding allocation received in 2023/24.
- 4.6 These allocations will give special schools 3.4% of their total place and top-up funding and give PRUs 3.4% of their total income.

Teachers Pay Additional Grant (TPAG)

- 4.7 LAs will continue to receive a separate grant allocation to cover the additional pay award for teachers that was received for September 2023 to March 2024. As in 2023/24 the funding will be passed onto eligible special schools and PRUs.

Teachers' Pension Grant

- 4.8 There will be a new grant in 2024/25 to reflect the additional costs of the increases in teachers' superannuation effective from April 2024. The rate is increasing from 23.68% to 28.68%. As with the TPAG, LAs will be required to pass the funding onto eligible special schools and PRUs, but with the difference that LAs will receive funding for pupils with Education Health Care Plans (EHCPs) placed in independent schools.
- 4.9 The funding will be allocated on a flat rate but with the opportunity for LAs to take account of a school's actual teachers' pension costs, subject to local consultation. Further updates will be provided when the Government releases more details.

Historic Teachers Pay and Pension Grant

- 4.10 This existing grant will continue to be allocated separately to special schools and PRUs and should not be confused with the two new grants covered above.

High Needs Commissioned Places Sept 2024

- 4.11 The number of commissioned places agreed for September 2024 across all providers is shown in Tables 7a to 7d below.

TABLE 7a – Alternative Provision

Commissioned Places - AP	Sept 23	Sept 24	Difference
Tameside Pupil Referral Service	130	130	0

TABLE 7b – Special Schools

Commissioned Places - Special	Sept 23	Sept 24	Difference
Hawthorns	220	230	10
Thomas Ashton	100	100	0
Oakdale	160	162	2
Cromwell High	140	140	0
Samuel Laycock	230	230	0
Total Places	850	862	12

TABLE 7c – Resource Base Units

Commissioned Places - Resource Bases	Sept 23	Sept 24	Difference
Corrie	12	12	0
Dane Bank	10	10	0
Greenside	22	22	0
Linden Road	4	4	0
Oakfield	16	16	0
Rosehill	15	15	0
Russell Scott	5	3	-2
St James Ashton *Oct 24	10	10	0
Hyde High	5	5	0
St Thomas Moore	13	13	0
St John Fisher	12	12	0
Total Places	124	122	-2

TABLE 7d – Further Education

Commissioned Places - Post 16	Sept 23	Sept 24	Difference
Tameside College	80	80	0
Ashton Sixth Form	6	10	4
Total Places	86	90	4

5. EARLY YEARS BLOCK

- 5.1 Table 8 provides the current funding settlement for Early Years for 2023/24 and 2024/25. The settlement is based on the Schools, Early Years and Alternative Provision censuses data from January 2023. The 2023/24 information will be updated based on January 2024 census data.

TABLE 8 – Early Years Funding

Early Years Funding Streams	2023/24 Early Years Allocation at Nov 2023 £m	2024/25 Provisional Early Years Allocation £m	Increase / (Decrease) in Funding £m
3 & 4 Year Olds Universal Entitlement*	10.539	11.302	0.763
3 & 4 Year Olds Additional 15 Hours Entitlement for Eligible Working Parents*	5.205	5.581	0.377
2 Year Old Disadvantaged Entitlement*	2.927	3.466	0.539
2 Year Old Entitlement for Working Parents new entitlements	-	4.828	4.828
Under 2s Entitlement new entitlements	-	3.337	3.337
3 & 4 Year Olds Early Years Pupil Premium (EYPP)*	0.243	0.257	0.014
2 Year Olds EYPP (new entitlements)	-	0.140	0.140
Under 2s EYPP (new entitlements)	-	0.007	0.007
3 & 4 Year Olds Disability Access Fund (DAF)*	0.137	0.168	0.032
2 Year Olds DAF (new entitlements)	-	0.065	0.065
Under 2s DAF (new entitlements)	-	0.007	0.007
Total	19.051	29.158	10.108

Note: the table above includes rounding's

* The 2023/24 Early Years Allocation includes the Early Years Supplementary Grant (EYSG) which has been rolled into the DSG from 2024/25. The EYSG covered the period September 2023 to March 2024.

- 5.2 For 2024/25 the government announced new early years entitlements for working parents. The new entitlements will be introduced in phases:
- From April 2024, all working parents of 2-year-olds can access 15 hours per week;
 - From September 2024, all working parents of children aged 9 months up to 3-years old can access 15 hours per week;
 - From September 2025, all working parents of children aged 9 months up to 3-years old can access 30 hours per week.
- 5.3 The rate the LA is funded on for 3 and 4 year olds has increased by £0.25 from the combined rates of £5.37 (£5.06 DSG and £0.31 EYSG) to £5.62.
- 5.4 The rate the LA is funded for 2 year olds has increased by £0.53 from a combined rate of £7.43 (£5.73 DSG and £1.70 EYSG) to £7.96. The funding received for both disadvantaged 2 year olds and the new entitlement for working parents of 2 year olds is the same rate.
- 5.5 The allocation rate for DAF has increased by £29 from a combined rate of £881 (£828 DSG and £53 EYSG) to £910. The allocation rate for EYPP has increased by £0.02 from a combined rate of £0.66 (£0.62 DSG and £0.04 EYSG) to £0.68 per hour per eligible pupil up to a maximum of 570 hours. Previously these allocations only related to 3 and 4 year olds but have now been extended to children 2 years old and under as part of the new entitlements.
- 5.6 The DfE has also extended local funding rules to the disadvantaged 2 year old entitlement and the new working parent entitlements meaning supplements can be added. There is also an expectation that local authorities have special educational needs inclusion funds (SENIFs) for all children with special educational needs (SEN) eligible for or taking up the new and existing entitlements, regardless of the number of hours taken.
- 5.7 Consultation needs to be held with Early Years providers regarding the increased rates and new entitlements. Therefore, an additional Schools Forum meeting will be required to agree the rates of allocation for this element of funding. A report will be completed for this additional meeting proposed for 5 March 2024 with further information on the funding arrangements for the LA and for providers.
- 5.8 As part of the update of the new entitlements the DfE is extending the 95% pass-through requirement to the disadvantaged 2-year-old entitlement and the new working parent entitlements.
- 5.9 Approval is sought to centrally retain 5% (in line with the operational guidance) of 3 and 4 Year Old funding (£0.844m based on the current settlement) and up to 5% of funding for children 2 years old and under (0.582m based on the current settlement). This will continue to support the services set out below along with the additional administration requirements for the new entitlements:
- Early Education Funding Team – This fully supports the administration of Early Years funding, the annual costs associated with the Servelec IT system which is used to calculate and process the payments to Schools and Private, Voluntary and Independent providers.
 - Family Information Services – This supports an Information Officer. This post provides advice, guidance and information to families wishing to access Children’s services and was implemented to support the increased demands from the early years extended provision.
 - Early Years Quality Improvement Team – This currently supports the work of the

Quality Officers, specialist SEND Quality Officers and a School Advisor for Early Years. Support is primarily in relation to: signposting and promoting the standard 15 hours offer and extended 30 hours offer; Ofsted regulations and standards; practice development and training; safeguarding; and Special Educational Needs and Disabilities related support. The focus of the team going forward is now weighted heavily towards SEND and language development.

- SEN Team – funding support for an Early Years SEN Caseworker as specific support for SEN in early years.
- Social Emotional and Mental Health service – funding support for an Early Year Coordinator as specific support in early years.
- Sensory Support – funding support for a Hearing Impaired Teacher as specific support for Early Years.
- Making it REAL (Raising Early Achievement in Literacy). This is aimed at supporting practitioners to build parents' knowledge and confidence so that they can support their children with early language and reading and writing and create a positive early home learning environment.

6. CENTRAL SCHOOL SERVICES BLOCK (CSSB)

6.1 The Central School Services Block to fund statutory duties the LA undertakes for both maintained schools and academies. The CSSB brings together:

- Funding previously allocated through the retained duties element of the Education Services Grant (ESG)
- Funding for ongoing central functions such as admissions which were previously top sliced from the schools block
- Residual funding for historic commitments of which there are none for Tameside MBC.

6.2 The total allocation to the LA for 2024/25 is £1.349m. This is based on a per pupil element of £38.54 for ongoing duties (i.e. Admissions, Schools Forum, Copyright Licenses, former ESG duties).

6.3 National Copyright School Licenses are also funded from this block and the amount for 2024/25 is estimated to be £0.219m, based an estimated 5% increase. The final cost will be confirmed by the DfE.

6.4 The DSG operational guidance for 2024/25 requires the LA to formally request Schools Forum approval for the central retention of funding for the following:

- School Admissions
- Servicing of Schools Forum
- Contribution to responsibilities that LAs hold for all schools (formally the retained duties element of the ESG)

6.5 The budgets for the above are still being worked on but the costs overall are currently estimated in excess of the £1.130m available. Schools' Forum is requested to approve this central budget.

7. OTHER FUNDING UPDATES AND ANNOUNCEMENTS FOR 2024/25

7.1 There are a number of other funding updates set out below.

Pupil Premium – New Rates

7.2 The new rates for 2024/25 were announced in December 2023.

Teachers Pay Additional Grant (TPAG)

LAs will continue to receive a separate grant allocation to cover the additional pay award for

teachers that was received for September to March 2024. The grant will continue as a separate grant in 2024/25 and from 2025/26 will be rolled into the schools and high needs national funding formulae.

Teachers Pension Grant

- 7.3 As an outcome of the valuation of the Teachers Pension Scheme, the Government have announced superannuation rates for employers will increase from 23.68% to 28.68% in April 2024. The Government have stated additional funding will be made available to cover the increases in employer contributions in year.

Recovery Premium

- 7.4 The Recovery premium is part of the package of funding to support pupils whose education has been impacted by COVID-19. The funding was initially set over 3 academic years and with 2023/24 being the final year the funding will cease in August 2024.

National Tutoring Programme (NTP)

- 7.5 The NTP is a scheme that provides support to pupils affected by the disruption to their education as a result of COVID-19. The 2023/24 academic year is the fourth and final year of funding and funding allocations to schools will cease in August 2024.

PE & Sport

- 7.6 The Government has confirmed that the Primary PE & Sport Premium will continue in 2024/25 academic year. Updated guidance and conditions of grant have been published to steer schools towards the effective uses of the premium. To improve accountability the DfE plan to introduce a new digital tool that will be available in summer 2024 with an expectation for schools to trial its use at the end of 2023/24 academic year. From 2024/25 academic year completion of the digital tool will be mandatory.

APPENDIX A

Rates for the Mainstream Funding Formula	Rates for Primary Sector 2024/25 £	Rates for Secondary Sector 2024/25 £
Basic Entitlement (AWPU)		
Primary	3,562	
Secondary - KS3		5,022
Secondary - KS4		5,661
Deprivation		
FSM	490	490
FSM6	820	1,200
IDACI band F	235	340
IDACI band E	285	450
IDACI band D	445	630
IDACI band C	485	690
IDACI band B	515	740
IDACI band A	680	945
English as an Additional Language (EAL)	590	1,585
Low Prior Attainment	1,170	1,775
Mobility	960	1,380
Minimum per Pupil Funding Level	4,610	5,995
Lump Sum	134,400	134,400
Sparsity	57,100	83,000
Split Site - Lump Sum	53,700	53,700
Split Site - Distance	26,900	26,900

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APPENDIX 13 - CORPORATE CHARGING POLICY

1. INTRODUCTION

- 1.1 Tameside Metropolitan Borough Council (The Council) has three main sources of income to support the delivery of its services: Government Grants, local taxation (Council Tax and Non-domestic rates) and fees and charges levied for services provided.
- 1.2 The Local Government Act 2003 gave local authorities the general power to charge for discretionary services which are not covered by any other legislation with the following restrictions:
 - the income from charges for a service should not exceed the cost of providing that service (over a “reasonable” but unspecified period, e.g. 3 years);
 - the recipient of the service must have agreed to its provision and agreed to pay for it; and
 - different people and/or organisations may, where it is fair to do so, be charged different amounts.
- 1.3 The decision on whether to make a charge (and the amount to charge) is not always within the control of the Council, as some charges are set by central government. But where it is, it is important that the implications of the charging decisions being taken are fully understood and are being applied consistently.
- 1.4 Discretionary fees and charges represent an important source of revenue, providing finance for activity that is designed to achieve the Council’s objectives. However, there may be potential conflicts between raising additional income by increasing charges, and promoting access and usage of local services, particularly by vulnerable groups on low income. The appropriate fee structure will therefore depend on the overall intention for that service area as far as Council policy is concerned.
- 1.5 By setting charges at appropriate levels, the Council is exercising its stewardship role of public funds properly.
- 1.6 **Where income is foregone, without good reason, the burden of funding will unfairly transfer to the taxpayer.**
- 1.7 A consistent and informed approach to charging across the different services of the Council will enable this conflict to be reconciled and managed in the interests of achieving the Council’s objectives. All discretionary charges will be covered by this policy.
- 1.8 All service departments will need to understand this policy document and ensure their processes and procedures are suitable to deliver the required outcomes for both the Council, residents within the Borough and customers.
- 1.9 Compliance with this Charging Policy is mandatory for all services, and compliance will be monitored by the officers responsible for the Council’s income and debt recovery (Financial Management and Exchequer).

2. POLICY OBJECTIVES

- 2.1 This policy sets out what the Council intends to achieve through the charges it makes and the criteria which it will use to determine the level of charge for individual services. The policy aims in particular to:
 - Set out a broad framework within which to consider the setting and review of charges;
 - Ensure that the appropriateness of existing charges, both in terms of the extent of cost recovery and any wider contribution to Council objectives, is regularly reviewed;
 - Identify opportunities to introduce new charges where cost-effective to do so and/or consistent with wider policy objectives;

- Strike a fair balance between addressing the financial needs of the Council through maximisation of income and the social needs of its customers;
- Promote consistency and fairness in the treatment of service users;
- Ensure officers are clear as to their responsibilities; and
- Ensure that charges reflect Council and service objectives, priorities and plans.

3. SCOPE OF POLICY

- 3.1 The Council relies on the generation and collection of income in order to deliver its services. The council raises income from statutory sources such as Council Tax and National Non Domestic Rates, but an increasingly significant contribution is made from the fees and charges that the Council makes for the delivery of its services. It is in the interest of all taxpayers and residents that the collection of income is undertaken in the most efficient way and that the amount of income uncollected is minimised.
- 3.2 This policy relates specifically to those areas where the Council has discretion in setting the level of fees and charges payable. It does not cover charges made under statute or determined by Government or other agencies, Council Tax, Business Rates, Housing Benefit overpayments or charges for Social Care (which are covered by the Council's Fairer Charging Policy for Social Care).

4. CORPORATE CHARGING POLICY – KEY PRINCIPLES

- 4.1 The corporate charging policy establishes the Council's key principles in relation to charging. These principles should be adhered to by all directorates, with any deviations from the charging principles set out requiring appropriate approval. Such principles are reflected in any local, service-based charging policies.
- 4.2 For some services, charges are mandatory, and the fee is set nationally, whilst for other services the Council is expressly prohibited from charging. Therefore, a basic assumption is that the Council will apply and collect statutory charges as appropriate and further consideration is therefore outside of the scope of this document.
- 4.3 This policy does not cover charging for Social Care – there are separate rules around this and the Council approach is covered in the Social Care Fairer Charging Policy.
- 4.4 The Corporate Charging Policy is designed to create a consistent approach to charging across Council services and each Director is responsible for ensuring the application of it:
- 4.5 When determining the level of charges to be levied for Council services, fees should be set so as to:
- (a) Contribute to the achievement of corporate and service objectives;
 - (b) Maximise potential income, to achieve financial objectives;
 - (c) Be capable of being justified, in comparison with other similar providers;
 - (d) Take account of the ability of different users to pay, through the use of discounts and concessions;
 - (e) Differentiate between differing levels of a service being provided e.g. faster turnaround;
 - (f) Take account of the views of and minimise the impact upon users, where new or significantly higher charges are proposed, and where this is possible;
 - (g) Maximise the ease of collection of charges and minimise the costs of collection;
 - (h) Be regularly reviewed on at least an annual basis, using the latest available market information, and revised where appropriate.
- 4.6 The rationale for each of these charging principles is set out in **Annex A**.
- 4.7 The standard principles that will be applied to all fees & charges set by the Council will be as follows:
- Fees & charges will be set to recover full cost unless there is an explicit policy decision to subsidise the service;
 - Where appropriate, payment will be sought in advance of the supply of goods or services using the most appropriate payment channels;

- Customers will be encouraged to self-serve in both ordering and payment for goods or services;
 - Discounts and/or subsidies may be permitted and the basis for these will be explicitly set out;
 - The recovery of debts will take into account both ability to pay and the cost of recovery;
 - Benchmarking will be undertaken to ensure that the proposed level of fees & charges can be justified against other, similar providers;
 - Fees & charges will be subject to an annual review in accordance with the budget setting timetable, unless new or revised services are introduced;
 - The setting of fees & charges may take into account the ability of customers to pay and any relevant socio-economic factors;
 - Fees & charges will be subject to a local equalities impact assessment.
- 4.8 Where the setting of fees and charges deviates from these principles, a policy statement will be prepared, setting out the basis and reason for any such variations.
- 4.9 This Policy applies to the setting of fees and charges for Council services. All such fees and charges are subject to formal approval as part of the budget setting process. The policy does not apply to the setting of statutory charges, rents, service charges, charges for social care within the scope of the Fairer Charging Policy or other local taxation.

5 SETTING OF FEES AND CHARGES

- 5.1 Charges should be set using clear and transparent evidence and knowledge to support the level of charge. It may be appropriate to take into account some or all of the following (further considerations are set out in **Annex B**):
- Encouraging specific activities and use of certain services;
 - Discouraging some undesired activities;
 - Ensuring regulatory compliance;
 - Whether the Council wishes to act as a supplier of last resort;
 - Contributing to long-term sustainability of some activities or services;
 - Local market factors;
 - Consideration of charges for similar services raised by other local authorities or private sector competitors;
 - Whether in some cases reduced charges should be available to some groups to promote inclusion;
 - Whether discounts (for example age related charges) or promotion (for example seasonal charges) will be offered;
 - Whether scope exists to increase take-up through more effective marketing and publicity and the form that this might take.
- 5.2 The Council's fees and charges fall into 5 main categories:
- Charges set by statute law which are fully outside the Council's control;
 - Charges set by statute law where the amount charged has to be within certain parameters;
 - Charges that are applied by partners managing Council owned buildings and other assets;
 - Services commissioned by the Council, where the Council may wish to exercise some control over these charges;
 - Charges that are fully within the Council's control in determining the amount that should be charged.
- 5.3 The first step is to decide whether the Council should provide the service. Many of the services the Council charges for are required by statute. However, others are discretionary and consideration should be given to whether providing the service is the best way of meeting the Council's objectives, especially if the Council will not recover its costs.
- 5.4 Additional services may be provided where the Council has the discretion to charge for them, although equally, the Council may choose to provide services at no charge to some or all

potential service users. The risk to the Council of making a loss must be considered when deciding whether the service should be provided.

- 5.5 The setting of each charge should be documented showing the rationale behind the level of each charge ensuring that the Council's charges reflect the Council's priorities and policies. In determining the charges, officers must abide by the Council's principles of decision making and take into account any appropriate legislative requirements.
- 5.6 Although the practice of charging for some discretionary services is well established, the Local Government Act 2003 includes an additional general power for authorities to charge for discretionary services and further guidance on the principles to be applied was issued in 2003. These principles require that taking one year with another, income from charges should not exceed the costs of service provision and charges may be set differently, such that different customers may be charged different amounts.
- 5.7 In accordance with the Local Government Act 2003 charges may recover costs; however charges may be set below full costs where:
- This is part of an approach to service delivery agreed with Members, such as where the use of a service by individuals or groups benefits the whole community e.g. health benefits; community activities;
 - Full cost charges might have a detrimental effect on other Council services;
 - A nominal charge only is considered appropriate so as not to discourage access but at the same time to discourage frivolous demands for a service;
 - The application of economic charges would have a detrimental effect on a Council policy.

6 CHARGING FRAMEWORK

- 6.1 There are many elements to be considered when deciding whether to charge for a service and what the level of that charge should be. While decisions on the precise level and scope of charges are devolved to individual services, these need to be made within a corporate framework to maximise the contribution to overall Council objectives. At each stage, documented evidence must be retained to demonstrate the decision making process and rationale for charges. The following steps should be considered and documented (further guidance is included in **Annex C**):
- 1) Determine which services are / should be charged for;
 - 2) Identify the objective of charging;
 - 3) Consider the costs of service provision;
 - 4) Consider information on service users;
 - 5) Consider the Charging options available to deliver the objective;
 - 6) Assess the impact;
 - 7) Forecast demand and potential income;
 - 8) Set the charge;
 - 9) Monitor and review charges and their impact.

7 ADMINISTRATION OF CHARGES

- 7.1 The basic principles for administering fees and charges are:
- Charges should be simple to understand and administer;
 - Charges should be well promoted so that service users can clearly understand the charging structure and methods of payment before they become liable to pay;
 - Where possible methods of payment should be flexible, convenient and take into account the needs of disadvantaged/vulnerable groups in the community; wherever possible online payment should be encouraged;
 - Where possible and practicable payment should be made prior to the service being received or at the point of delivery;
 - Documentation should be retained to substantiate that the customer accepted liability of

- the charge to support any debt recovery action required should payment not be received.
- 7.2 The Council has a legal and fiduciary duty to all residents, and to businesses and other organisations that are active in the Borough, to ensure the prompt and cost effective billing, collection and recovery of all sums due to the Council. Delays in collection or non-recovery of debts can lead to higher administrative costs, and reduced resources available for the provision of essential services.

8. REVIEW OF CHARGES

- 8.1 The responsibility for the periodic reviewing of fees and charges falls within the scope of this policy and rests with the Director under the Council's scheme of delegation to officers. However it is essential that officers have regard to the general principles on exercising delegated powers set out in the Council's Constitution as follows:
- When exercising delegated powers an officer shall always have regard to the requirements of the Constitution, the financial, legal and human resource implications of the decision and shall consult with staff in another service area if the decision is likely to impact on the work of that service area.
 - Officers do not have to use their delegated powers: they can ask the body or person that delegated them to decide.
- 8.2 Officers must also have regard to what may constitute a Key Decision and act in accordance with the requirements set out in the Council's Constitution for taking Key Decisions. In the case of changes to fees and charges, a decision will be a Key Decision if its effect is to produce a net increase or decrease in income to the Council of £30,000 or more or would be significant in terms of its effects on communities living or working in an area comprising two or more wards in the Borough.
- 8.3 Where a proposal exists to introduce a new discretionary service under the terms of the Local Government Act 2003 or to establish a new 'trading activity', then this should be a matter for consideration by the Cabinet in the first instance. In addition, where a proposal exists to introduce charges for an existing discretionary service or to remove discounts which currently exist officers should consider on a case by case basis, in consultation with the relevant Cabinet Lead Member, whether it is appropriate that the decision to do so should be made by the Cabinet rather than by officers under delegated powers.
- 8.4 None of the above is intended to compromise or conflict with any other specific officer delegation in respect of fees and charges set out within the scheme of delegations to specific officers.
- 8.5 An annual review will usually take place as part of the annual budgeting process but should not preclude a process of continuous monitoring and review. Where there is a strong case for amendment of charges in-year the Director should consult with the appropriate Lead Member prior to making any required changes. The timing of the review should take into account known or predicted changes in government legislation or guidance.
- 8.6 It is considered good practice, where possible, that a minimum of one month's notice should be given to service users before any new or revised charges are implemented.
- 8.7 The Council's charges will be reviewed regularly to ensure that they are fit for purpose, continue to contribute to the furtherance of its objectives and, where set to recover costs, continue to do so. Reviews will consider the following factors, plus any others relevant to particular charges:
- The income which is being collected at current charging levels and whether this is in line with budget forecasts;
 - The cost of service provision compared to the charges being made;
 - Whether a service being provided on the basis of charges being set to recover costs should continue to be provided in cases where costs appear likely to exceed the income

which it can reasonably be expected to generate. This will especially apply where there is at least one alternative service provider, particularly from within the private sector;

- The use being made of the service, both in absolute terms and by reference to classes of users and whether this shows all classes are using the service to the extent intended or if any are being deterred from using the service;
- Are concessions being taken up by the people at whom they are targeted?
- What is the impact, intended or unintended, of charges on local people?
- In cases where charges are set to either encourage or deter activity, whether this is happening and the extent to which it is happening.
- Whether any related benefits from the charging policy being deployed are being realised and the extent of realisation.
- Comparisons with charges being made by neighbouring or similar councils or by other organisations providing similar services both as to the level of charges and the impact which charges have on changing behaviour

ANNEX A – CORPORATE CHARGING PRINCIPLES (Section 4)

There are 8 corporate charging principles which should be referred to when setting fees and charges. The following sections consider the interpretation of each of these principles in turn and provide a conclusion on management actions required to demonstrate each principle has been fully considered.

1) Contribute to the achievement of corporate and service objectives

- 1.1 Charges are clearly not an end in themselves, but should be used as a means to contribute towards the achievement of specific corporate and service objectives. Managers should therefore be able to identify whether or not a service can legally be charged for and, if so, clearly articulate how, through charging for the service and in the level and application of the charge, they are contributing towards these objectives.
- 1.2 There will be instances where charging is prohibited or restricted; however, even under such statutory frameworks, it is still good practice to make the link between the level of service provided e.g. basic, enhanced, and the policy objective being addressed.
- 1.3 A summary of the types of financial policy for charging that may be adopted and the policy objective that it is primarily intended to achieve has been summarised in the table below.

Charging Policy	Cost recovery methodology
Fair Charging	The Council seeks to maximise income, but subject to a defined policy constraint. This could include a commitment made to potential customers on an appropriate fee structure e.g. charges for car parking, hire of council premises. Alternatively, a full commercial rate may not be determinable or the Council may be a monopoly supplier of services.
Full Cost Recovery	The charges are set with the aim of recovering the full direct cost of the service, including a contribution to service and corporate overheads. Discounts may be available to particular groups of service users to ensure that disadvantaged or other groups have access to the service.
Subsidised	Users make a contribution to the costs of providing it but charges are not set to recover all costs in full. This might be to meet a service objective or allow competition with other providers. There may be a statutory element to the service and charges may relate only to the additional 'non-statutory' element of the service.
Nominal	The Council wishes the service to be fully available, but sets a charge to discourage frivolous usage e.g. fines for late returns of library items.
Free	The Council may choose to make the service available at no charge to the meet a service objective. The cost of the service will therefore be met by all local tax payers.
Statutory	Charges are determined in line with statutory requirements and directions.
Statutory Constraints	Charges are set within a national legal framework within which there is some, but not complete, discretion over the level of the charge.
Charges not permitted	Charges cannot be levied for statutory reasons e.g. core education services in schools.

Conclusion - Charging Principle 1

For each service area, the manager responsible for the service should summarise the legal basis, financial policy for charging, and relevant policy and service objective(s), to ensure that charges are in line with these objectives and that there is clarity over the purpose of the charge.

2) Maximise potential income, to achieve financial objectives, unless there is an explicit policy decision to subsidise the service

- 2.1 There will clearly be a need for charges to contribute towards the achievement of financial objectives, particularly in the context of the current financial climate (assuming that these do not conflict with the overall policy framework). If the legal powers exist to charge, managers will need to justify the reasons for any instances where charges are not being made or full cost recovery is not being sought
- 2.2 Generating/maximising income not only has financial benefits, but can also allow the service to develop capacity, deliver efficiency and sustain continuous service improvement. The example financial policies for charging/constraints set out in the table above should assist in identifying what financial objective is intended to be achieved from the charge and, as can be seen, there will be a range of circumstances where it is not appropriate to maximise potential income.
- 2.3 However, the key issue for the Council in financial terms is to ensure that managers do not inadvertently provide a subsidised service where there is no explicit policy objective to do so. This could take place for a number of reasons, such as:
 - Not taking account of the full costs of service provision e.g. capital costs, overheads/recharges, costs of collection, as well as direct costs of provision
 - Simply rolling forward historic charges by inflation annually and not taking account of the increased costs of service provision e.g. where fuel costs increase significantly above inflation
 - Charging the same amount for different types of service user e.g. a commercial operator and a member of the public
 - Instances where the charge is set inappropriately low, resulting in over-use or abuse of the service
- 2.4 For charges to be set at an appropriate level, therefore, this will require managers to have a robust understanding of the full range of costs associated with the provision of the service.
- 2.5 In addition, when setting charges, managers will need to be aware of the relationship between the level of charge and the potential impact upon demand, in terms of optimum price sensitivity e.g. as a higher charge may not necessarily maximise total income, if usage decreases disproportionately.
- 2.6 The Council's agreed charges should be viewed as a maximum charge; but managers should have the flexibility to introduce "one off" discounted charges if they believe this will generate more overall income in the longer term. This approach, if it is to be adopted, should be set out and justified in the annual policy statement.
- 2.7 In certain service areas it may be appropriate and advantageous to identify a range of charges to maximise potential income, for example in relation to private and commercial hires. This should be set out and justified in the annual policy statement.

Conclusion - Charging Principle 2

The default position is that a charge should be made where legally permitted, any charge should take account of the full direct and indirect costs of service provision and is set at a level so as to maximise income, taking account of price against demand. This will also include setting charges at maximum levels/cost recovery where statutory constraints apply. Where there is an explicit policy objective to subsidise the service, and therefore to deviate from this principle, this reason should be clearly set out, together with the financial consequences of the subsidy, where identifiable.

3) Be capable of being justified, in comparison with other similar providers

- 3.1 Clearly, where Councils have discretion over the level of their charges, they are free to exercise local political and service choice, taking into account factors such as the type and quantity of chargeable services that they provide and therefore the level of charges and associated subsidy.
- 3.2 Charges often vary considerably, even between similar authorities, and there may be reasons why charges may vary in this manner e.g. the use of alternative models of service provision. However, there are equally areas for which authorities are unable to explain why their service charges (or even expenditure as a whole) differ so widely from other, similar providers and where they may not even be aware of such differences in the first instance.
- 3.3 There is therefore a need to compare charges, both with other authorities and with private

sector providers, where there is an external market, and understand reasons for any differences. Such differences are not necessarily a cause for concern e.g. higher charges may have been levied as a result of a deliberate policy to provide a higher level of service, to seek to discourage excessive use etc., but should be capable of being validated.

Conclusion - Charging Principle 3

Where it is available, benchmarking information should be used by managers to compare their charges against other, similar authorities and private sector providers when setting charges annually. Where charges differ significantly from other such comparators, managers should be aware of and be able to explain the main reasons for such differences.

4) Take account of the ability of different users to pay, through the use of discounts and concessions

- 4.1 As identified previously, there will be a number of instances where it is appropriate for charges to be subsidised for different types of users. These could include, for example:
- To achieve a specific policy objective e.g. encouraging healthy living through subsidised use of leisure facilities
 - Structuring charges differently e.g. a lower rate per hour for car parking at off-peak times, to ration service use at peak times when demand exceeds supply
 - Where users have limited financial means e.g. as measured by receipt of certain types of benefit and/or reduced rates for children and older people
 - To encourage the use of a service by specific groups where take-up is underrepresented e.g. ethnic minorities, disabled people
 - Applying concessions for certain types of users e.g. free parking for local residents,
 - Discounts linked to loyalty/take-up of the service e.g. for frequent users
- 4.2 The Council may have a corporate policy on service user groups which receive subsidised access to all (or many) services e.g. children's and older people's discounts. For certain services, such as social care, eligibility criteria for services will also be clearly established. In other cases, there may be a specific area where take-up is particularly low amongst certain groups and a service therefore wishes to increase use, e.g. hire of leisure centre halls by clubs encouraging participation from minority groups.
- 4.3 Key factors that the Council will need to take into account when considering the use of eligibility criteria/discounts/concessions include:
- The link between the discount/concession and the policy/service objective that the charge is intended to contribute towards
 - The link between the discount/concession and the Council's diversity/equalities policies
 - Whether a generic concession should be applied for all services e.g. those in receipt of means-tested benefits, or whether the concession should be targeted towards a specific user group, depending upon individual service issues
 - How the discount/concession will be funded e.g. from other users of the same service, from Council Taxpayers more widely, and the financial implications of the subsidy
 - The need to review the degree to which eligibility criteria/discounts/concessions remain appropriate over time e.g. as take-up increases by a previously under-represented group
 - Minimising the burden upon those applying for discounts/concessions e.g. ensuring that they do not have to provide duplicate information to more than one Council directorate
 - The link between take-up of benefits and maximising overall Council resources e.g. where benefit take-up contributes towards funding received from central government
 - Whether the concession or discount is funded through cross subsidy by other service users through higher charges or whether it is funded corporately.

Conclusion - Charging Principle 4

Managers should:

- *Identify the nature of discounts/concessions that are in place for services where charges are made*
- *Identify the types of users intended to benefit in terms of the link between discounts/concessions and policy/service objectives*

- *Identify the level of subsidy provided/cost of the discount*
- *Review discounts/concessions to ensure that they remain appropriate.*

5) Differentiate between differing levels of a service being provided e.g. faster turnaround

- 5.1 Where the Council has discretion over the level of charge and also the level of service provided, it is important that the charge reflects the degree of usage of service resources and value added.
- 5.2 For example, charges for providing birth certificates where these are needed for a passport application may differ between the basic fee and the fee for a quicker return. Whilst the same level of staffing resources may be required for both, the service user is receiving higher added value under the latter option and therefore pays a premium for the service.

Conclusion - Charging Principle 5

Charges set should be differentiated so as to fairly reflect the differing demand placed upon service resources and the value provided to the service user.

6) Take account of the views of and minimise the impact upon users, where new or significantly higher charges are proposed, and where this is possible

- 6.1 Where the Council is operating in a competitive environment, users have the freedom to use alternative providers if similar services are provided at lower cost. Consultation is most important, however, where the Council is in a monopoly position and needs to provide equity to service users.
- 6.2 Where charges are being regularly reviewed, there will be instances where the review identifies that higher service charges are required e.g. to take account of higher service costs. This may be even more of an issue where service charges have not been reviewed for some time, and have not therefore kept pace with increasing costs.
- 6.3 It is important that the impact upon service users of any proposed changes to charges is identified, both from an individual perspective e.g. affecting their ability to pay/use the service, and also from a Council-wide perspective e.g. affecting the extent to which policy objectives will now be achieved and the potential demand for, and therefore the level of income received for, the service.
- 6.4 This will be assisted by an understanding of the impact of previous changes in charges on levels of service use for different groups of service users; although, as such information may not be readily available, it will be important that this is collected in future, whenever such changes are made. In addition, consultations on services (and on Council finances more generally) should take account of user views on levels of charges and the perceived value for money received.

Conclusion - Charging Principle 6

Any significant proposed changes to charges should be consulted upon with key service users and groups. Managers should seek to ensure that they are aware of the potential impact upon differing service users of changes to charges, considering whether any such changes to pricing policies could potentially be phased in over time, if possible, where the impact is high.

7) Maximise the ease of collection of charges and minimise the costs of collection

- 7.1 The efficient collection of charges clearly has significant benefits in terms of minimising potential arrears levels i.e. the easier that it is made for charges to be paid, the more likely that payment will be made in practice.
- 7.2 In terms of administering charges, there are a number of areas which should be explicitly considered:
- Service charges and the way in which they will be paid /collected should be transparent to users
 - The costs of collection should be taken into account against the actual level of income being collected

- A range of alternative payment methods e.g. format, frequency, venues, should be offered to users, with potential incentives being considered for the most efficient payment methods e.g. electronic payment
- Procedures for the collection of arrears and write-off of debts should be clearly set out and consistently followed for all service users
- Where arrears have built up, this information should be reported to managers responsible for providing the service, in order that they are aware of service users experiencing difficulties in paying for the service or who are refusing to pay for the service

Conclusion - Charging Principle 7

Charges should be administered so as to maximise the ease of collection of charges and minimise the costs of collection, considering both the Council and service user perspective, in order to optimise the likelihood of payment.

8) Be reviewed on at least an annual basis, using the latest available market information, and revised where appropriate

- 8.1 As identified previously, service charges should be contributing to the achievement of defined policy, service and financial objectives and it is therefore vital that charges (and eligibility criteria/discounts/concessions) are reviewed on at least an annual basis to ensure that this continues to be the case.
- 8.2 The Council approves a schedule of fees & charges annually as part of its budget-setting process. As part of this process, managers should take into account any intelligence gathered on costs, demand and market intelligence. Reviews may take place outside this timetable, although these would generally be on an exceptional basis, unless new services are being introduced.
- 8.3 It is important that areas not currently charged for (but which could potentially be) are also considered. In terms of scope, all external charges should be considered, and it may also be appropriate to include charges made through external SLAs e.g. to schools.
- 8.4 For such review to be effective, managers will need to take into account relevant market information e.g. changes in legislation, patterns of service use, benchmarking data, price sensitivity, opportunities to introduce or extend charges etc.
- 8.5 This need not necessarily be a highly detailed exercise, but managers should at least be certain that charges are achieving their intended objective(s) and have been set appropriately. If this is not the case, clearly managers will need to amend charges accordingly e.g. increasing charges if the costs of provision have increased or amending discount/concession schemes if they are no longer relevant.

Conclusion - Charging Principle 8

Managers must review all charges for which they are responsible on at least an annual basis as part of the budget process and confirm that charges have been reviewed on a systematic basis. Heads of Service should ensure that their service area has completed an annual policy statement on charging, to be signed off by the relevant Lead Cabinet Member, prior to the completion of the Council's annual budget setting process.

MATTERS TO BE CONSIDERED WHEN SETTING CHARGES (Section 5)**The cost of providing the service:**

- All direct costs are to be included.
- All overheads related to the provision of the service, which may be attributed to the cost of the service, are to be included.
- Best estimates may be made of costs where it is not practical to obtain precise data or identify precisely those overheads attributable to the service.
- Unit costs are to be calculated by reference to realistic user numbers based on actual experience, either in relation to this Council or, if appropriate comparable services elsewhere.

How much income is it desired to generate and why?

- Is the service providing a subsidy or aiming for break-even?
- Does income from the service make a significant contribution to reducing the net amount of the Council's revenue budget?
- Have any targets been set for the income or class of income of which it is a component?
- Is income needed to fund future investment?

Comparison of charges made by neighbouring or similar councils or other providers of similar services

- In making this comparison it will be necessary to establish whether the services being provided by these other bodies are comparable to those provided by the Council and to make adjustments where this is not so.
- Is there a logical reason for significant differences between this Council's charges and those of others?
- Will customers be lost to other service providers if charges are set too high? Will that result in a greater loss of income overall?

Whose use of services is it desired to subsidise and by how much?

- Can all potential users afford to pay the full cost of the service or the same charges as other users?
- Is it desirable to subsidise all users of the service, for example because there is likely to be a desirable outcome for the community as a result
- Are there particular classes of users that should be subsidised, such as the unemployed, benefits recipients, the elderly, disabled persons or children?
- Should subsidies be given by reducing the charges payable or by offering concessions to offset the charge?

Whose behaviour is it desired to influence and in what ways?

- Is it desirable to influence users to use particular facilities, for example where they are under-used, by charging less for their use than for other similar ones?
- Is it desirable to persuade users to behave in a way which is more acceptable to the community in preference to any other or others less acceptable and can this be promoted by setting charges at a level which might achieve this?
- Is it desired to promote a particular pattern of use, for example short stay parking as opposed to another, such as long stay parking or to discourage peak time use of facilities?
- Should some behaviour or activities be discouraged by setting high charges or penalties?
- Can anti-social behaviour be reduced by charging for services which discourage people from behaving irresponsibly at a level which they will find attractive, for example charges for the collection of bulky waste to discourage fly-tipping?
- Are there desirable outcomes which the Council wishes to see realised, in line with its corporate objectives, which could be assisted through the charging regime, for example maintaining the economic vitality of the town centres through the provision of reasonably priced facilities such as car parking?

How will charges help to improve value for money, equity and access to services?

- What are users' perceptions with regard to what constitutes a fair and reasonable charge?
- Are there any issues relating to social inclusion or equalities?

Will the cost (including staff time) of collecting the income due outweigh the amount of income likely to be collected?

- Is it worth making a charge?
- Should a charge be made anyway as a matter of principle?

Any other relevant factors

It will be a matter for the Council to determine what the charge will be, based on its consideration of the above factors.

Determine which services are / should be charged for

- The requirement to charge for a service, and what level that charge should be set at, is in some cases set in statute. Similarly, there are some services which cannot by law be charged for. When reviewing charges for a service, any legislation relating to the service must be considered, as it may rule out the need for any further work in setting or revising charges.
- Aside from those charges influenced by legislation or delivered to the majority of Council citizens, charges could, in theory, be set for all discretionary services provided by a local authority.

Identify the objective of charging

- Of the discretionary services, there may be existing charges set for the service(s) in question. If there are not, that does not mean that introducing a charge should be disregarded. Priorities for a service may have changed since charges for it were last considered and identifying what the current and future priorities are, and how charging can be used to contribute to the delivery of these wider service priorities, is paramount when setting charges.
- The objective of a charge may be more straightforward than this. A service which is being run at a loss could introduce or increase a charge to ensure that all costs are recovered. This can then mean resources are freed up to expand a service or can be reinvested elsewhere to improve service delivery. This could also be the case where the Council wishes to reduce the level of subsidy awarded to a service.
- Another potential charging objective could be to rationalise the use of a service, if there are more effective alternatives. The introduction of a nominal fee could be used to manage demand on the service. In addition, the introduction of a charge would mean that costs of delivering the service to those customers who still requested it would be partly met.
- It is essential that the reason for introducing the charge is clear. This will help when determining the level of the charge, and in advising service users of the rationale behind charging decisions.

Consider the costs of service provision

- Depending on the objective of charging, the costs for delivering a service will have to be considered. While it would be best practice for services to know the accurate recharge rate / unit cost for all the services they delivered, this is sometimes not the case. Where cost information cannot be clearly established, services wishing to recover costs will have to take into account the total cost of all inputs and break this back into a unit charge.
- The cost of collecting income for a service should also be identified, including, for example, an invoice having to be raised and sent to the customer. If it later transpires that demand for the service is below a certain point, it may not be cost-effective to levy a fee if the income generated is lower than the associated administrative cost. While the Council does not currently have a specific policy on a minimum invoice value, payment in advance, or at the point of delivery, should be used wherever practicable.

Consider information on service users

- The following questions need to be considered when determining charges for a service however each charge may have discrete issues which will also require consideration. Generic questions include:
 - Who are the service users?
 - How often is the service used?
 - When (days and times of day) is the service used? When is there excess demand for the service? When is there excess supply of the service?
 - How have increases to an existing charge, the introduction of charging for a similar service, or the introduction of a charge by other councils or organisations for the same service affected customer demand for a service in the past?
 - How much do residents / businesses value the service and how much would they be willing to pay for it?
 - Are there other providers of the same or similar services which users could switch to?
- Where demand for services provided on a discretionary basis is very low, the provision of that

service should be reviewed to establish if it is meeting the objective(s) for which it was introduced. Should a review find that an adjustment to, or cessation of, a service be recommended, the appropriate Member approval would be required.

Consider Charging options

- There may be several charging options available to deliver the same objective. The fees for the use of a service at busy times could be increased to discourage use at those times. Concessionary discounts could be applied to encourage particular groups of customers to use a service to achieve social objectives or provide equity of access.
- There are three broad pricing structures which can be applied either individually or in some combination when setting charges. These are: cost-based pricing, competition-based pricing and demand-based pricing. It is acknowledged, however, that there may be social pricing implications where community benefit may offset some of the actual costs – this is particularly relevant to high-cost services with people-centred outcomes.
- The basics of cost-based pricing were outlined in 2.3. Given the difficulties associated with identifying the unit cost of some services, charging in terms of units of input, rather than units of measured output, could be considered. Where an accurate unit cost is available, however, charges could be set according to output.
- Competition-based pricing involves benchmarking other providers' prices as a guide for setting the service's charge. It may not necessarily mean setting charges at an identical level to other organisations providing the same service, but rather that charges are set at a level which takes account of market conditions, comparisons with private providers of the same service or with an appropriate range of local authorities. The objective of the charge will again have some bearing on the level of charges being considered, as will the quality of the service being offered in comparison to that of other providers. The Best Value option will consider all of these elements.
- Setting charging levels based on demand for a service is largely concerned with the extent to which customers value a service and what they perceive to be value for money with regard to that service. Where a service is over-subscribed at certain times of the day or the week, while at other times there is excess supply (i.e. less demand than capacity available), and particularly where price is the central concern to potential or existing service users, introducing an off-peak discount, such as mid-week or day-time, should increase the demand for the service at that time and potentially divert some of the demand from the busier times.
- Once all potential options for charging have been identified, they should be appraised against a set of criteria which reflect the objective of the charging to determine which would achieve the desired outcome, bearing in mind the potential impact of charging on groups of customers.

Assess the impact

- The Equality Act 2010 sets out a general public sector equality duty which requires public authorities to pay due regard to the need to eliminate discrimination; advance equality; and foster good relations across a range of protected characteristics. These requirements apply across the 'protected characteristics' of age; disability; gender reassignment; pregnancy and maternity; race; religion and belief; sex and sexual orientation. To ensure that the proposed charges will not have a detrimental effect on any particular individuals or groups, the service should carry out an Integrated Impact Assessment.
- If the assessment identifies that any adverse impact amounts to unlawful discrimination, the relevant provisions must be removed. The Council may consider taking action to address any other issues identified, wherever possible mitigating any negative impacts, and promoting and/or maximising positive benefits. It is important that this consideration is recorded as evidence that due regard has been paid to the general duty. In relation to disabled people this should include considering steps to take account of disability and it will not be unlawful if this results in more favourable treatment of disabled people. It is also important to recognise the cumulative impact of changes affecting particular user groups in any such assessment.
- The sustainability impact of any charging decisions must also be considered. Any potential social, environmental or economic impact that the introduction of a charge, or change to an existing charge, may have must be identified and any subsequent decisions must ensure that any negative or unfair impact is mitigated or removed. In instances where a negative impact is the objective of charging, e.g. a charging objective designed to reduce demand, this must be

identified and managed through mitigating action where possible.

Forecast demand and potential income

- Depending on the objective of the proposed charge, the demand for the service and subsequent income received must be estimated to ensure charges will have the desired effect.
- Through having accurate and up-to-date user information, future demand and income can be more effectively forecast. For services which customers value highly, their sensitivity to price changes may be lower, and increases in charges will not necessarily lead to a huge drop in demand. Conversely, for services which are not valued so highly by customers, an increase in the cost of those services may result in a shift in demand away from the Council, towards alternative and cheaper providers.

Set the charge

- Informed by the results of the previous stages, the Council will be in a position to introduce a charge, increase/decrease an existing charge or introduce a concessionary scheme – whichever option is determined to be the most effective in meeting its objectives without detrimentally affecting any particular group of customers.

Monitor and review charges and their impact

- The extent to which charges are serving their purpose should be monitored on at least an annual basis. The income received from charges should be monitored as part of the service's own budget arrangements.
- Charges should also be reviewed at least annually as part of the budget-setting process. However, there may be other reasons why they should be reviewed more frequently or at other times of year, such as the service being subject to a Best Value review, or the charges not having the desired effect.

APPENDIX 14

BUDGET CONVERSATION 2024-25 FEEDBACK

The budget conversation ran between 15 December 2023 and 02 February 2024. Members of the public were encouraged to fill out the online survey to have their say on what they feel our spending priorities should be for 2024-25, as well as any ideas for making savings or efficiencies.

The consultation was promoted on a number of different platforms:

- The Big Conversation, the authority’s dedicated webpage where current consultation and engagement pieces are promoted based on relevance to the local community.
- Internal engagement within the organisation through platforms such as the Chief Executive’s Brief, Weekly Comms Round Up and Information Ambassador’s Network.
- Social media – the Council’s Twitter and Facebook accounts have a combined followership of over 60,000.

A total **214 responses** were received on the online survey.

The key points on each of the questions on the survey are as follows:

1. Do you agree or disagree with the proposal that we should continue to fund Adult Social Care by increasing Council Tax through the 2% precept?

Blank/Skipped Question	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree
4	34	47	28	44	57
2%	16%	22%	13%	21%	27%

2. Please share any comments on the impact that the 2% increase might have which we should be considering. Please also share any alternatives to this increase you would like us to consider.

Number of responses (excluding blanks): 106

Top 5 Responses (excluding blank/skipped question)

- Council tax is already too high and/or increase will cause more hardship (51 responses/48%)
- Council should find more cost savings before increasing taxes (19 responses/18%)
- Council services have deteriorated despite tax increases (14 responses/13%)
- Resident agrees with increase (13 responses/12%)
- Reduce number of councillors or cut councillor's expenses (9 responses/8%)
- Council should stand up to national government decisions (9 responses/8%)

(Note: resident’s responses may be coded into more than one category, meaning total percentage can be higher than 100%)

3. We set our budget according to the following priorities which are based on feedback from you: • Best Start in Life• Opportunity to Learn and Earn• Safe, green

and supportive communities• Healthy and active lives. What do you think should be the spending priorities for Tameside Council for 2024/25 and beyond?

Number of responses (excluding blanks): 140

Top 5 Responses (excluding blank/skipped question)

- Investment in health, leisure and related services (29 responses/21%)
- Improve condition of street scene (pavements, roads etc) (23 responses/17%)
- Improve public safety (police, fire services, CCTV etc) (23 responses/17%)
- Support Tameside communities (20 responses/14%)
- Investment in job creation, education and training (18 responses/13%)
- Bin collections, recycling and litter removal (18 responses/13%)

(Note: resident’s responses may be coded into more than one category, meaning total percentage can be higher than 100%)

4. Do you agree or disagree that we should increase council tax by a further 2.99% to invest in services to protect the most vulnerable and enable us to deliver the services that residents told us matter most?

Blank/Skipped Question	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree
14	19	41	29	51	60
7%	10%	21%	15%	26%	30%

5. Please share any comments on the impact that the 2.99% increase might have which we should be considering. Please also share any alternatives to this increase you would like us to consider.

Number of responses (excluding blanks): 108

Top 5 Responses (excluding blank/skipped question)

- Council tax is already too high and/or increase will cause more hardship (61 responses/56%)
- Council should spend the money it already has more efficiently (20 responses/19%)
- Council services have deteriorated despite tax increases (14 responses/13%)
- Agree with decision to increase council tax (7 responses/6%)
- Reduce the number of councillors or cut expenses (6 responses/6%)

(Note: resident’s responses may be coded into more than one category, meaning total percentage can be higher than 100%)

6. Please give any general, or other, views and comments on the proposed budget.

Number of responses (excluding blanks): 95

Top 5 Responses (excluding blank/skipped question)

- Council should spend the money it already has more efficiently (44 responses/46%)

- Council tax is already too high and/or increase will cause more hardship (23 responses/24%)
- Reduce the number of councillors or cut expenses (15 responses/16%)
- Council does not listen to what residents want or need (13 responses/14%)
- Reduce salaries of council employees (8 responses/8%)

(Note: resident's responses may be coded into more than one category, meaning total percentage can be higher than 100%)

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FEES AND CHARGES SCHEDULE 2024/25

Description of Fee	Statutory or Non-Statutory	2023/24 Total (inc VAT) £	2024/25 Total (inc VAT) £	Basis of 24/25 Increase	2024/25 % Changes (to 1 d.p.)	2024/25 £ Changes
PLACE						
Libraries						
INTERNET – Library members for first hour	Non-Statutory	0.00	0.00	Inflation	0.0%	0.00
INTERNET – Library members per half hour thereafter	Non-Statutory	0.89	0.92	Inflation	4.0%	0.04
INTERNET – Non members per half hour	Non-Statutory	1.81	1.88	Inflation	4.0%	0.07
NON-INTERNET USE OF PCs	Non-Statutory	0.00	0.00	Inflation	0.0%	0.00
COMPACT DISCS - for 3 weeks	Non-Statutory	1.65	1.72	Inflation	4.0%	0.07
TALKING BOOKS - for 3 weeks	Non-Statutory	1.65	1.72	Inflation	4.0%	0.07
LANGUAGE COURSES - for 3 weeks	Non-Statutory	1.65	1.72	Inflation	4.0%	0.07
RESERVATIONS (IN STOCK)	Non-Statutory	0.00	0.00	Inflation	0.0%	0.00
ITEMS BORROWED FROM OUTSIDE TAMESIDE - per Item	Non-Statutory	6.08	6.32	Inflation	4.0%	0.24
OVERDUE CHARGES - Books per day	Non-Statutory	0.22	0.23	Inflation	4.0%	0.01
OVERDUE CHARGES - Books per day for concessions	Non-Statutory	0.11	0.11	Inflation	4.0%	0.00
OVERDUE CHARGES - Sound Recordings per day	Non-Statutory	0.22	0.23	Inflation	4.0%	0.01
OVERDUE CHARGES - Sound Recordings per day for concessions	Non-Statutory	0.11	0.11	Inflation	4.0%	0.00
ADMINISTRATION CHARGE – very overdue books - Adults	Non-Statutory	22.00	22.88	Inflation	4.0%	0.88
ADMINISTRATION CHARGE – very overdue books - Children	Non-Statutory	11.00	11.44	Inflation	4.0%	0.44
LOST KEY CARDS – replacement - Adults	Non-Statutory	2.32	2.41	Inflation	4.0%	0.09
LOST KEY CARDS – replacement - Children	Non-Statutory	1.15	1.20	Inflation	4.0%	0.05
PHOTOCOPYING - per A4 sheet black and white	Non-Statutory	0.14	0.15	Inflation	4.0%	0.01
PHOTOCOPYING - per A4 sheet colour	Non-Statutory	0.68	0.70	Inflation	1.8%	0.01
PHOTOCOPYING - per A3 sheet black and white	Non-Statutory	0.24	0.25	Inflation	4.0%	0.01
PHOTOCOPYING - per A3 sheet colour	Non-Statutory	1.32	1.37	Inflation	4.0%	0.05
PRINTING FROM THE COMPUTER - Black and White per A4 sheet	Non-Statutory	0.14	0.15	Inflation	4.0%	0.01
PRINTING FROM THE COMPUTER - Colour per A4 sheet	Non-Statutory	0.68	0.71	Inflation	4.0%	0.03
3D PRINTING - Per metre of filament used	Non-Statutory	1.18	1.22	Inflation	4.0%	0.05
3D PRINTING - per hour of printing time	Non-Statutory	0.58	0.60	Inflation	4.0%	0.02
Museums						
Education Workshop TMBC - per 2hr session	Non-Statutory	107.00	111.50	Inflation	4.2%	4.50
Education Workshop TMBC - per full day	Non-Statutory	213.00	222.00	Inflation	4.2%	9.00
Education Workshop (not TMBC) - per 2hr session	Non-Statutory	117.00	122.00	Inflation	4.3%	5.00
Education Workshop (not TMBC) - per 2 sessions	Non-Statutory	235.00	244.00	Inflation	3.8%	9.00
Loan Box Hire - Schools - per week	Non-Statutory	39.00	41.00	Inflation	5.1%	2.00
Loan Box Hire Community Groups - per day	Non-Statutory	7.00	7.00	Inflation	0.0%	0.00

Description of Fee	Statutory or Non-Statutory	2023/24 Total (inc VAT) £	2024/25 Total (inc VAT) £	Basis of 24/25 Increase	2024/25 % Changes (to 1 d.p.)	2024/25 £ Changes
Art Sale Commission - per art work	Non-Statutory	30.00	31.20	Inflation	4.0%	1.20
Adult study day - per 2hr session	Non-Statutory	20.00	21.00	Inflation	5.0%	1.00
Adult study day - per day for concessions	Non-Statutory	34.00	35.00	Inflation	2.9%	1.00
Outreach - per half day	Non-Statutory	176.00	183.00	Inflation	4.0%	7.00
Outreach - per full day	Non-Statutory	352.00	366.00	Inflation	4.0%	14.00
Teacher Inset Training Days - per training day per person (TBC)	Non-Statutory	61.00	63.00	Inflation	3.3%	2.00
Reminicence Sessions 1.5 hour session in TMBC	Non-Statutory	75.00	78.00	Inflation	4.0%	3.00
Reminicence Sessions 1.5 hour session not in TMBC	Non-Statutory	85.00	88.50	Inflation	4.1%	3.50
Off-Site Talks (Museum Of Manchester Regiment) - per talk	Non-Statutory	0.00	0.00	Inflation	0.0%	0.00
Craft Activities (drop in) - per child	Non-Statutory	1.30	1.35	Inflation	4.0%	0.05
Portland Basin Museum Christmas event	Non-Statutory	8.50	9.00	Inflation	5.9%	0.50
Zoom workshop (30 minute session) with loan box	Non-Statutory	112.00	116.00	Inflation	3.6%	4.00
Zoom workshop - 30 minute session	Non-Statutory	80.00	83.00	Inflation	3.8%	3.00
Events						
LITTLE HANDS EVENT	Non-Statutory	2.70	2.81	Inflation	4.0%	0.11
SCHOOL OUTDOOR ACTIVITY SESSIONS CLASS 30 - FULL DAY	Non-Statutory	107.00	111.28	Inflation	4.0%	4.28
SCHOOL OUTDOOR ACTIVITY SESSIONS CLASS 60 - FULL DAY	Non-Statutory	213.00	221.52	Inflation	4.0%	8.52
SCHOOL OUTDOOR ACTIVITY SESSIONS CLASS FULL DAY 30 NOT TMBC	Non-Statutory	117.00	121.68	Inflation	4.0%	4.68
SCHOOL OUTDOOR ACTIVITY SESSIONS CLASS 60 FULL DAY NOT TMBC	Non-Statutory	235.00	244.40	Inflation	4.0%	9.40
ARTS AWARD DISCOVER PER LOG	Non-Statutory	4.60	4.80	Inflation	4.3%	0.20
ARTS AWARD EXPLORE PER LOG	Non-Statutory	4.60	4.80	Inflation	4.3%	0.20
Local Studies						
PHOTOCOPYING - per A4 sheet black and white	Non-Statutory	0.14	0.15	Inflation	4.0%	0.01
PHOTOCOPYING - per A4 sheet colour	Non-Statutory	0.68	0.70	Inflation	1.8%	0.01
PHOTOCOPYING - per A3 sheet black and white	Non-Statutory	0.24	0.25	Inflation	4.0%	0.01
PHOTOCOPYING - per A3 sheet colour	Non-Statutory	1.32	1.37	Inflation	4.0%	0.05
PRINTING FROM THE COMPUTER - Black and White per A4 sheet	Non-Statutory	0.14	0.15	Inflation	4.0%	0.01
PRINTING FROM THE COMPUTER - Colour per A4 sheet	Non-Statutory	0.68	0.71	Inflation	4.0%	0.03
Copies Microfilm or Microfiche - per A4 sheet	Non-Statutory	0.96	1.00	Inflation	4.0%	0.04
Enquiry basic Look Up inc 2 x A4 copies	Non-Statutory	6.96	7.24	Inflation	4.0%	0.28
Image Archive - per digital copy	Non-Statutory	2.76	2.87	Inflation	4.0%	0.11
Manchester Regiment Image Archive - per printed photo	Non-Statutory	14.40	15.00	Inflation	4.2%	0.60
Customer Contact						
Disabled Parking Blue Badges	Statutory	10.00	10.00	Statutory	0.0%	0.00
Operations & Greenspace						
Fairgrounds	Non-Statutory		0.00	Inflation	0.0%	

Description of Fee	Statutory or Non-Statutory	2023/24 Total (inc VAT) £	2024/25 Total (inc VAT) £	Basis of 24/25 Increase	2024/25 % Changes (to 1 d.p.)	2024/25 £ Changes
Grazing rights	Non-Statutory		0.00	Inflation	0.0%	
Football pitch hire - Senior Grade A pitch per season	Non-Statutory	585.00	608.00	Inflation	3.9%	23.00
Football pitch hire - Junior Grade A pitch per season	Non-Statutory	338.00	352.00	Inflation	4.1%	14.00
Allotments	Non-Statutory	126.00	131.00	Inflation	4.0%	5.00
Arboricultural Services	Non-Statutory		0.00	Inflation	0.0%	
Grounds Maintenance Services	Non-Statutory		0.00	Inflation	0.0%	
Street Cleansing on private land	Non-Statutory		0.00	Inflation	0.0%	0.00
Waste Services						
<u>Commercial Waste Collections</u>						
1100 litre bin	Non-Statutory	1,033.00	1,079.00	Inflation	4.5%	46.00
770 litre bin	Non-Statutory	897.00	937.00	Inflation	4.5%	40.00
660 litre bin	Non-Statutory	790.00	826.00	Inflation	4.6%	36.00
500 litre bin	Non-Statutory	744.00	777.00	Inflation	4.4%	33.00
330 litre bin	Non-Statutory	532.00	555.00	Inflation	4.3%	23.00
240 litre bin	Non-Statutory	400.00	418.00	Inflation	4.5%	18.00
1/2 hour waste removal	Non-Statutory	142.00	148.00	Inflation	4.2%	6.00
1 hour waste removal	Non-Statutory	282.00	296.00	Inflation	5.0%	14.00
Bulky Collection 5 items	Non-Statutory	36.00	37.50	Inflation	4.2%	1.50
1 sack (no bin)	Non-Statutory	132.00	138.00	Inflation	4.5%	6.00
3 sacks (no bin)	Non-Statutory	400.00	418.00	Inflation	4.5%	18.00
4 sacks (no bin)	Non-Statutory	532.00	555.00	Inflation	4.3%	23.00
5 sacks (no bin)	Non-Statutory	744.00	777.00	Inflation	4.4%	33.00
6 sacks (no bin)	Non-Statutory	790.00	826.00	Inflation	4.6%	36.00
7 sacks (no bin)	Non-Statutory	897.00	937.00	Inflation	4.5%	40.00
12 sacks (no bin)	Non-Statutory	1,033.00	1,079.00	Inflation	4.5%	46.00
School Bin - 39 weeks per year	Non-Statutory	775.00	810.00	Inflation	4.5%	35.00
School Bin - 40 weeks per year	Non-Statutory	795.00	831.00	Inflation	4.5%	36.00
School Bin - 45 weeks per year	Non-Statutory	894.00	934.00	Inflation	4.5%	40.00
Charity Bin - 240 litre	Non-Statutory	200.00	209.00	Inflation	4.5%	9.00
Charity Bin - 330 litre	Non-Statutory	266.00	278.00	Inflation	4.5%	12.00
Charity Bin - 500 litre	Non-Statutory	372.00	389.00	Inflation	4.6%	17.00
Charity Bin - 660 litre	Non-Statutory	395.00	413.00	Inflation	4.6%	18.00
Charity Bin - 770 litre	Non-Statutory	448.00	468.00	Inflation	4.5%	20.00
Charity Bin - 1,100 litre	Non-Statutory	517.00	540.00	Inflation	4.4%	23.00
Replacement Bin	Non-Statutory	26.50	26.50	Full cost recovery	0.0%	0.00
Bereavement						
Exclusive Right of Burial (Resident)	Non-Statutory	1,070.00	1,120.00	Full cost recovery	4.7%	50.00
Exclusive Right of Burial (Non-Resident)	Non-Statutory	1,885.00	1,970.00	Full cost recovery	4.5%	85.00

Description of Fee	Statutory or Non-Statutory	2023/24 Total (inc VAT) £	2024/25 Total (inc VAT) £	Basis of 24/25 Increase	2024/25 % Changes (to 1 d.p.)	2024/25 £ Changes
Interment Fee (Resident) (18 & over)	Non-Statutory	1,015.00	1,060.00	Full cost recovery	4.4%	45.00
Interment Fee (Non-Resident) (18 & over)	Non-Statutory	1,840.00	1,885.00	Full cost recovery	2.4%	45.00
Widening of Grave	Non-Statutory	150.00	150.00	Full cost recovery	0.0%	0.00
Use of Chapel	Non-Statutory	140.00	145.00	Full cost recovery	3.6%	5.00
Interment of Cremated remains (Resident)	Non-Statutory	235.00	245.00	Full cost recovery	4.3%	10.00
Interment of Cremated remains (Non-Resident)	Non-Statutory	425.00	435.00	Full cost recovery	2.4%	10.00
Burial/Cremation of body parts or blocks & slides	Non-Statutory	75.00	75.00	Full cost recovery	0.0%	0.00
Double Chamber Vault	Non-Statutory	3,605.00	3,745.00	Full cost recovery	3.9%	140.00
Bricking of semi-vaults	Non-Statutory	620.00	650.00	Full cost recovery	4.8%	30.00
Timbering of graves	Non-Statutory	495.00	495.00	Full cost recovery	0.0%	0.00
Muslim Burial Chamber - New Facility	Non-Statutory	750.00	780.00	Full cost recovery	4.0%	30.00
Temporary Grave Marker for New Graves	Non-Statutory	95.00	100.00	Full cost recovery	5.3%	5.00
Right to erect a Headstone	Non-Statutory	180.00	180.00	Full cost recovery	0.0%	0.00
Inscription Fee (on headstone or kerbs)	Non-Statutory	55.00	55.00	Full cost recovery	0.0%	0.00
Foundation fee for Headstone	Non-Statutory	180.00	180.00	Full cost recovery	0.0%	0.00
Removal of kerbs for purpose of burial	Non-Statutory	85.00	85.00	Full cost recovery	0.0%	0.00
Right to retrofit kerbs to headstone	Non-Statutory	55.00	55.00	Full cost recovery	0.0%	0.00
Removal of Unauthorised railings/edgings etc for purpose of burial	Non-Statutory	85.00	85.00	Full cost recovery	0.0%	0.00
Right to place a vase	Non-Statutory	20.00	20.00	Full cost recovery	0.0%	0.00
Searching register per grave	Non-Statutory	25.00	25.00	Full cost recovery	0.0%	0.00
Wooden Casket for cremated remains	Non-Statutory	75.00	75.00	Full cost recovery	0.0%	0.00
Use of Organ	Non-Statutory	28.00	28.00	Full cost recovery	0.0%	0.00
Duplicate Grave Deed or Cremation Certificate	Non-Statutory	25.00	25.00	Full cost recovery	0.0%	0.00
Transfer of Ownership	Non-Statutory	85.00	90.00	Full cost recovery	5.9%	5.00
Selection of Grave /Bench	Non-Statutory	55.00	55.00	Full cost recovery	0.0%	0.00
Weekend/Bank Holiday on cost (Out of Hours Interments)	Non-Statutory	525.00	525.00	Full cost recovery	0.0%	0.00
Renewal of plaques for 10 yr period	Non-Statutory	105.00	110.00	Full cost recovery	4.8%	5.00
Transfer plaque fee	Non-Statutory	40.00	40.00	Full cost recovery	0.0%	0.00
Cremation fee (18 yrs & over) inc Cremation, Med Ref Fee & Env Fee	Non-Statutory	825.00	860.00	Full cost recovery	4.2%	35.00
Direct Cremation Fee - Resident (18 yrs& over) (no mourners in attendance by choice)	Non-Statutory	580.00	580.00	Full cost recovery	0.0%	0.00
Additional fee for Out of district Cremation	Non-Statutory	45.00	45.00	Full cost recovery	0.0%	0.00
Cremation Fee (Municipal) inc Cremation, Med Ref Fee & Env Fee	Non-Statutory	790.00	825.00	Full cost recovery	4.4%	35.00
Special time (Additional Fee) 12 Noon 12.30, 13.00, 16.00	Non-Statutory	40.00	40.00	Full cost recovery	0.0%	0.00
Webcast of service	Non-Statutory	60.00	60.00	Full cost recovery	0.0%	0.00
Downloadable recording of service (NOT including Visual Tributes	Non-Statutory	45.00	45.00	Full cost recovery	0.0%	0.00
Downloadable recording of service (including Visual Tributes	Non-Statutory	55.00	55.00	Full cost recovery	0.0%	0.00
DVD or USB recording of Service (NOT including visual tributes)	Non-Statutory	60.00	60.00	Full cost recovery	0.0%	0.00
DVD or USB recording of service (including visual tributes)	Non-Statutory	70.00	70.00	Full cost recovery	0.0%	0.00
Book of Remembrance Entry or card 2 Line entry	Non-Statutory	170.00	175.00	Full cost recovery	2.9%	5.00
Book of Remembrance Entry or card 5 line entry	Non-Statutory	205.00	210.00	Full cost recovery	2.4%	5.00
Book of Remembrance Entry or card 8 line entry	Non-Statutory	250.00	255.00	Full cost recovery	2.0%	5.00

Description of Fee	Statutory or Non-Statutory	2023/24 Total (inc VAT) £	2024/25 Total (inc VAT) £	Basis of 24/25 Increase	2024/25 % Changes (to 1 d.p.)	2024/25 £ Changes
Book of Remembrance Entry or card 5 line entry with emblem or crest	Non-Statutory	305.00	310.00	Full cost recovery	1.6%	5.00
Book of Remembrance Entry or card 8 line entry with emblem or crest	Non-Statutory	335.00	340.00	Full cost recovery	1.5%	5.00
Perspex memorial plaque for 10 years	Non-Statutory	400.00	420.00	Full cost recovery	5.0%	20.00
Boutonnaire Plaques for 10 years	Non-Statutory	495.00	515.00	Full cost recovery	4.0%	20.00
Granite Vase & Plaque for 10 years	Non-Statutory	545.00	565.00	Full cost recovery	3.7%	20.00
Stone look commemorative plaques for 10 years	Non-Statutory	420.00	440.00	Full cost recovery	4.8%	20.00
Motif Black outline - Additional Fee	Non-Statutory	55.00	55.00	Full cost recovery	0.0%	0.00
Motif Coloured - Additional Fee	Non-Statutory	65.00	65.00	Full cost recovery	0.0%	0.00
Photograph	Non-Statutory	105.00	105.00	Full cost recovery	0.0%	0.00
Baby Memorial - Natural Stone	Non-Statutory	260.00	270.00	Full cost recovery	3.8%	10.00
Baby Memorial - Black Granite	Non-Statutory	390.00	410.00	Full cost recovery	5.1%	20.00
Motif on Baby memorial - Additional Fee	Non-Statutory	100.00	100.00	Full cost recovery	0.0%	0.00
Additional letters to be inscribed over 70 (per letter)	Non-Statutory	2.00	2.00	Full cost recovery	0.0%	0.00
Brass Plaques for 10 years	Non-Statutory	215.00	225.00	Full cost recovery	4.6%	10.00
Scatter remains (at Cemeteries apart from Dukinfield & those cremated elsewhere)	Non-Statutory	65.00	65.00	Full cost recovery	0.0%	0.00
Scatter Cremated remains at Dukinfield (if family to witness)	Non-Statutory	30.00	30.00	Full cost recovery	0.0%	0.00
Stone Tablet for Garden of Rest	Non-Statutory	310.00	320.00	Full cost recovery	3.2%	10.00
Additional fee for Granite Tablet	Non-Statutory	50.00	60.00	Full cost recovery	20.0%	10.00
Memorial Bench (inc one plaque & fixing)	Non-Statutory	745.00	780.00	Full cost recovery	4.7%	35.00
Additional plaque on bench	Non-Statutory	350.00	360.00	Full cost recovery	2.9%	10.00
Memorial Tree leaf for 5 year lease	Non-Statutory	275.00	290.00	Full cost recovery	5.5%	15.00
Memorial Tree leaf Renewal for a further 5 years)	Non-Statutory	52.50	55.00	Full cost recovery	4.8%	2.50
Columbarium at Dukinfield Crematorium (New Memorial Option)	Non-Statutory	650.00	680.00	Full cost recovery	4.6%	30.00
Columbarium (Additional replacing of remains & new inscription)	Non-Statutory	360.00	370.00	Full cost recovery	2.8%	10.00
Sanctum (New Memorial Option)	Non-Statutory	895.00	935.00	Full cost recovery	4.5%	40.00
Sanctum (Additional replacing of remains & new inscription)	Non-Statutory	460.00	470.00	Full cost recovery	2.2%	10.00
Sanctum (Renewal fee for 20 years)	Non-Statutory	205.00	220.00	Full cost recovery	7.3%	15.00
Visual tribute to music (Dukinfield Crematorium only) Photos only up to max 25 photos	Non-Statutory	60.00	60.00	Full cost recovery	0.0%	0.00
Visual tribute/slideshow WITHOUT music (Dukinfield Crematorium only) Photos only up to max 25 photos	Non-Statutory	40.00	40.00	Full cost recovery	0.0%	0.00
For every additional 25 images	Non-Statutory	20.00	20.00	Full cost recovery	0.0%	0.00
Visual tribute (1 still photo or order of service displayed throughout)	Non-Statutory	25.00	25.00	Full cost recovery	0.0%	0.00
Family video file including 1 single still image	Non-Statutory	45.00	45.00	Full cost recovery	0.0%	0.00
Downloadable Video file of Tributes only	Non-Statutory	20.00	20.00	Full cost recovery	0.0%	0.00
DVD or USB of Tributes only	Non-Statutory	35.00	35.00	Full cost recovery	0.0%	0.00
URGENT SERVICE - Additional fee for Tribute requests received after 48 hr cut off period	Non-Statutory	100.00	100.00	Full cost recovery	0.0%	0.00
Storage fee for 'retained' Cremated remains at Crematorium (per week)	Non-Statutory	20.00	20.00	Full cost recovery	0.0%	0.00
Purchase of expired stone look plaque at end of lease term to take away	Non-Statutory	60.00	60.00	Full cost recovery	0.0%	0.00

Description of Fee	Statutory or Non-Statutory	2023/24 Total (inc VAT) £	2024/25 Total (inc VAT) £	Basis of 24/25 Increase	2024/25 % Changes (to 1 d.p.)	2024/25 £ Changes
Following fees To be paid by the Government's Children's Funeral Fund for England						
Interment fee (under 18 in a family grave) Resident	Non-Statutory	1,015.00	1,060.00	Full cost recovery	4.4%	45.00
Interment fee (under 18 in a family grave) Non Resident	Non-Statutory	1,840.00	1,885.00	Full cost recovery	2.4%	45.00
Interment fee (in baby section) Resident	Non-Statutory	235.00	245.00	Full cost recovery	4.3%	10.00
Interment fee (in baby section) Non Resident	Non-Statutory	235.00	245.00	Full cost recovery	4.3%	220.00
Cremation fee (under 18)	Non-Statutory	825.00	860.00	Full cost recovery	4.2%	35.00
Cremation (stillbirths)	Non-Statutory	235.00	245.00	Full cost recovery	4.3%	10.00
Pest Control						
Wasps	Non-Statutory	60.00	65.00	Full cost recovery	8.3%	5.00
Bedbugs	Non-Statutory	160.00	180.00	Full cost recovery	12.5%	20.00
Cockroaches	Non-Statutory	160.00	180.00	Full cost recovery	12.5%	20.00
Rats , Mice, & Squirrels stored product pests etc 2 visits*	Non-Statutory	150.00	160.00	Full cost recovery	6.7%	10.00
Feral Pigeon Treatment (Internal) Daytime	Non-Statutory	100.00	120.00	Full cost recovery	20.0%	20.00
Feral Pigeon Treatment (Internal) Evening	Non-Statutory	200.00	250.00	Full cost recovery	25.0%	50.00
Investigate roof space noise	Non-Statutory	160.00	180.00	Full cost recovery	12.5%	20.00
Commercial - Rodent Control Treatments 2 visits*	Non-Statutory	200.00	220.00	Full cost recovery	10.0%	20.00
Commercial - Rodent Control Contracts 8 visits per annum	Non-Statutory	300.00	345.00	Full cost recovery	15.0%	45.00
Commercial - Insect treatments	Non-Statutory	200.00	220.00	Full cost recovery	10.0%	20.00
Commercial Feral Pigeon Treatments Daytime	Non-Statutory	200.00	220.00	Full cost recovery	10.0%	20.00
Commercial Feral Pigeon Treatments Evening	Non-Statutory	300.00	360.00	Full cost recovery	20.0%	60.00
Flies, Ants ,Fleas, Garden Pests & stored pest products	Non-Statutory	100.00	120.00	Full cost recovery	20.0%	20.00
*Additional Visit within 4 weeks	Non-Statutory	0.00	60.00	Full cost recovery	0.0%	60.00
Markets						
Market Grounds - Stalls and associated space per day	Non-Statutory	£10 - £50	£10 - £50		0.0%	0.00
Concession Management Space – Market Grounds per week	Non-Statutory	£350-£500	£350-£500		0.0%	0.00
Kiosks - Ashton Outdoor Market per sq metre	Non-Statutory	274.88	285.88	Inflation	4.0%	11.00
Kiosks - Ashton Outdoor Market- Service Charge per sq metre	Non-Statutory	26.88	26.88	Inflation	0.0%	0.00
Public Liability Insurance – One day cover	Non-Statutory	5.60	6.00	Inflation	7.1%	0.40
Fairs	Non-Statutory	110.00	116.00	Inflation	5.5%	6.00
Ashton Market Hall - Rent per sq metre	Non-Statutory	287.36	299.00	Inflation	4.0%	11.64
Ashton Market Market Hall - Service Charge per sq metre	Non-Statutory	277.55	277.55	Inflation	0.0%	0.00
Electric per kwh	Non-Statutory	0.37	0.39	Inflation	5.5%	0.02
Hyde Market Hall - Lower - Rent per sq metre	Non-Statutory	137.30	142.79	Inflation	4.0%	5.49
Hyde Market Hall - Upper - Rent per sq metre	Non-Statutory	160.77	167.20	Inflation	4.0%	6.43
Hyde Market Market Hall - Service Charge per sq metre	Non-Statutory	186.91	206.00	Inflation	10.2%	19.09
Market Halls - Event Space	Non-Statutory	28.00	30.00	Inflation	7.1%	2.00
Market Halls - Concession Rides and Toy Dispencers - % of generated income	Non-Statutory	25.00	26.00	Agreement	4.0%	1.00
Ashton Market Hall - Storage - Annual Fee per unit	Non-Statutory	1,319.00	1,392.00	Inflation	5.5%	73.00

Description of Fee	Statutory or Non-Statutory	2023/24 Total (inc VAT) £	2024/25 Total (inc VAT) £	Basis of 24/25 Increase	2024/25 % Changes (to 1 d.p.)	2024/25 £ Changes
Ashton Ice Cream Pitch - Annual Fee	Non-Statutory	3,429.00	3,618.00	Inflation	5.5%	189.00
Hyde Market Hall - Storage - Annual cost per per room per week	Non-Statutory	27.00	28.00	Inflation	3.7%	1.00
Ashton & Hyde Outdoor Markets electricity standing charge per day	Non-Statutory	5.40	6.00	Inflation	11.1%	0.60
Highways						
Skip Registration Fee	Non-Statutory	115.00	120.00	Full cost recovery	4.3%	5.00
Scaffolding Registration Fee	Non-Statutory	115.00	120.00	Full cost recovery	4.3%	5.00
Skip Non Permit Fee (Registered Companies)	Non-Statutory	75.00	78.00	Full cost recovery	4.0%	3.00
Skip Non Permit Fee (Unregistered Companies)	Non-Statutory	150.00	156.00	Full cost recovery	4.0%	6.00
Skips Placed in Restricted Areas	Non-Statutory	58.00	60.00	Full cost recovery	3.4%	2.00
Scaffolding Non Permit Fee (Registered Companies)	Non-Statutory	213.00	221.00	Full cost recovery	3.8%	8.00
Scaffolding Non Permit Fee (Unregistered Companies)	Non-Statutory	288.00	299.00	Full cost recovery	3.8%	11.00
Street Naming amendments(1 plots)	Non-Statutory	58.00	60.00	Full cost recovery	3.4%	2.00
Street Naming amendments(2-10)	Non-Statutory	95.00	99.00	Full cost recovery	4.2%	4.00
Street Naming amendments(11-49)	Non-Statutory	157.00	163.00	Full cost recovery	3.8%	6.00
Street Naming amendments(50+)	Non-Statutory	250.00	260.00	Full cost recovery	4.0%	10.00
Street Naming (confirmation address)	Non-Statutory	26.00	27.00	Full cost recovery	3.8%	1.00
Street Naming (+ re-naming process)	Non-Statutory	27.00	28.00	Full cost recovery	3.7%	1.00
Sending Info to Non-Statutory Organisations	Non-Statutory	24.00	25.00	Full cost recovery	4.2%	1.00
Administration Charges (min hourly rate)	Non-Statutory	44.00	46.00	Full cost recovery	4.5%	2.00
Housing Development Signs Admin	Non-Statutory	83.00	86.00	Full cost recovery	3.6%	3.00
Highway Search Letter (Per Question)	Non-Statutory	13.00	14.00	Full cost recovery	7.7%	1.00
Highways & Transport						
Transport - Class IV MOT Test	Statutory	59.00	47.00	Full cost recovery	-20.3%	-12.00
Transport - Class IV MOT Test (Motorhome)	Statutory	67.00	54.00	Full cost recovery	-19.4%	-13.00
Transport - Class V MOT Test	Non-Statutory	59.00	59.00	Full cost recovery	0.0%	0.00
Transport - LOLER test	Non-Statutory	80.40	84.00	Full cost recovery	4.5%	3.60
Transport - Workshop Hourly Rate (External)	Non-Statutory	91.20	96.00	Full cost recovery	5.3%	4.80
Transport - Workshop Hourly Rate (Partner / Warranty)	Non-Statutory	79.20	83.00	Full cost recovery	4.8%	3.80
Skip Scaffolding removal admin fee	Non-Statutory	64.00	67.00	Full cost recovery	4.7%	3.00
Cabin Permits - 4 Weeks	Non-Statutory	99.00	103.00	Full cost recovery	4.0%	4.00
Hoarding Permits - 4 Weeks	Non-Statutory	99.00	103.00	Full cost recovery	4.0%	4.00
High Access Apparatus Permits - 4 Weeks	Non-Statutory	99.00	103.00	Full cost recovery	4.0%	4.00
Building Materials on Highway - 4 Week permit)	Non-Statutory	99.00	103.00	Full cost recovery	4.0%	4.00
Directional Signage (New)	Non-Statutory	385.00	400.00	Full cost recovery	3.9%	15.00
Directional Signage (Replacement)	Non-Statutory	165.00	171.00	Full cost recovery	3.6%	6.00
Highway Search Letter - Standard Letter Fee	Non-Statutory	0.00	0.00	Full cost recovery	0.0%	0.00
Private Builders / (Sct 50) (Sct 171) - Existing Apparatus	Non-Statutory	326.00	339.00	Full cost recovery	4.0%	13.00
Private Builders / (Sct 50) (Sct 171) - New Apparatus	Non-Statutory	584.00	607.00	Full cost recovery	3.9%	23.00
Fixed Penalty Notices (Sct 50) If started before 36 days	Non-Statutory	104.00	108.00	Full cost recovery	3.8%	4.00

Description of Fee	Statutory or Non-Statutory	2023/24 Total (inc VAT) £	2024/25 Total (inc VAT) £	Basis of 24/25 Increase	2024/25 % Changes (to 1 d.p.)	2024/25 £ Changes
Indirect Commercial Banners	Non-Statutory	170.00	177.00	Full cost recovery	4.1%	7.00
Commercial Banners	Non-Statutory	338.00	351.00	Full cost recovery	3.8%	13.00
Banner removal (if req'd per banner)	Non-Statutory	70.00	73.00	Full cost recovery	4.3%	3.00
Signs (Temp adverts)	Non-Statutory	171.00	178.00	Full cost recovery	4.1%	7.00
A board/Estate Agent Sign removal (if req'd per sign)	Non-Statutory	83.00	86.00	Full cost recovery	3.6%	3.00
Housing Development Signs (per sign)	Non-Statutory	32.00	33.00	Full cost recovery	3.1%	1.00
Removal of Non Compliant / Old Housing Development Signs (per sign)	Non-Statutory	75.00	78.00	Full cost recovery	4.0%	3.00
Flood & Water Management Act 2010	Non-Statutory	56.00	58.00	Full cost recovery	3.6%	2.00
Water Course Consent - National Fee	Non-Statutory	108.00	112.00	Full cost recovery	3.7%	4.00
Private Drainage (notice serving)	Non-Statutory	88.00	91.00	Full cost recovery	3.4%	3.00
Call Out Charges (minimum administration)	Non-Statutory	2,181.00	2,266.00	Full cost recovery	3.9%	85.00
Public Path Orders	Non-Statutory	2,346.00	2,437.00	Full cost recovery	3.9%	91.00
Public Path Orders (Objections withdrawn)	Non-Statutory	3,009.00	3,126.00	Full cost recovery	3.9%	117.00
Public Path Orders (Objections withdrawn but requires readvertising)	Non-Statutory	1,630.00	1,694.00	Full cost recovery	3.9%	64.00
Section 257 Extinguishments or Diversion	Non-Statutory	756.00	785.00	Full cost recovery	3.8%	29.00
Gating Order	Non-Statutory	257.00	267.00	Full cost recovery	3.9%	10.00
Road markings (H) bar	Non-Statutory	125.00	130.00	Full cost recovery	4.0%	5.00
Road markings (Advisory bays)	Non-Statutory	563.00	585.00	Full cost recovery	3.9%	22.00
Temporary Notices	Non-Statutory	1,625.00	1,688.00	Full cost recovery	3.9%	63.00
Temporary Orders	Non-Statutory	2,499.00	2,596.00	Full cost recovery	3.9%	97.00
Permanent Orders (typical example)	Non-Statutory	888.00	923.00	Full cost recovery	3.9%	35.00
Vehicle Crossing Construction (Std - new)	Non-Statutory	56.00	58.00	Full cost recovery	3.6%	2.00
NRASWA Sample inspection	Non-Statutory	75.00	78.00	Full cost recovery	4.0%	3.00
NRASWA Third Party Inspections	Non-Statutory	52.00	54.00	Full cost recovery	3.8%	2.00
NRASWA Defect inspection	Non-Statutory	257.00	267.00	Full cost recovery	3.9%	10.00
Make safe Iron works(non TMBC)	Non-Statutory	162.00	168.00	Full cost recovery	3.7%	6.00
Temporary pitches for highway slaes (pop up shops) Per Day upto 6 weeks	Non-Statutory	114.00	118.00	Full cost recovery	3.5%	4.00
Temporary pitches for highway slaes (pop up shops) Per Day 6 weeks onwards	Non-Statutory					
Parking						
Contract Parking passes	Non-Statutory	Variable	Variable	Under Review	0.0%	
Residents Parking Permits					0.0%	0.00
Car Parks Pay and display	Non-Statutory	Variable	Variable	Under Review	0.0%	
Car Parks Excess Fee Notice	Statutory	£25-£70	£25-£70	Under Review	0.0%	
Bus Lane Enforcement notices	Statutory	£30-£60	£30-£60	Under Review	0.0%	
Parking Charges:						
Approval was given by Executive Cabinet in June 2023 to uplift car parking tariffs alongside the introduction of card payment options on a number of car parks across the borough. The increased tariffs came into effect on 1 st October 2023. The link to the Executive Cabinet report can be found below:						

Description of Fee	Statutory or Non-Statutory	2023/24 Total (inc VAT) £	2024/25 Total (inc VAT) £	Basis of 24/25 Increase	2024/25 % Changes (to 1 d.p.)	2024/25 £ Changes
ITEM 6 - ReviewofCarParkTariffs FINAL.pdf (modern.gov.co.uk)						
There is no increase to parking fees from 1 st April 2024, however increases are to be considered later in 2024/25 and financial modelling assumes an increase from 1 st October 2024.						
Engineering Design						
Design Drawings / Schemes - Approval in Principle (AIP) Cat 0 Fee Level 1A	Non-Statutory	400.00	416.00	Inflation	4.0%	16.00
Design Drawings / Schemes - Approval in Principle (AIP) Cat 1 Fee Level 1A	Non-Statutory	473.00	492.00	Inflation	4.0%	19.00
Design Drawings / Schemes - Approval in Principle (AIP) Cat 2 Fee Level 1A	Non-Statutory	551.00	573.00	Inflation	4.0%	22.00
Design Drawings / Schemes - Approval in Principle (AIP) Cat 2 Fee Level 1B (Minimum charge + price per job)	Non-Statutory	1,057.00	1,099.00	Inflation	4.0%	42.00
Design Drawings / Schemes - Approval in Principle (AIP) Cat 0 Fee Level 2	Non-Statutory	766.00	797.00	Inflation	4.0%	31.00
Design Drawings / Schemes - Approval in Principle (AIP) Cat 1 Fee Level 2	Non-Statutory	965.00	1,004.00	Inflation	4.0%	39.00
Design Drawings / Schemes - Approval in Principle (AIP) Cat 2 Fee Level 2	Non-Statutory	1,698.00	1,766.00	Inflation	4.0%	68.00
Design Drawings / Schemes - Approval in Principle (AIP) Cat 2 Fee Level 2 (+ departures)	Non-Statutory	2,169.00	2,256.00	Inflation	4.0%	87.00
Design Drawings / Schemes - Approval in Principle (AIP) Cat 0 Fee Level 3	Non-Statutory	510.00	530.00	Inflation	3.9%	20.00
Design Drawings / Schemes - Approval in Principle (AIP) Cat 1 & 2 Fee Level 3 (Minimum charge + price per job)	Non-Statutory	510.00	530.00	Inflation	3.9%	20.00
Design Drawings / Schemes - Approval in Principle (AIP) Cat 3 Fee Levels 1A,1B,2,& 3 (Fees subject to agreement)	Non-Statutory	0.00	0.00	Inflation	0.0%	0.00
Engineers projects works	Non-Statutory	0.00	0.00	Inflation	0.0%	0.00
GM RAPS fee permit	Non-Statutory	0.00	0.00	Inflation	0.0%	0.00
Environmental Protection						
HMO licence Fee	Non-Statutory	578.00	601.00	Inflation	4.0%	23.00
HMO licence fee - additional amount per habitable room	Non-Statutory	40.00	42.00	Inflation	5.0%	2.00
Housing Act 2004 Notice Charges (per notice)	Non-Statutory	486.00	505.00	Inflation	3.9%	19.00
Immigration Inspection - Normal Time	Non-Statutory	174.00	181.00	Inflation	4.0%	7.00
Immigration Inspection - Fast Tracked	Non-Statutory	214.00	223.00	Inflation	4.2%	9.00
CLS - Whether a property will be considered as Part 2a of the EPA 1990 in the future	Non-Statutory	47.00	49.00	Inflation	4.3%	2.00
Landfill search	Non-Statutory	80.00	83.00	Inflation	3.8%	3.00
General Environmental Search	Non-Statutory	128.00	133.00	Inflation	3.9%	5.00
CLS - Planning record information relating to contamination issues	Non-Statutory	80.00	83.00	Inflation	3.8%	3.00
CLS - Copies of contaminated land files and/or information relating to contaminated land conditions attached to planning consent	Non-Statutory	80.00	83.00	Inflation	3.8%	3.00
Section 80 EPA90 Abatement Notice & Covering letter - cost per	Non-Statutory	47.00	49.00	Inflation	4.3%	2.00

Description of Fee	Statutory or Non-Statutory	2023/24 Total (inc VAT) £	2024/25 Total (inc VAT) £	Basis of 24/25 Increase	2024/25 % Changes (to 1 d.p.)	2024/25 £ Changes
Failed Entry Letters, Info for Warrants, Warrants, Time in Court, Time Executing Warrant - per hour	Non-Statutory	80.00	83.00	Inflation	3.8%	3.00
Licencing						
Animal Boarding Premise Application	Non-Statutory	173.00	180.00	Inflation	4.0%	7.00
Animal Boarding 1 Year Grant	Non-Statutory	245.00	255.00	Inflation	4.1%	10.00
Animal Boarding 2 Year Grant	Non-Statutory	304.00	316.00	Inflation	3.9%	12.00
Animal Boarding 3 Year Grant	Non-Statutory	344.00	358.00	Inflation	4.1%	14.00
Home Boarding of Dogs (including Day Care) Application	Non-Statutory	173.00	180.00	Inflation	4.0%	7.00
Home Boarding of Dogs (including Day Care) 1 Year Grant	Non-Statutory	205.00	213.00	Inflation	3.9%	8.00
Home Boarding of Dogs (including Day Care) 2 Year Grant	Non-Statutory	245.00	255.00	Inflation	4.1%	10.00
Home Boarding of Dogs (including Day Care) 3 Year Grant	Non-Statutory	285.00	296.00	Inflation	3.9%	11.00
Dangerous Wild Animals Premise Application	Non-Statutory	173.00	180.00	Inflation	4.0%	7.00
Dog Breeding Premise Application	Non-Statutory	173.00	180.00	Inflation	4.0%	7.00
Dog Breeding Licence 1 Year Grant	Non-Statutory	272.00	283.00	Inflation	4.0%	11.00
Dog Breeding Licence 2 Year Grant	Non-Statutory	320.00	333.00	Inflation	4.1%	13.00
Dog Breeding Licence 3 Year Grant	Non-Statutory	369.00	384.00	Inflation	4.1%	15.00
Hairdresser / Barber Premise Application	Non-Statutory	144.00	150.00	Inflation	4.2%	6.00
Marriage Act Premise	Non-Statutory	1,959.00	2,037.00	Inflation	4.0%	78.00
Marriage Act Renewal	Non-Statutory	674.00	701.00	Inflation	4.0%	27.00
Marriage Act/Civil Partnerships (non-profit or non-commercial organisations)	Non-Statutory	613.00	638.00	Inflation	4.1%	25.00
Marriage Act/Civil Partnerships (non-profit or non-commercial organisations) Renewal	Non-Statutory	614.00	639.00	Inflation	4.1%	25.00
Pavement Café Application (up to 5 tables)	Non-Statutory	236.00	245.00	Inflation	3.8%	9.00
Pavement Café Application (over 5 tables)	Non-Statutory	295.00	307.00	Inflation	4.1%	12.00
Selling Animals as Pets Application	Non-Statutory	173.00	180.00	Inflation	4.0%	7.00
Selling Animals as Pets 1 Year Grant	Non-Statutory	221.00	230.00	Inflation	4.1%	9.00
Selling Animals as Pets 2 Year Grant	Non-Statutory	242.00	252.00	Inflation	4.1%	10.00
Selling Animals as Pets 3 Year Grant	Non-Statutory	262.00	272.00	Inflation	3.8%	10.00
Performing Animals Premise Application	Non-Statutory	173.00	180.00	Inflation	4.0%	7.00
Performing Animals 3 Year Grant	Non-Statutory	205.00	213.00	Inflation	3.9%	8.00
Hiring out Horses Application	Non-Statutory	173.00	180.00	Inflation	4.0%	7.00
Hiring out Horses 1 Year Grant	Non-Statutory	284.00	295.00	Inflation	3.9%	11.00
Hiring out Horses 2 Year Grant	Non-Statutory	344.00	358.00	Inflation	4.1%	14.00
Hiring out Horses 3 Year Grant	Non-Statutory	404.00	420.00	Inflation	4.0%	16.00
Scrap Metal Dealer Application (Collector)	Non-Statutory	449.00	467.00	Inflation	4.0%	18.00
Scrap Metal Dealer Application (Site)	Non-Statutory	1,097.00	1,141.00	Inflation	4.0%	44.00
Sex Shop Premise Application	Non-Statutory	2,695.00	2,803.00	Inflation	4.0%	108.00
Skin Colouring/Piercing/Electrolysis/Acupuncture Premises Application	Non-Statutory	183.00	190.00	Inflation	3.8%	7.00
Skin Colouring/Piercing/Electrolysis/Acupuncture Personal Application	Non-Statutory	113.00	118.00	Inflation	4.4%	5.00
Street Trader Application	Non-Statutory	956.00	994.00	Inflation	4.0%	38.00
Street Trader Application (Day Rate)	Non-Statutory	98.00	102.00	Inflation	4.1%	4.00

Description of Fee	Statutory or Non-Statutory	2023/24 Total (inc VAT) £	2024/25 Total (inc VAT) £	Basis of 24/25 Increase	2024/25 % Changes (to 1 d.p.)	2024/25 £ Changes
New Application - Either Badge 1YR	Non-Statutory	265.00	265.00	N/A	0.0%	0.00
New Application - Either Badge 3YR Fee	Non-Statutory	422.00	422.00	N/A	0.0%	0.00
New Application - Both Badges 1YR	Non-Statutory	286.00	286.00	N/A	0.0%	0.00
New Application - Both Badges 3YR	Non-Statutory	443.00	443.00	N/A	0.0%	0.00
Renewal 1 Badge	Non-Statutory	112.00	112.00	N/A	0.0%	0.00
Renewal 1 Badge with DBS	Non-Statutory	160.00	160.00	N/A	0.0%	0.00
Renewal 2 Badges	Non-Statutory	133.00	133.00	N/A	0.0%	0.00
Renewal 1 Badge - 3 Yr	Non-Statutory	300.00	300.00	N/A	0.0%	0.00
Renewal 1 Badge with DBS	Non-Statutory	160.00	160.00	N/A	0.0%	0.00
Renewal 2 Badges - 3 Yr	Non-Statutory	321.00	321.00	N/A	0.0%	0.00
New Vehicle - Under 3 years old	Non-Statutory	282.00	282.00	N/A	0.0%	0.00
New Vehicle - Over 3 years old	Non-Statutory	189.00	189.00	N/A	0.0%	0.00
Renewal of Plate - Under 3 years old	Non-Statutory	265.00	265.00	N/A	0.0%	0.00
Renewal of plate - Over 3 years old	Non-Statutory	178.00	178.00	N/A	0.0%	0.00
Vehicle Compliance - Full Retest	Non-Statutory	49.00	49.00	N/A	0.0%	0.00
Vehicle Compliance - Retest (Up To 30 Minutes)	Non-Statutory	25.00	25.00	N/A	0.0%	0.00
Transfer Of Ownership	Non-Statutory	30.00	30.00	N/A	0.0%	0.00
Change Of Address	Non-Statutory	21.00	21.00	N/A	0.0%	0.00
Cherished Plate Transfer	Non-Statutory	73.00	73.00	N/A	0.0%	0.00
Operator 1-2 Vehicles	Non-Statutory	503.00	503.00	N/A	0.0%	0.00
Operator 3-10	Non-Statutory	570.00	570.00	N/A	0.0%	0.00
Operator 11-30	Non-Statutory	838.00	838.00	N/A	0.0%	0.00
Operator 31-49	Non-Statutory	1,136.00	1,136.00	N/A	0.0%	0.00
Operator 50-69	Non-Statutory	1,363.00	1,363.00	N/A	0.0%	0.00
Operator 70+	Non-Statutory	1,432.00	1,432.00	N/A	0.0%	0.00
Licencing Act						
Application Fee Band A	Statutory	100.00	100.00	N/A	0.0%	0.00
Annual Fee Band A	Statutory	70.00	70.00	N/A	0.0%	0.00
Application Fee Band B	Statutory	190.00	190.00	N/A	0.0%	0.00
Annual fee Band B	Statutory	180.00	180.00	N/A	0.0%	0.00
App fee Band C	Statutory	315.00	315.00	N/A	0.0%	0.00
annual fee C	Statutory	295.00	295.00	N/A	0.0%	0.00
app fee band D	Statutory	450.00	450.00	N/A	0.0%	0.00
annual fee D	Statutory	320.00	320.00	N/A	0.0%	0.00
App Fee E	Statutory	635.00	635.00	N/A	0.0%	0.00
annual fee E	Statutory	350.00	350.00	N/A	0.0%	0.00
Application for the grant or renewal of a personal licence	Statutory	37.00	37.00	N/A	0.0%	0.00
Temporary event notice	Statutory	21.00	21.00	N/A	0.0%	0.00
Theft, loss etc. of premises licence or summary	Statutory	10.00	10.00	N/A	0.0%	0.00
Application for a provisional statement (where premises are being built)	Statutory	315.00	315.00	N/A	0.0%	0.00

Description of Fee	Statutory or Non-Statutory	2023/24 Total (inc VAT) £	2024/25 Total (inc VAT) £	Basis of 24/25 Increase	2024/25 % Changes (to 1 d.p.)	2024/25 £ Changes
Notification of change of name or address	Statutory	10.50	10.50	N/A	0.0%	0.00
Application to vary licence to specify individual as premises supervisor	Statutory	23.00	23.00	N/A	0.0%	0.00
Application for transfer of premises licence	Statutory	23.00	23.00	N/A	0.0%	0.00
Interim authority notice following death etc. of licence holder	Statutory	23.00	23.00	N/A	0.0%	0.00
Theft, loss etc. of certificate or summary	Statutory	10.50	10.50	N/A	0.0%	0.00
Notice of change of name or alteration of rules of club	Statutory	10.50	10.50	N/A	0.0%	0.00
Change of relevant registered address of club	Statutory	10.50	10.50	N/A	0.0%	0.00
Theft, loss etc. of temporary event notice	Statutory	10.50	10.50	N/A	0.0%	0.00
Theft, loss etc. of personal licence	Statutory	10.50	10.50	N/A	0.0%	0.00
Duty to notify change of name or address	Statutory	10.50	10.50	N/A	0.0%	0.00
Right of freeholder etc. to be notified of licensing matters	Statutory	10.50	10.50	N/A	0.0%	0.00
Minor Variation	Statutory	89.00	89.00	N/A	0.0%	0.00
Gambling Act						
Adult Gaming Centre						
Application Fee: New Application	Statutory	2,000.00	2,000.00	N/A	0.0%	0.00
Annual/ Renewal Fee: Annual Fee	Statutory	1,000.00	1,000.00	N/A	0.0%	0.00
Application to vary	Statutory	1,000.00	1,000.00	N/A	0.0%	0.00
Application to transfer	Statutory	1,200.00	1,200.00	N/A	0.0%	0.00
Application for reinstatement of licence	Statutory	1,200.00	1,200.00	N/A	0.0%	0.00
Application for provisional statement	Statutory	2,000.00	2,000.00	N/A	0.0%	0.00
Application for a premises licence which already has a provisional statement	Statutory	1,076.00	1,076.00	N/A	0.0%	0.00
Licensed FECs (Cat C&D machines)						
Application Fee: New Application	Statutory	2,000.00	2,000.00	N/A	0.0%	0.00
Annual/Renewal Fee: Annual Fee	Statutory	750.00	750.00	N/A	0.0%	0.00
Application to vary	Statutory	1,000.00	1,000.00	N/A	0.0%	0.00
Application to transfer	Statutory	950.00	950.00	N/A	0.0%	0.00
Application for reinstatement of a licence	Statutory	950.00	950.00	N/A	0.0%	0.00
Application for provisional statement	Statutory	2,000.00	2,000.00	N/A	0.0%	0.00
Application for a premises licence which already has a provisional statement	Statutory	950.00	950.00	N/A	0.0%	0.00
Betting Premises (other) (off-course i.e. Betting shops) (equiv. Betting Office Licence, Bookmakers Permits)						
			0.00		0.0%	0.00
Application Fee: New Application	Statutory	3,000.00	3,000.00	N/A	0.0%	0.00
Annual/Renewal Fee: Annual Fee	Statutory	600.00	600.00	N/A	0.0%	0.00
Application to vary	Statutory	1,500.00	1,500.00	N/A	0.0%	0.00
Application to transfer	Statutory	1,200.00	1,200.00	N/A	0.0%	0.00
Application for reinstatement of a licence	Statutory	1,200.00	1,200.00	N/A	0.0%	0.00
Application for provisional statement	Statutory	3,000.00	3,000.00	N/A	0.0%	0.00
Application for a premises licence which already has a provisional statement	Statutory	1,200.00	1,200.00	N/A	0.0%	0.00
Betting Premises (tracks) (equiv. Bookmakers Permits)						
			0.00		0.0%	0.00
Application Fee: New Application	Statutory	2,500.00	2,500.00	N/A	0.0%	0.00
Annual/Renewal Fee: Annual Fee	Statutory	1,000.00	1,000.00	N/A	0.0%	0.00

Description of Fee	Statutory or Non-Statutory	2023/24 Total (inc VAT) £	2024/25 Total (inc VAT) £	Basis of 24/25 Increase	2024/25 % Changes (to 1 d.p.)	2024/25 £ Changes
Application to vary	Statutory	1,250.00	1,250.00	N/A	0.0%	0.00
Application to transfer	Statutory	950.00	950.00	N/A	0.0%	0.00
Application for reinstatement of a licence	Statutory	950.00	950.00	N/A	0.0%	0.00
Application for provisional statement	Statutory	2,500.00	2,500.00	N/A	0.0%	0.00
Application for a premises licence which already has a provisional statement	Statutory	950.00	950.00	N/A	0.0%	0.00
Bingo Premises (Bingo Licence)			0.00		0.0%	0.00
Statutory prescribed maximum charge has been set. Only exception is the annual fee which is capped at £1,000.	Statutory	0.00	0.00	N/A	0.0%	0.00
Application Fee: New Application	Statutory	3,500.00	3,500.00	N/A	0.0%	0.00
Annual/Renewal Fee: Annual Fee	Statutory	1,000.00	1,000.00	N/A	0.0%	0.00
Application to vary	Statutory	1,750.00	1,750.00	N/A	0.0%	0.00
Application to transfer	Statutory	1,200.00	1,200.00	N/A	0.0%	0.00
Application for reinstatement of a licence	Statutory	1,200.00	1,200.00	N/A	0.0%	0.00
Application for provisional statement	Statutory	3,500.00	3,500.00	N/A	0.0%	0.00
Application for a premises licence which already has a provisional statement	Statutory	1,200.00	1,200.00	N/A	0.0%	0.00
New Casinos			0.00		0.0%	0.00
Regional Casino			0.00		0.0%	0.00
Application Fee	Statutory	15,000.00	15,000.00	N/A	0.0%	0.00
Annual Fee	Statutory	15,000.00	15,000.00	N/A	0.0%	0.00
Application to vary	Statutory	7,500.00	7,500.00	N/A	0.0%	0.00
Application to transfer	Statutory	6,500.00	6,500.00	N/A	0.0%	0.00
Application for reinstatement of licence	Statutory	6,500.00	6,500.00	N/A	0.0%	0.00
Application for provisional statement	Statutory	15,000.00	15,000.00	N/A	0.0%	0.00
Application for a premises licence which already has a provisional statement	Statutory	8,000.00	8,000.00	N/A	0.0%	0.00
Large Casinos			0.00		0.0%	0.00
Application Fee	Statutory	15,000.00	15,000.00	N/A	0.0%	0.00
Annual Fee	Statutory	15,000.00	15,000.00	N/A	0.0%	0.00
Application to vary	Statutory	7,500.00	7,500.00	N/A	0.0%	0.00
Application to transfer	Statutory	6,500.00	6,500.00	N/A	0.0%	0.00
Application for reinstatement of licence	Statutory	6,500.00	6,500.00	N/A	0.0%	0.00
Application for provisional statement	Statutory	15,000.00	15,000.00	N/A	0.0%	0.00
Application for a premises licence already with provisional statement	Statutory	8,000.00	8,000.00	N/A	0.0%	0.00
Application Fee	Statutory	8,000.00	8,000.00	N/A	0.0%	0.00
Annual Fee	Statutory	5,000.00	5,000.00	N/A	0.0%	0.00
Application to vary	Statutory	4,000.00	4,000.00	N/A	0.0%	0.00
Application to transfer	Statutory	1,800.00	1,800.00	N/A	0.0%	0.00
Application for reinstatement of licence	Statutory	1,800.00	1,800.00	N/A	0.0%	0.00
Application for provisional statement	Statutory	8,000.00	8,000.00	N/A	0.0%	0.00
Application for a premises licence which already has a provisional statement	Statutory	3,000.00	3,000.00	N/A	0.0%	0.00
Application for FEC Gaming Machine Permit	Statutory	300.00	300.00	N/A	0.0%	0.00
Renewal Fee every 10 years	Statutory	300.00	300.00	N/A	0.0%	0.00
Fee for Change of Name	Statutory	25.00	25.00	N/A	0.0%	0.00

Description of Fee	Statutory or Non-Statutory	2023/24 Total (inc VAT) £	2024/25 Total (inc VAT) £	Basis of 24/25 Increase	2024/25 % Changes (to 1 d.p.)	2024/25 £ Changes
Fee for Copy of Permit	Statutory	15.00	15.00	N/A	0.0%	0.00
Temporary Use Notice	Statutory	470.00	470.00	N/A	0.0%	0.00
Replacement of Endorsed copy of Notice	Statutory	25.00	25.00	N/A	0.0%	0.00
Occasional Use Notice	Statutory	0.00	0.00	N/A	0.0%	0.00
Copy of the Premises Licence	Statutory	25.00	25.00	N/A	0.0%	0.00
Notification of change of circumstances for premises Licence	Statutory	50.00	50.00	N/A	0.0%	0.00
Application for Prize Gaming Permit	Statutory	300.00	300.00	N/A	0.0%	0.00
Application for Prize Gaming Permit (existing operator)	Statutory	100.00	100.00	N/A	0.0%	0.00
Renewal of Prize gaming Permit	Statutory	300.00	300.00	N/A	0.0%	0.00
Change of name on Prize Gaming Permit	Statutory	25.00	25.00	N/A	0.0%	0.00
Copy of Prize gaming Permit	Statutory	15.00	15.00	N/A	0.0%	0.00
Application for Club Gaming or Machine Permit	Statutory	200.00	200.00	N/A	0.0%	0.00
Application for Club Gaming or Machine Permit (existing holder)	Statutory	100.00	100.00	N/A	0.0%	0.00
Application for Club Gaming or Machine Permit (who holds a Club Premises Certificate under Licensing Act 2003)	Statutory	100.00	100.00	N/A	0.0%	0.00
Renewal of a Club Gaming or Machine Permit	Statutory	200.00	200.00	N/A	0.0%	0.00
Renewal of a Club Gaming or Machine Permit (who holds a Club Premises Certificate under Licensing Act 2003)	Statutory	100.00	100.00	N/A	0.0%	0.00
Annual fee for Club Gaming or Machine Permit	Statutory	50.00	50.00	N/A	0.0%	0.00
Application to vary club Gaming or Machine Permit	Statutory	100.00	100.00	N/A	0.0%	0.00
Copy of Club Gaming or Machine Permit	Statutory	15.00	15.00	N/A	0.0%	0.00
Notification of intention by licence holder to make available up to 2 gaming machines on premises which hold on-premises alcohol licence	Statutory	50.00	50.00	N/A	0.0%	0.00
Application for a Gaming Machine Permit (more than 2 machines) on premises which hold on-premises alcohol licence (existing holder of permit)	Statutory	100.00	100.00	N/A	0.0%	0.00
Application for a Gaming Machine Permit (more than 2 machines) on premises which hold on-premises alcohol licence (new application)	Statutory	150.00	150.00	N/A	0.0%	0.00
Annual fee for a Gaming Machine Permit (more than 2 machines) on premises which hold on-premises alcohol licence	Statutory	50.00	50.00	N/A	0.0%	0.00
Application to vary a Gaming Machine Permit (more than 2 machines) on premises which hold on-premises alcohol licence	Statutory	100.00	100.00	N/A	0.0%	0.00
Application to transfer a Gaming Machine Permit (more than 2 machines) on premises which hold on-premises alcohol licence	Statutory	25.00	25.00	N/A	0.0%	0.00
Change of name on a Gaming Machine Permit (more than 2 machines) on premises which hold on-premises alcohol licence	Statutory	25.00	25.00	N/A	0.0%	0.00
Copy of a Gaming Machine Permit (more than 2 machines) on premises which hold on-premises alcohol licence	Statutory	15.00	15.00	N/A	0.0%	0.00
Registration	Statutory	40.00	40.00	N/A	0.0%	0.00
Renewal	Statutory	20.00	20.00	N/A	0.0%	0.00
Business Compliance						
Buy with Confidence - No. of Employees 1-5	Non-Statutory	114.00	140.00	Full cost recovery	22.8%	26.00

Description of Fee	Statutory or Non-Statutory	2023/24 Total (inc VAT) £	2024/25 Total (inc VAT) £	Basis of 24/25 Increase	2024/25 % Changes (to 1 d.p.)	2024/25 £ Changes
Buy with Confidence - No. of Employees 6-20	Non-Statutory	226.00	262.00	Full cost recovery	15.9%	36.00
Buy with Confidence - No. of Employees 21-49	Non-Statutory	339.00	406.00	Full cost recovery	19.8%	67.00
Export Certificates (per hour)	Non-Statutory	90.00	94.00	Full cost recovery	4.4%	4.00
Pre-Inspection	Non-Statutory	165.60	206.00	Full cost recovery	24.4%	40.40
FHRS Re-rating Inspection	Non-Statutory	193.00	211.00	Full cost recovery	9.3%	18.00
Food Safety Advice (per hour)	Non-Statutory	90.00	94.00	Full cost recovery	4.4%	4.00
Primary Authority Partnership (per hour)	Non-Statutory	104.00	108.00	Full cost recovery	3.8%	4.00
Food Safety and Health and Safety Training (per person)	Non-Statutory	50.00	52.00	Full cost recovery	4.0%	2.00
Weights and Measures Verification and Testing (per hour)	Non-Statutory	87.00	106.00	Full cost recovery	21.8%	19.00
Trading Standards Advice (per hour)	Non-Statutory	90.00	94.00	Full cost recovery	4.4%	4.00
Fixed Penalty Notices						
Dog Fouling Fixed Penalty Notice	Statutory	80.00	80.00	Statutory	0.0%	0.00
Dog Exclusion Fixed Penalty Notice	Statutory	80.00	80.00	Statutory	0.0%	0.00
Dog off Lead Fixed Penalty Notice	Statutory	80.00	80.00	Statutory	0.0%	0.00
Fly Tipping Fixed Penalty Notice	Statutory	80.00	80.00	Statutory	0.0%	0.00
Litter Fixed Penalty Notice	Statutory	80.00	80.00	Statutory	0.0%	0.00
Fly Tipping Fixed Penalty Notice	Statutory	400.00	400.00	Statutory	0.0%	0.00
Planning and Building Control						
Planning Decision Notices, Listed Building Approvals, Enforcement Notices. Order Copies and Pay Online.	Statutory	20.00	20.00	N/A	0.0%	0.00
Copies of Tree Preservation Orders - Whole Document. Order Copies and Pay Online.	Statutory	20.00	20.00	N/A	0.0%	0.00
Building Regulation Approval Notices and Completion Certificates. Order Copies and Pay Online.	Statutory	20.50	20.50	N/A	0.0%	0.00
We can supply photocopies of letters/reports etc. per page. However we cannot supply copies of submitted architects drawings or building plans. Nor can we supply copies of Ordnance Survey Plans. Both these items are the copyright property of the originator.	Statutory	1.20	1.20	N/A	0.0%	0.00
We can undertake an informal search of our records for your property and copy certain documents but there will be a charge for this service. You can Request a search of the Planning records or order a list of documents.	Statutory	21.60	21.60	N/A	0.0%	0.00
You can request a manual search of the Building Regulations records by using the Building Regulations Online Form or sending a written request to Building Control. This service will take approximately 1 week for a response to be returned.	Statutory	21.60	21.60	N/A	0.0%	0.00
For urgently required information a written application for information can be sent in, together with payment and a response will be provided within 3 working days from receipt of the request.	Statutory	37.20	37.20	N/A	0.0%	0.00

Description of Fee	Statutory or Non-Statutory	2023/24 Total (inc VAT) £	2024/25 Total (inc VAT) £	Basis of 24/25 Increase	2024/25 % Changes (to 1 d.p.)	2024/25 £ Changes
*For a more complicated search, multiple record searches or a written response to an enquiry with a professional opinion; these will be subject to a minimum charge of £46.80 and an additional hourly rate charge at the approved standard hourly rate depending on the complexity of the search.	Statutory				0.0%	
Provision of late completion inspections and issue of completion certificates – please refer to the restrictions on the main Building Control pages in respect of Completion Certification. Note: Completion Certificates were not and cannot be issued on projects prior to 1st January 2000.	Statutory	80.00	80.00	N/A	0.0%	0.00
Administration fee for building control refunds and adjustment of paperwork	Statutory	37.20	37.20	N/A	0.0%	0.00
Dangerous building callout rates as each case has an individual set of circumstances and actions taken - individual charges will be due based upon the amount of time spent on the callout. All costs incurred by the council and its contractors will be recovered off the building owner:	Statutory			N/A	0.0%	
minimum callout rate (allows for up to 1hr spent on the call out) and our standard hourly rate there - after. Additional charges for contractors used to make safe the situation will also be charged	Statutory	67.00	67.00		0.0%	0.00
Callout during normal working week hours Minimum callout rate (allows for up to 1hr spent on the callout) and our standard out of hours hourly rate there-after.				N/A		
out of hours callouts. Additional charges for contractors used to make safe the situation will also be charged	Statutory	133.00	133.00	N/A	0.0%	0.00
For the processing of Demolition Notices under Section 80 of the Building Act 1984	Statutory	80.00	80.00	N/A	0.0%	0.00
For providing letter of Confirmation of exemption status under Building Regulations for proposed works	Non-Statutory	46.80	48.60	Inflation	3.8%	1.80
Pre-planning application advice						
<u>DEVELOPMENT TEAM SERVICE</u>						
Over 9,999 square metres of commercial floorspace						
Over 49 dwellings						
1,000 - 2,500 square metres retail floorspace						
Major infrastructure projects						
Sites in excess of 1.5 hectares						
Drilling Operations and Wind Turbines						
Meeting and written advice	Non-Statutory	4,146.00	4,312.00	Inflation	4.0%	166.00
Follow up meetings	Non-Statutory	619.20	644.00	Inflation	4.0%	24.80
Written advice only	Non-Statutory	2,487.60	2,587.00	Inflation	4.0%	99.40
<u>MAJOR DEVELOPMENT SERVICE</u>						
1,000 - 9,999 square metres of commercial floorspace						
100 - 999 square metres retail floorspace						
10 - 49 dwellings						
Sites between 1 - 1.5ha						

Description of Fee	Statutory or Non-Statutory	2023/24 Total (inc VAT) £	2024/25 Total (inc VAT) £	Basis of 24/25 Increase	2024/25 % Changes (to 1 d.p.)	2024/25 £ Changes
Meeting and written advice	Non-Statutory	4,146.00	4,312.00	Inflation	4.0%	166.00
Follow up meetings	Non-Statutory	619.20	644.00	Inflation	4.0%	24.80
Written advice only	Non-Statutory	2,487.60	2,587.00	Inflation	4.0%	99.40
MINOR ADVICE SERVICE						
100 - 999 square metres of commercial floorspace						
Upto 100 square metres of retail floorspace						
1 - 9 dwellings						
Telecommunications developments						
s73 -Variation of conditions (excluding retail with floorspace over 1000 square metres)						
Public realm / engineering works						
Minerals, waste and energy projects (on sites up to 1 hectare)						
Small scale proposals not within above categories						
Meeting and written advice	Non-Statutory	1,940.40	2,018.00	Inflation	4.0%	77.60
Follow up meetings	Non-Statutory	465.60	484.00	Inflation	4.0%	18.40
Written advice only	Non-Statutory	1,164.00	1,211.00	Inflation	4.0%	47.00
Planning Performance Agreements						
Arranged on a bespoke basis when deemed appropriate with the agreement of developers with planning officer time charged at hourly rate of £103 for a Principal Planning Officer involvement. Where such agreements exist to recover costs of required external consultancy fees (such as Retail Impact Assessment specialists) plus an admin fee of 10%.	Non-Statutory	110.40	115.20	Full cost recovery	4.3%	4.80
Planning Applications						
Householder Applications						
Alterations/extensions to a single dwellinghouse, including works within boundary:						
- Single dwelling house	Statutory	258.00	258.00	N/A	0.0%	0.00
Outline Applications			0.00	N/A	0.0%	0.00
The erection of dwellinghouses:			0.00	N/A	0.0%	0.00
- Site area less than 0.5 hectares (for each 0.1 hectare or part thereof)	Statutory	578.00	578.00	N/A	0.0%	0.00
- Site area between 0.5 hectares and 2.5 hectares (for each 0.1 hectare or part thereof)	Statutory	624.00	624.00	N/A	0.0%	0.00
- Site area more than 2.5 hectares	Statutory	15,433.00	15,433.00	N/A	0.0%	0.00
- Site area more than 2.5 hectares for each additional 0.1 hectare (or part thereof) in excess of 2.5 hectares up to a maximum of £202,500		186.00	186.00	N/A	0.0%	
The erection of buildings (not dwellinghouses):			0.00	N/A	0.0%	0.00
- Site area less than 1 hectare (for each 0.1 hectare or part thereof)	Statutory		578.00	N/A	0.0%	

Description of Fee	Statutory or Non-Statutory	2023/24 Total (inc VAT) £	2024/25 Total (inc VAT) £	Basis of 24/25 Increase	2024/25 % Changes (to 1 d.p.)	2024/25 £ Changes
- Site area between 1 hectare and 2.5 hectares (for each 0.1 hectare or part thereof)	Statutory	624.00	624.00	N/A	0.0%	0.00
- Site area more than 2.5 hectares	Statutory	15,433.00	15,433.00	N/A	0.0%	
- Site area more than 2.5 hectares for each additional 0.1 hectare (or part thereof) in excess of 2.5 hectares up to a maximum of £202,500	Statutory	186.00	186.00	N/A	0.0%	0.00
Full Applications (and First Submissions of Reserved Matters; or Technical Details Consent)			0.00	N/A	0.0%	0.00
Alterations/extensions to dwellinghouses, including works within boundaries:			0.00	N/A	0.0%	0.00
- Single dwellinghouse (or single flat)	Statutory	258.00	258.00	N/A	0.0%	0.00
- Two or more dwellinghouses (or two or more flats)	Statutory	509.00	509.00	N/A	0.0%	0.00
The erection of dwellinghouses:			0.00	N/A	0.0%	
- Fewer than 10 dwellinghouses	Statutory	578.00	578.00	N/A	0.0%	0.00
- Between 10 and 50 dwellinghouses	Statutory	624.00	624.00	N/A	0.0%	0.00
- More than 50 dwellinghouses	Statutory	30,860.00	30,860.00	N/A	0.0%	0.00
- More than 50 dwellinghouses for each additional dwellinghouse in excess of 50 up to a maximum of £405,000	Statutory	186.00	186.00	N/A	0.0%	0.00
The erection of buildings (not dwellinghouses, agricultural, glasshouses, plant nor machinery):			0.00	N/A	0.0%	0.00
- No gross floor space to be created by the development or no more than 40 square metres	Statutory	293.00	293.00	N/A	0.0%	0.00
- Gross floor space to be created by the development more than 40 square metres but less than 1,000 square metres (for each 75 square metres or part thereof)	Statutory	578.00	578.00	N/A	0.0%	0.00
- Gross floor space to be created by the development between 1000 square metres and 3,750 square metres (for each 75 square metres or part thereof)	Statutory	624.00	624.00	N/A	0.0%	0.00
- Gross floor space to be created by the development more than 3,750 square metres	Statutory	30,680.00	30,680.00	N/A	0.0%	0.00
- Gross floor space to be created by the development more than 3,750 square metres for each additional 75 square metres (or part thereof) in excess of 3,750 square metres up to a maximum of £405,000	Statutory	186.00	186.00	N/A	0.0%	
The erection of buildings (on land used for agriculture for agricultural purposes)			0.00	N/A	0.0%	0.00
- Gross floor space to be created by the development not more than 465 square metres	Statutory	120.00	120.00	N/A	0.0%	0.00
- Gross floor space to be created by the development more than 465 square metres but not more than 540 square metres thereof)	Statutory		257.00	N/A	0.0%	
- Gross floor space to be created by the development more than 540 square metres but less than 1,000 square metres (for first 540 square metres)	Statutory	578.00	578.00	N/A	0.0%	0.00
- Gross floor space to be created by the development more than 540 square metres but less than 1,000 square metres for each additional 75 square metres in excess of 540 square metres	Statutory	578.00	578.00	N/A	0.0%	0.00
- Gross floor space to be created by the development between 1,000 square metres and 4,215 square metres (for first 1,000 square metres)	Statutory	624.00	624.00	N/A	0.0%	0.00
- Gross floor space to be created by the development between 1,000 square metres and 4,215 square metres for each additional 75 square metres in excess of 1,000 square metres.	Statutory	624.00	624.00	N/A	0.0%	0.00

Description of Fee	Statutory or Non-Statutory	2023/24 Total (inc VAT) £	2024/25 Total (inc VAT) £	Basis of 24/25 Increase	2024/25 % Changes (to 1 d.p.)	2024/25 £ Changes
- Gross floor space to be created by the development more than 4,215 square metres	Statutory	30,860.00	30,860.00	N/A	0.0%	0.00
- Gross floor space to be created by the development more than 4,215 square metres for each additional 75 square metres (or part thereof) in excess of 4,215 square metres up to a maximum of £405,000	Statutory	186.00	186.00	N/A	0.0%	0.00
Erection of glasshouses (on land used for the purposes of agriculture):			0.00	N/A	0.0%	0.00
- Gross floor space to be created by the development not more than 465 square metres	Statutory		120.00	N/A	0.0%	
- Gross floor space to be created by the development more than 465 square metres but not more than 1,000 square metres thereof	Statutory	3,225.00	3,225.00	N/A	0.0%	0.00
- Gross floor space to be created by the development 1,000 square metres or more	Statutory	3,483.00	3,483.00	N/A	0.0%	0.00
Erection/alterations/replacement of plant and machinery			0.00	N/A	0.0%	
- Site area less than 1 hectare (for each 0.1 hectare or part thereof)	Statutory	578.00	578.00	N/A	0.0%	0.00
- Site area between 1 hectare and 5 hectares (for each 0.1 hectare or part thereof)			624.00	N/A	0.0%	
- Site area more than 5 hectares	Statutory	30,860.00	30,860.00	N/A	0.0%	0.00
- Site area more than 5 hectares for each additional 0.1 hectare (or part thereof) in excess of 5 hectares up to a maximum fee of £405,000	Statutory	186.00	186.00	N/A	0.0%	
Applications other than Building Works:			0.00	N/A	0.0%	0.00
Car parks, service roads or other accesses (for existing uses)	Statutory	293.00	293.00	N/A	0.0%	0.00
Waste (Use of land for disposal of refuse or waste materials or deposit of material remaining after extraction or storage of minerals):			0.00	N/A	0.0%	0.00
- Site area not more than 15 hectares (for each 0.1 hectare or part thereof)		316.00	316.00	N/A	0.0%	
- Site area more than 15 hectares	Statutory	47,161.00	47,161.00	N/A	0.0%	0.00
- Site area more than 15 hectares for each additional 0.1 hectare (or part thereof) in excess of 15 hectares up to a maximum of £105,300	Statutory	186.00	186.00	N/A	0.0%	0.00
Operations connected with exploratory drilling for oil or natural gas:			0.00	N/A	0.0%	0.00
- Site area not more than 7.5 hectares (for each 0.1 hectare or part thereof)	Statutory	686.00	686.00	N/A	0.0%	0.00
- Site area more than 7.5 hectares	Statutory	51,395.00	51,395.00	N/A	0.0%	0.00
- Site area more than 7.5 hectares for each additional 0.1 hectare (or part thereof) in excess of 7.5 hectares up to a maximum of £405,000	Statutory	204.00	204.00	N/A	0.0%	0.00
Operations (other than exploratory drilling) for the winning and working of oil or natural gas:			0.00	N/A	0.0%	0.00
- Site area not more than 15 hectares (for each 0.1 hectare or part thereof)	Statutory	347.00	347.00	N/A	0.0%	0.00
- Site area more than 15 hectares	Statutory	52,002.00	52,002.00	N/A	0.0%	0.00
- Site area more than 15 hectares for each additional 0.1 hectare (or part thereof) in excess of 15 hectares up to a maximum of £105,300	Statutory	204.00	204.00	N/A	0.0%	0.00
Other operations (winning and working of minerals) excluding oil and natural gas:			0.00	N/A	0.0%	0.00
- Site area not more than 15 hectares (for each 0.1 hectare or part thereof)	Statutory	316.00	316.00	N/A	0.0%	0.00
- Site area more than 15 hectares	Statutory	47,161.00	47,161.00	N/A	0.0%	0.00
- Site area more than 15 hectares for each additional 0.1 hectare (or part thereof) in excess of 15 hectares up to a maximum of £105,300	Statutory	186.00	186.00	N/A	0.0%	0.00
Other operations (not coming within any of the above categories):			0.00	N/A	0.0%	0.00
- Any site area for each 0.1 hectare (or part thereof) up to a maximum fee of £2,535	Statutory	293.00	293.00	N/A	0.0%	0.00

Description of Fee	Statutory or Non-Statutory	2023/24 Total (inc VAT) £	2024/25 Total (inc VAT) £	Basis of 24/25 Increase	2024/25 % Changes (to 1 d.p.)	2024/25 £ Changes
Uses of Land						
Change of Use of a building to use as one or more separate dwellinghouses, or other cases:						
- Fewer than 10 dwellinghouses	Statutory	578.00	578.00	N/A	0.0%	0.00
- Between 10 and 50 dwellinghouses	Statutory	624.00	624.00	N/A	0.0%	0.00
- More than 50 dwellinghouses	Statutory	30,860.00	30,860.00	N/A	0.0%	0.00
- More than 50 dwellinghouses for each additional dwellinghouse in excess of 50 up to a maximum of £405,000	Statutory	186.00	186.00	N/A	0.0%	0.00
Other Changes of Use of a building or land	Statutory	578.00	578.00	N/A	0.0%	0.00
Lawful Development Certificate			0.00	N/A	0.0%	0.00
Existing use or operation	Statutory			N/A	0.0%	
Existing use or operation - lawful not to comply with any condition or limitation	Statutory	293.00	293.00	N/A	0.0%	0.00
Proposed use or operation	Statutory			N/A	0.0%	
Prior Approval (under Permitted Development rights)			0.00	N/A	0.0%	0.00
Larger Home Extensions	Statutory	120.00	120.00	N/A	0.0%	0.00
Additional storeys on a home			120.00	N/A	0.0%	
Agricultural and Forestry buildings & operations	Statutory	120.00	120.00	N/A	0.0%	0.00
Demolition of buildings	Statutory	120.00	120.00	N/A	0.0%	0.00
Communications (previously referred to as 'Telecommunications Code Systems Operators')	Statutory	578.00	578.00	N/A	0.0%	0.00
Change of use from Commercial/Business/Service (Use Class E), or Betting Office or Pay Day Loan Shop to mixed use including up to two flats (Use Class C3)	Statutory		120.00	N/A	0.0%	
Change of Use of a building and any land within its curtilage from Commercial/Business/Service (Use Class E), Hotels (Use Class C1), Residential Institutions (Use Class C2), Secure Residential Institutions (Use Class C2A) to a State Funded School	Statutory		120.00	N/A	0.0%	
Change of Use of a building and any land within its curtilage from an Agricultural Building to a State-Funded School	Statutory	120.00	120.00	N/A	0.0%	0.00
Change of Use of a building and any land within its curtilage from an Agricultural Building to a flexible commercial use within Commercial/Business/Service (Use Class E), Storage or Distribution (Use Class B8), or Hotels (Use Class C1)	Statutory	120.00	120.00	N/A	0.0%	0.00
Change of Use of a building and any land within its curtilage from Commercial/Business/Service (Use Class E) to Dwellinghouses (Use Class C3), for each dwellinghouse	Statutory	125.00	125.00	N/A	0.0%	0.00
Change of Use of a building and any land within its curtilage from an Agricultural Building to Dwellinghouses (Use Class C3)	Statutory	120.00	120.00	N/A	0.0%	0.00
Change of Use of a building and any land within its curtilage from an Agricultural Building to Dwellinghouses (Use Class C3), if it includes building operations in connection with the change of use	Statutory	258.00	258.00	N/A	0.0%	

Description of Fee	Statutory or Non-Statutory	2023/24 Total (inc VAT) £	2024/25 Total (inc VAT) £	Basis of 24/25 Increase	2024/25 % Changes (to 1 d.p.)	2024/25 £ Changes
Change of use of a building from Betting Office, Pay Day Loan Shop, Launderette; a mixed use combining one of these uses and use as Dwellinghouse(s); or Hot Food Takeaways to Dwellinghouses (Use Class C3)	Statutory	120.00	120.00	N/A	0.0%	0.00
Change of use of a building from Betting Office, Pay Day Loan Shop, Launderette; a mixed use combining one of these uses and use as Dwellinghouse(s); or Hot Food Takeaways to Dwellinghouses (Use Class C3), if it includes building operations in connection with the change of use	Statutory	258.00	258.00	N/A	0.0%	0.00
Change of Use of a building and any land within its curtilage from Amusement Arcades/Centres and Casinos to Dwellinghouses (Use Class C3)	Statutory	120.00	120.00	N/A	0.0%	0.00
Change of Use of a building and any land within its curtilage from Amusement Arcades/Centres and Casinos to Dwellinghouses (Use Class C3), if it includes building operations in connection with the change of use	Statutory	258.00	258.00	N/A	0.0%	0.00
Temporary Use of Buildings or Land for the Purpose of Commercial Film-Making and the Associated Temporary Structures, Works, Plant or Machinery required in Connection with that Use	Statutory	120.00	120.00	N/A	0.0%	0.00
Provision of Temporary School Buildings on Vacant Commercial Land and the use of that land as a State-funded School for up to 3 Academic Years	Statutory	120.00	120.00	N/A	0.0%	0.00
Development Consisting of the Erection or Construction of a Collection Facility within the Curtilage of a Shop	Statutory	120.00	120.00	N/A	0.0%	0.00
Installation, Alteration or Replacement of other Solar Photovoltaics (PV) equipment on the Roofs of Non-domestic Buildings (1 Megawatt capacity restriction removed from 21 December 2023)	Statutory	120.00	120.00	N/A	0.0%	0.00
Installation, Alteration or Replacement of microgeneration Solar Photovoltaics (PV) equipment or solar thermal equipment on the flat roof of a dwellinghouse or a block of flats (or a building situated within the curtilage) on Article 2(3) land.	Statutory	120.00	120.00	N/A	0.0%	0.00
Installation, alteration or replacement of stand-alone solar for microgeneration within the curtilage of a dwellinghouse or a block of flats in a conservation area, where it would be nearer to any highway which bounds the curtilage than the part of the dwellinghouse or block of flats which is nearest to that highway.	Statutory	120.00	120.00	N/A	0.0%	0.00
Installation, alteration or replacement of stand-alone solar for microgeneration within the curtilage of a non-domestic building on Article 2(3) land, where it would be nearer to any highway which bounds the curtilage than the part of the building which is nearest to that highway.	Statutory	120.00	120.00	N/A	0.0%	0.00
Installation, alteration or replacement of a solar canopy within an area lawfully used as offstreet parking other than for a dwellinghouse or a block of flats.	Statutory	120.00	120.00	N/A	0.0%	0.00
Erection, extension, or alteration of a university building	Statutory	120.00	120.00	N/A	0.0%	0.00
Movable structure within the curtilage of a historic visitor attraction, or listed pub/restaurant/etc	Statutory	120.00	120.00	N/A	0.0%	0.00
Erection, extension or alteration on a closed defence site by or on behalf of the Crown of single living accommodation and/or non-residential buildings	Statutory	120.00	120.00	N/A	0.0%	0.00
Construction of new dwellinghouses:			0.00	N/A	0.0%	0.00
- Fewer than 10 dwellinghouses for each dwellinghouse	Statutory	418.00	418.00	N/A	0.0%	0.00
- Between 10 and 50 dwellinghouses for each dwellinghouse	Statutory	451.00	451.00	N/A	0.0%	0.00
- More than 50 dwellinghouses	Statutory	22,309.00	22,309.00	N/A	0.0%	0.00

Description of Fee	Statutory or Non-Statutory	2023/24 Total (inc VAT) £	2024/25 Total (inc VAT) £	Basis of 24/25 Increase	2024/25 % Changes (to 1 d.p.)	2024/25 £ Changes
- More than 50 dwellinghouses for each additional dwellinghouse in excess of 50 up to a maximum of £405,000	Statutory	135.00	135.00	N/A	0.0%	0.00
Reserved Matters			0.00	N/A	0.0%	0.00
Approval of reserved matters following outline approval	Statutory			N/A	0.0%	
Approval of reserved matters following outline approval, if full fee already paid	Statutory	578.00	578.00	N/A	0.0%	0.00
Removal/Variation/Approval/Discharge of condition			0.00	N/A	0.0%	0.00
Removal or variation of a condition following grant of planning permission	Statutory	293.00	293.00	N/A	0.0%	0.00
Discharge of condition(s) – Approval of details and/or confirmation that one or more planning conditions have been complied with:	Statutory	0.00	0.00	N/A	0.0%	0.00
- Householder permissions	Statutory	43.00	43.00	N/A	0.0%	0.00
- All other permissions	Statutory	145.00	145.00	N/A	0.0%	0.00
Advertising			0.00	N/A	0.0%	0.00
Relating to the business on the premises	Statutory	165.00	165.00	N/A	0.0%	0.00
Advance signs which are not situated on or visible from the site, directing the public to a business	Statutory	165.00	165.00	N/A	0.0%	0.00
Other advertisements	Statutory	578.00	578.00	N/A	0.0%	0.00
Non-material Amendment Following a Grant of Planning Permission			0.00	N/A	0.0%	0.00
Householder developments	Statutory	43.00	43.00	N/A	0.0%	0.00
Any other development	Statutory	293.00	293.00	N/A	0.0%	0.00
Permission in Principle			0.00	N/A	0.0%	0.00
For each 0.1 hectare (or part thereof)	Statutory	503.00	503.00	N/A	0.0%	0.00
Land Charges						
Con 29 Residential	Non-Statutory	106.80	140.00	Full cost recovery	31.1%	33.20
Con 29 Commercial	Non-Statutory	133.20	216.00	Full cost recovery	62.2%	82.80
Con 29 R Extra parcel of land	Non-Statutory	34.80	56.00	Full cost recovery	60.9%	21.20
Con 29 O Per Question (except Q22)	Non-Statutory	38.40	42.00	Full cost recovery	9.4%	3.60
Con 29 O Q22 only	Non-Statutory	16.80	31.00	Full cost recovery	84.5%	14.20
Building Control						
Plan Charge for - Single storey extension floor area not exceeding 10m2	Non-Statutory	415.20	432.00	Inflation	4.0%	16.80
Building Notice Charge for - Single storey extension floor area not exceeding 10m2	Non-Statutory	490.80	510.00	Inflation	3.9%	19.20
Plan Charge for - Single storey extension floor area exceeding 10m2 but not exceeding 40m2	Non-Statutory	222.00	231.00	Inflation	4.1%	9.00
Inspection Charge for - Single storey extension floor area exceeding 10m2 but not exceeding 40m2	Non-Statutory	356.40	371.00	Inflation	4.1%	14.60
Building Notice Charge for - Single storey extension floor area exceeding 10m2 but not exceeding 40m2	Non-Statutory	654.00	680.00	Inflation	4.0%	26.00
Plan Charge for - Single storey extension floor area exceeding 40m2 but not exceeding 80m2	Non-Statutory	222.00	231.00	Inflation	4.1%	9.00

Description of Fee	Statutory or Non-Statutory	2023/24 Total (inc VAT) £	2024/25 Total (inc VAT) £	Basis of 24/25 Increase	2024/25 % Changes (to 1 d.p.)	2024/25 £ Changes
Inspection Charge for - Single storey extension floor area exceeding 40m2 but not exceeding 80m2	Non-Statutory	446.40	464.00	Inflation	3.9%	17.60
Building Notice Charge for - Single storey extension floor area exceeding 40m2 but not exceeding 80m2	Non-Statutory	742.80	773.00	Inflation	4.1%	30.20
Plan Charge for - Two storey extension floor area not exceeding 40m2	Non-Statutory	222.00	231.00	Inflation	4.1%	9.00
Inspection Charge for - Two storey extension floor area not exceeding 40m2	Non-Statutory	446.40	464.00	Inflation	3.9%	17.60
Building Notice Charge for - Two storey extension floor area not exceeding 40m2	Non-Statutory	742.80	773.00	Inflation	4.1%	30.20
Plan Charge for - Two storey extension floor area exceeding 40m2 but not exceeding 100m2	Non-Statutory	222.00	231.00	Inflation	4.1%	9.00
Inspection Charge for - Two storey extension floor area exceeding 40m2 but not exceeding 100m2	Non-Statutory	499.20	519.00	Inflation	4.0%	19.80
Building Notice Charge for - Two storey extension floor area exceeding 40m2 but not exceeding 100m2	Non-Statutory	795.60	827.00	Inflation	3.9%	31.40
Plan Charge for - Loft Conversion that does not include the construction of a dormer (max floor area 50m2)	Non-Statutory	446.40	464.00	Inflation	3.9%	17.60
Building Notice Charge for - Loft Conversion that does not include the construction of a dormer (max floor area 50m2)	Non-Statutory	490.80	510.00	Inflation	3.9%	19.20
Plan Charge for - Loft conversion that includes the construction of a dormer (max floor area 50m2)	Non-Statutory	222.00	231.00	Inflation	4.1%	9.00
Inspection Charge for - Loft conversion that includes the construction of a dormer (max floor area 50m2)	Non-Statutory	243.60	253.00	Inflation	3.9%	9.40
Building Notice Charge for - Loft conversion that includes the construction of a dormer (max floor area 50m2)	Non-Statutory	535.20	557.00	Inflation	4.1%	21.80
Plan Charge for - Erection of a non exempt attached single storey extension of a garage or carport up to 100m2	Non-Statutory	267.60	278.00	Inflation	3.9%	10.40
Building Notice Charge for - Erection or extension of a non exempt detached garage or carport up to 100m2	Non-Statutory	312.00	324.00	Inflation	3.8%	12.00
Plan Charge for - Erection of a non exempt attached single storey extension of a garage or carport up to 100m2	Non-Statutory	356.40	371.00	Inflation	4.1%	14.60
Building Notice Charge for - Erection of a non exempt attached single storey extension of a garage or carport up to 100m2	Non-Statutory	402.00	418.00	Inflation	4.0%	16.00
Plan Charge for - Attached Garage Conversion to a create a habitable room / kitchen or utility space	Non-Statutory	267.60	278.00	Inflation	3.9%	10.40
Building Notice Charge for - Attached Garage Conversion to a create a habitable room / kitchen or utility space	Non-Statutory	312.00	324.00	Inflation	3.8%	12.00
Plan Charge for - Erection of a multi storey detached ancillary building upto 100m2 floor area	Non-Statutory	356.40	371.00	Inflation	4.1%	14.60
Building Notice Charge for - Erection of a multi storey detached ancillary building upto 100m2 floor area	Non-Statutory	402.00	418.00	Inflation	4.0%	16.00
Plan Charge for - Creation of a Basement up to 100m2	Non-Statutory	403.20	419.00	Inflation	3.9%	15.80
Building Notice Charge for - Creation of a Basement up to 100m2	Non-Statutory	447.60	466.00	Inflation	4.1%	18.40

Description of Fee	Statutory or Non-Statutory	2023/24 Total (inc VAT) £	2024/25 Total (inc VAT) £	Basis of 24/25 Increase	2024/25 % Changes (to 1 d.p.)	2024/25 £ Changes
Plan Charge for - Domestic alterations to a single building: underpinning (up to 20 linear metres)	Non-Statutory	394.80	411.00	Inflation	4.1%	16.20
Building Notice Charge for - Domestic alterations to a single building: underpinning (up to 20 linear metres)	Non-Statutory	394.80	411.00	Inflation	4.1%	16.20
Plan Charge for - Domestic alterations to a single building:Renovation of a thermal element to a single dwelling	Non-Statutory	160.80	167.00	Inflation	3.9%	6.20
Building Notice Charge for - Domestic alterations to a single building:Renovation of a thermal element to a single dwelling	Non-Statutory	160.80	167.00	Inflation	3.9%	6.20
Plan Charge for Alterations, installation of fittings (not electrical) and/or structural alterations - Estimated cost less than £2,000	Non-Statutory	229.20	238.00	Inflation	3.8%	8.80
Building Notice Charge for Alterations, installation of fittings (not electrical) and/or structural alterations - Estimated cost less than £2,000	Non-Statutory	229.20	238.00	Inflation	3.8%	8.80
Plan Charge for Alterations, installation of fittings (not electrical) and/or structural alterations - Estimated cost over £2,000 up to £5000	Non-Statutory	309.60	322.00	Inflation	4.0%	12.40
Building Notice Charge for Alterations, installation of fittings (not electrical) and/or structural alterations - Estimated cost over £2,000 up to £5000	Non-Statutory	309.60	322.00	Inflation	4.0%	12.40
Plan Charge for Alterations, installation of fittings (not electrical) and/or structural alterations - Estimated cost exceeding £5,000 up to £25,000	Non-Statutory	381.60	397.00	Inflation	4.0%	15.40
Building Notice Charge for Alterations, installation of fittings (not electrical) and/or structural alterations - Estimated cost exceeding £5,000 up to £25,000	Non-Statutory	381.60	397.00	Inflation	4.0%	15.40
Plan Charge for Alterations, installation of fittings (not electrical) and/or structural alterations - Estimated cost exceeding £25,001 and up to £50,000	Non-Statutory	159.60	166.00	Inflation	4.0%	6.40
Inspection Charge for Alterations, installation of fittings (not electrical) and/or structural alterations - Estimated cost exceeding £25,001 and up to £50,000	Non-Statutory	348.00	362.00	Inflation	4.0%	14.00
Building Notice Charge for Alterations, installation of fittings (not electrical) and/or structural alterations - Estimated cost exceeding £25,001 and up to £50,000	Non-Statutory	506.40	527.00	Inflation	4.1%	20.60
Plan Charge for Alterations, installation of fittings (not electrical) and/or structural alterations - Estimated cost exceeding £50,001 and up to £75,000	Non-Statutory	159.60	166.00	Inflation	4.0%	6.40
Inspection Charge for Alterations, installation of fittings (not electrical) and/or structural alterations - Estimated cost exceeding £50,001 and up to £75,000	Non-Statutory	474.00	493.00	Inflation	4.0%	19.00
Building Notice Charge for Alterations, installation of fittings (not electrical) and/or structural alterations - Estimated cost exceeding £50,001 and up to £75,000	Non-Statutory	634.80	660.00	Inflation	4.0%	25.20
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification. - Any electrical works other than rewiring of a dwelling	Non-Statutory	267.60	278.00	Inflation	3.9%	10.40
Building Notice Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification. - Any electrical works other than rewiring of a dwelling	Non-Statutory	267.60	278.00	Inflation	3.9%	10.40

Description of Fee	Statutory or Non-Statutory	2023/24 Total (inc VAT) £	2024/25 Total (inc VAT) £	Basis of 24/25 Increase	2024/25 % Changes (to 1 d.p.)	2024/25 £ Changes
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification. - Rewiring or new installation in a dwelling	Non-Statutory	356.40	371.00	Inflation	4.1%	14.60
Building Notice Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification. - Rewiring or new installation in a dwelling	Non-Statutory	356.40	371.00	Inflation	4.1%	14.60
Plan Charge for - Domestic Electrical Works: Additional charge for 'notifiable' electrical works carried out at the same time as the other work categories above. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification.	Non-Statutory	222.00	231.00	Inflation	4.1%	9.00
Building Notice Charge for - Domestic Electrical Works: Additional charge for 'notifiable' electrical works carried out at the same time as the other work categories above. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification.	Non-Statutory	222.00	231.00	Inflation	4.1%	9.00
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work (carried out by a non qualified person) - Any electrical works other than rewiring of a dwelling	Non-Statutory	380.40	396.00	Inflation	4.1%	15.60
Building Notice Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work (carried out by a non qualified person) - Any electrical works other than rewiring of a dwelling	Non-Statutory	380.40	396.00	Inflation	4.1%	15.60
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work (carried out by a non qualified person) - Rewiring or new installation in a dwelling	Non-Statutory	505.20	525.00	Inflation	3.9%	19.80
Building Notice Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work (carried out by a non qualified person) - Rewiring or new installation in a dwelling	Non-Statutory	505.20	525.00	Inflation	3.9%	19.80
Plan Charge for - Domestic Electrical Works: Additional charge for 'notifiable' electrical works carried out at the same time as the other work categories above (carried out by a non qualified person) - Any electrical works other than rewiring of a dwelling	Non-Statutory	296.40	308.00	Inflation	3.9%	11.60
Building Notice Charge for - Domestic Electrical Works: Additional charge for 'notifiable' electrical works carried out at the same time as the other work categories above (carried out by a non qualified person) - Any electrical works other than rewiring of a dwelling	Non-Statutory	296.40	308.00	Inflation	3.9%	11.60
Plan Charge for - Solid fuel appliances: Installation of a solid fuel appliance by non-competent person scheme member e.g. not HETAS registered	Non-Statutory	177.60	185.00	Inflation	4.2%	7.40
Inspection Charge for - Solid fuel appliances: Installation of a solid fuel appliance by non-competent person scheme member e.g. not HETAS registered	Non-Statutory	411.60	428.00	Inflation	4.0%	16.40

Description of Fee	Statutory or Non-Statutory	2023/24 Total (inc VAT) £	2024/25 Total (inc VAT) £	Basis of 24/25 Increase	2024/25 % Changes (to 1 d.p.)	2024/25 £ Changes
Building Notice Charge for - Solid fuel appliances: Installation of a solid fuel appliance by non-competent person scheme member e.g. not HETAS registered	Non-Statutory	589.20	613.00	Inflation	4.0%	23.80
Plan Charge for - Domestic Window Replacements: Window replacements (non competent persons scheme member) - per installation up to 10 windows	Non-Statutory	134.40	140.00	Inflation	4.2%	5.60
Building Notice Charge for - Domestic Window Replacements: Window replacements (non competent persons scheme member) - per installation up to 10 windows	Non-Statutory	134.40	140.00	Inflation	4.2%	5.60
Plan Charge for - Domestic Window Replacements: Window replacements (non competent persons scheme member) - per installation upto 11 to 20 windows	Non-Statutory	253.20	263.00	Inflation	3.9%	9.80
Building Notice Charge for - Domestic Window Replacements: Window replacements (non competent persons scheme member) - per installation upto 11 to 20 windows	Non-Statutory	253.20	263.00	Inflation	3.9%	9.80
Plan Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 1 dwelling	Non-Statutory	338.40	352.00	Inflation	4.0%	13.60
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 1 dwelling	Non-Statutory	483.60	503.00	Inflation	4.0%	19.40
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 1 dwelling	Non-Statutory	1,000.80	1,041.00	Inflation	4.0%	40.20
Plan Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 2 dwellings	Non-Statutory	434.40	452.00	Inflation	4.1%	17.60
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 2 dwellings	Non-Statutory	676.80	704.00	Inflation	4.0%	27.20
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 2 dwellings	Non-Statutory	1,291.20	1,343.00	Inflation	4.0%	51.80
Plan Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 3 dwellings	Non-Statutory	531.60	553.00	Inflation	4.0%	21.40
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 3 dwellings	Non-Statutory	822.00	855.00	Inflation	4.0%	33.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 3 dwellings	Non-Statutory	1,531.20	1,592.00	Inflation	4.0%	60.80
Plan Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 4 dwellings	Non-Statutory	639.60	665.00	Inflation	4.0%	25.40
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 4 dwellings	Non-Statutory	967.20	1,006.00	Inflation	4.0%	38.80
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 4 dwellings	Non-Statutory	1,784.40	1,856.00	Inflation	4.0%	71.60
Plan Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 5 dwellings	Non-Statutory	724.80	754.00	Inflation	4.0%	29.20
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 5 dwellings	Non-Statutory	1,112.40	1,157.00	Inflation	4.0%	44.60
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 5 dwellings	Non-Statutory	2,016.00	2,097.00	Inflation	4.0%	81.00
Plan Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 6 dwellings	Non-Statutory	730.80	760.00	Inflation	4.0%	29.20

Description of Fee	Statutory or Non-Statutory	2023/24 Total (inc VAT) £	2024/25 Total (inc VAT) £	Basis of 24/25 Increase	2024/25 % Changes (to 1 d.p.)	2024/25 £ Changes
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 6 dwellings	Non-Statutory	1,299.60	1,352.00	Inflation	4.0%	52.40
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 6 dwellings	Non-Statutory	2,206.80	2,295.00	Inflation	4.0%	88.20
Plan Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 7 dwellings	Non-Statutory	733.20	763.00	Inflation	4.1%	29.80
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 7 dwellings	Non-Statutory	1,328.40	1,382.00	Inflation	4.0%	53.60
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 7 dwellings	Non-Statutory	2,240.40	2,330.00	Inflation	4.0%	89.60
Plan Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 8 dwellings	Non-Statutory	738.00	768.00	Inflation	4.1%	30.00
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 8 dwellings	Non-Statutory	1,526.40	1,587.00	Inflation	4.0%	60.60
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 8 dwellings	Non-Statutory	2,442.00	2,540.00	Inflation	4.0%	98.00
Plan Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 9 dwellings	Non-Statutory	741.60	771.00	Inflation	4.0%	29.40
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 9 dwellings	Non-Statutory	1,737.60	1,807.00	Inflation	4.0%	69.40
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 9 dwellings	Non-Statutory	2,658.00	2,764.00	Inflation	4.0%	106.00
Plan Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 10 dwellings	Non-Statutory	745.20	775.00	Inflation	4.0%	29.80
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 10 dwellings	Non-Statutory	1,934.40	2,012.00	Inflation	4.0%	77.60
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 10 dwellings	Non-Statutory	2,859.60	2,974.00	Inflation	4.0%	114.40
Plan Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 11 dwellings	Non-Statutory	752.40	782.00	Inflation	3.9%	29.60
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 11 dwellings	Non-Statutory	2,114.40	2,199.00	Inflation	4.0%	84.60
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 11 dwellings	Non-Statutory	3,044.40	3,166.00	Inflation	4.0%	121.60
Plan Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 12 dwellings	Non-Statutory	756.00	786.00	Inflation	4.0%	30.00
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 12 dwellings	Non-Statutory	2,302.80	2,395.00	Inflation	4.0%	92.20
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 12 dwellings	Non-Statutory	3,236.40	3,366.00	Inflation	4.0%	129.60
Plan Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings -13 dwellings	Non-Statutory	759.60	790.00	Inflation	4.0%	30.40
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings -13 dwellings	Non-Statutory	2,488.80	2,588.00	Inflation	4.0%	99.20

Description of Fee	Statutory or Non-Statutory	2023/24 Total (inc VAT) £	2024/25 Total (inc VAT) £	Basis of 24/25 Increase	2024/25 % Changes (to 1 d.p.)	2024/25 £ Changes
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings -13 dwellings	Non-Statutory	3,428.40	3,566.00	Inflation	4.0%	137.60
Plan Charge for -Standard Charges for the creation of, or conversion to Form New Dwellings - 14 dwellings	Non-Statutory	763.20	794.00	Inflation	4.0%	30.80
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 14 dwellings	Non-Statutory	2,676.00	2,783.00	Inflation	4.0%	107.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 14 dwellings	Non-Statutory	3,619.20	3,764.00	Inflation	4.0%	144.80
Plan Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 15 dwellings	Non-Statutory	769.20	800.00	Inflation	4.0%	30.80
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 15 dwellings	Non-Statutory	2,864.40	2,979.00	Inflation	4.0%	114.60
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 15 dwellings	Non-Statutory	3,811.20	3,964.00	Inflation	4.0%	152.80
Plan Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 16 dwellings	Non-Statutory	772.80	804.00	Inflation	4.0%	31.20
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 16 dwellings	Non-Statutory	3,050.40	3,172.00	Inflation	4.0%	121.60
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 16 dwellings	Non-Statutory	4,003.20	4,163.00	Inflation	4.0%	159.80
Plan Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 17 dwellings	Non-Statutory	777.60	809.00	Inflation	4.0%	31.40
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 17 dwellings	Non-Statutory	3,238.80	3,368.00	Inflation	4.0%	129.20
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 17 dwellings	Non-Statutory	4,194.00	4,362.00	Inflation	4.0%	168.00
Plan Charge for - andard Charges for the creation of, or conversion to Form New Dwellings - 18 dwellings	Non-Statutory	782.40	814.00	Inflation	4.0%	31.60
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 18 dwellings	Non-Statutory	3,426.00	3,563.00	Inflation	4.0%	137.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 18 dwellings	Non-Statutory	4,386.00	4,561.00	Inflation	4.0%	175.00
Plan Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 19 dwellings	Non-Statutory	787.20	819.00	Inflation	4.0%	31.80
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 19 dwellings	Non-Statutory	3,613.20	3,758.00	Inflation	4.0%	144.80
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 19 dwellings	Non-Statutory	4,578.00	4,761.00	Inflation	4.0%	183.00
Plan Charge: (All Other Non-Domestic Work - Extension & New Build) for - Floor area not exceeding 10m squared: - Other residential (institution and Other)	Non-Statutory	267.60	278.00	Inflation	3.9%	10.40
Inspection Charge: (All Other Non-Domestic Work - Extension & New Build) for - Floor area not exceeding 10m squared: - Other residential (institution and Other)	Non-Statutory	676.80	704.00	Inflation	4.0%	27.20
Plan Charge: (All Other Non-Domestic Work - Extension & New Build) for - Floor area not exceeding 10m squared: - Assembly and Recreational use	Non-Statutory	267.60	278.00	Inflation	3.9%	10.40

Description of Fee	Statutory or Non-Statutory	2023/24 Total (inc VAT) £	2024/25 Total (inc VAT) £	Basis of 24/25 Increase	2024/25 % Changes (to 1 d.p.)	2024/25 £ Changes
Inspection Charge: (All Other Non-Domestic Work - Extension & New Build) for - Floor area not exceeding 10m squared: - Assembly and Recreational use	Non-Statutory	579.60	603.00	Inflation	4.0%	23.40
Plan Charge: (All Other Non-Domestic Work - Extension & New Build) for - Floor area not exceeding 10m squared: - Industrial and storage usage	Non-Statutory	267.60	278.00	Inflation	3.9%	10.40
Inspection Charge: (All Other Non-Domestic Work - Extension & New Build) for - Floor area not exceeding 10m squared: - Industrial and storage usage	Non-Statutory	386.40	402.00	Inflation	4.0%	15.60
Plan Charge: (All Other Non-Domestic Work - Extension & New Build) for - Floor area not exceeding 10m squared: - All other use classes	Non-Statutory	267.60	278.00	Inflation	3.9%	10.40
Inspection Charge: (All Other Non-Domestic Work - Extension & New Build) for - Floor area not exceeding 10m squared: - All other use classes	Non-Statutory	579.60	603.00	Inflation	4.0%	23.40
Plan Charge: (All Other Non-Domestic Work - Extension & New Build) for - Floor area exceeding 10m squared but not exceeding 40m squared: - other residential (institution and Other)	Non-Statutory	356.40	371.00	Inflation	4.1%	14.60
Inspection Charge: (All Other Non-Domestic Work - Extension & New Build) for - Floor area exceeding 10m squared but not exceeding 40m squared: - other residential (institution and Other)	Non-Statutory	772.80	804.00	Inflation	4.0%	31.20
Plan Charge: (All Other Non-Domestic Work - Extension & New Build) for Floor area exceeding 10m squared but not exceeding 40m squared: -Assembly and Recreational use	Non-Statutory	356.40	371.00	Inflation	4.1%	14.60
Inspection Charge: (All Other Non-Domestic Work - Extension & New Build) for - Floor area exceeding 10m squared but not exceeding 40m squared: -Assembly and Recreational use	Non-Statutory	676.80	704.00	Inflation	4.0%	27.20
Plan Charge: (All Other Non-Domestic Work - Extension & New Build) for - Floor area exceeding 10m squared but not exceeding 40m squared: -Industrial and storage usage	Non-Statutory	356.40	371.00	Inflation	4.1%	14.60
Inspection Charge: (All Other Non-Domestic Work - Extension & New Build) for - Floor area exceeding 10m squared but not exceeding 40m squared: -Industrial and storage usage	Non-Statutory	483.60	503.00	Inflation	4.0%	19.40
Plan Charge: (All Other Non-Domestic Work - Extension & New Build) for -Floor area exceeding 10m squared but not exceeding 40m squared: -All other use classes	Non-Statutory	356.40	371.00	Inflation	4.1%	14.60
Inspection Charge: (All Other Non-Domestic Work - Extension & New Build) for - Floor area exceeding 10m squared but not exceeding 40m squared: -All other use classes	Non-Statutory	676.80	704.00	Inflation	4.0%	27.20
Plan Charge: (All Other Non-Domestic Work - Extension & New Build) for - Floor area exceeding 40m squared but not exceeding 100m squared: -other residential (institution and Other)	Non-Statutory	446.40	464.00	Inflation	3.9%	17.60
Inspection Charge: (All Other Non-Domestic Work - Extension & New Build) for - Floor area exceeding 40m squared but not exceeding 100m squared: -other residential (institution and Other)	Non-Statutory	871.20	906.00	Inflation	4.0%	34.80
Plan Charge: (All Other Non-Domestic Work - Extension & New Build) for - Floor area exceeding 40m squared but not exceeding 100m squared: -Assembly and Recreational use	Non-Statutory	356.40	371.00	Inflation	4.1%	14.60

Description of Fee	Statutory or Non-Statutory	2023/24 Total (inc VAT) £	2024/25 Total (inc VAT) £	Basis of 24/25 Increase	2024/25 % Changes (to 1 d.p.)	2024/25 £ Changes
Inspection Charge: (All Other Non-Domestic Work - Extension & New Build) for - Floor area exceeding 40m squared but not exceeding 100m squared: -Assembly and Recreational use	Non-Statutory	772.80	804.00	Inflation	4.0%	31.20
Plan Charge: (All Other Non-Domestic Work - Extension & New Build) for -Floor area exceeding 40m squared but not exceeding 100m squared: -Industrial and storage usage	Non-Statutory	356.40	371.00	Inflation	4.1%	14.60
Inspection Charge: (All Other Non-Domestic Work - Extension & New Build) for - Floor area exceeding 40m squared but not exceeding 100m squared: -Industrial and storage usage	Non-Statutory	579.60	603.00	Inflation	4.0%	23.40
Plan Charge: (All Other Non-Domestic Work - Extension & New Build) for - Floor area exceeding 40m squared but not exceeding 100m squared: -All other use classes	Non-Statutory	356.40	371.00	Inflation	4.1%	14.60
Inspection Charge: (All Other Non-Domestic Work - Extension & New Build) for - Floor area exceeding 40m squared but not exceeding 100m squared: -All other use classes	Non-Statutory	772.80	804.00	Inflation	4.0%	31.20
Plan Charge: (All Other Non-Domestic Work - Alterations) for - Underpinning: -estimated cost up to £50k	Non-Statutory	391.20	407.00	Inflation	4.0%	15.80
Plan Charge: (All Other Non-Domestic Work - Alterations) for - Underpinning: -estimated cost exceeding £50k and up to £100k	Non-Statutory	127.20	132.00	Inflation	3.8%	4.80
Inspection Charge: (All Other Non-Domestic Work - Alterations) for - Underpinning: - estimated cost exceeding £50k and up to £100k	Non-Statutory	380.40	396.00	Inflation	4.1%	15.60
Plan Charge: (All Other Non-Domestic Work - Alterations) for - Underpinning: -estimated cost exceeding £100k and up to £250k	Non-Statutory	190.80	198.00	Inflation	3.8%	7.20
Inspection Charge: (All Other Non-Domestic Work - Alterations) for - Underpinning: - estimated cost exceeding £100k and up to £250k	Non-Statutory	444.00	462.00	Inflation	4.1%	18.00
Plan Charge (All Other Non-Domestic Work - Alterations) Window replacement (non competent persons scheme) including shop fronts but excluding associated works. Per installation up to 20 windows	Non-Statutory	134.40	140.00	Inflation	4.2%	5.60
Plan Charge (All Other Non-Domestic Work - Alterations) Window replacement (non competent persons scheme) including shop fronts but excluding associated works. Per installation over 20 windows up to 50 windows	Non-Statutory	253.20	263.00	Inflation	3.9%	9.80
Plan Charge: (All Other Non-Domestic Work - Alterations) Renovation of a thermal element Estimated cost up to £50,000	Non-Statutory	216.00	225.00	Inflation	4.2%	9.00
Plan Charge: (All Other Non-Domestic Work - Alterations) Renovation of a thermal element Estimated cost exceeding £50,000 and up to £100,000	Non-Statutory	260.40	271.00	Inflation	4.1%	10.60
Plan Charge: (All Other Non-Domestic Work - Alterations) Renovation of a thermal element Estimated cost exceeding £100,000 and up to £250,000	Non-Statutory	380.40	396.00	Inflation	4.1%	15.60
Plan Charge : (All Other Non-Domestic Work - Alterations) - Alterations not described elsewhere including structural alterations and installation of controlled fittings estimated cost up to £5,000	Non-Statutory	193.20	201.00	Inflation	4.0%	7.80
Plan Charge : (All Other Non-Domestic Work - Alterations) - Alterations not described elsewhere including structural alterations and installation of controlled fittings estimated cost exceeding £5,000 and up to £25,000	Non-Statutory	260.40	271.00	Inflation	4.1%	10.60

Description of Fee	Statutory or Non-Statutory	2023/24 Total (inc VAT) £	2024/25 Total (inc VAT) £	Basis of 24/25 Increase	2024/25 % Changes (to 1 d.p.)	2024/25 £ Changes
Plan Charge : (All Other Non-Domestic Work - Alterations) - Plan Charge - Alterations not described elsewhere including structural alterations and installation of controlled fittings estimated cost exceeding £25,000 and up to £50,000	Non-Statutory	216.00	225.00	Inflation	4.2%	9.00
Inspection Charge : (All Other Non-Domestic Work - Alterations) - Inspection Charge - Alterations not described elsewhere including structural alterations and installation of controlled fittings estimated cost exceeding £25,000 and up to £50,000	Non-Statutory	296.40	308.00	Inflation	3.9%	11.60
Plan Charge : (All Other Non-Domestic Work - Alterations) - Plan Charge - Alterations not described elsewhere including structural alterations and installation of controlled fittings estimated cost exceeding £50,000 and up to £100,000	Non-Statutory	216.00	225.00	Inflation	4.2%	9.00
Inspection Charge : (All Other Non-Domestic Work - Alterations) - Inspection Charge for - Alterations not described elsewhere including structural alterations and installation of controlled fittings -estimated cost exceeding £50k and up to £100k	Non-Statutory	394.80	411.00	Inflation	4.1%	16.20
Plan Charge : (All Other Non-Domestic Work - Alterations) - Plan Charge for - Alterations not described elsewhere including structural alterations and installation of controlled fittings - estimated cost exceeding £100k and up to £150k	Non-Statutory	216.00	225.00	Inflation	4.2%	9.00
Inspection Charge : (All Other Non-Domestic Work - Alterations) - Inspection Charge for - Alterations not described elsewhere including structural alterations and installation of controlled fittings -estimated cost exceeding £100k and up to £150k	Non-Statutory	553.20	575.00	Inflation	3.9%	21.80
Plan Charge: (All Other Non-Domestic Work - Alterations) for - Installation of Mezzanine floor up to 250m squared	Non-Statutory	336.00	349.00	Inflation	3.9%	13.00
Inspection Charge: (All Other Non-Domestic Work - Alterations) for - Installation of Mezzanine floor up to 250m squared	Non-Statutory	614.40	639.00	Inflation	4.0%	24.60
Plan Charge: (All Other Non-Domestic Work - Alterations) for - office or shop fit out up to 250m squared	Non-Statutory	216.00	225.00	Inflation	4.2%	9.00
Inspection Charge: (All Other Non-Domestic Work - Alterations) for - office or shop fit out up to 250m squared	Non-Statutory	426.00	443.00	Inflation	4.0%	17.00
Plan Charge: (All Other Non-Domestic Work - Alterations) for - office or shop fit out over 250m squared up to 2000m squared	Non-Statutory	364.80	379.00	Inflation	3.9%	14.20
Inspection Charge: (All Other Non-Domestic Work - Alterations) for - office or shop fit out over 250m squared up to 2000m squared	Non-Statutory	592.80	617.00	Inflation	4.1%	24.20
Additional charge for the change of use of a building (All Other Non-Domestic Work) (Fixed Price - All associated building work will be subject to the additional charges detailed above. This additional charge does not apply in relation to a building used for residential purposes that is altered to create more or fewer dwellings)	Non-Statutory	380.40	396.00	Inflation	4.1%	15.60
Greater Manchester Ecology Unit						
For the provision of ecological information an administrative charge is levied for any data search undertaken. There are exceptions for academic data searches and landowners or occupiers for SBI information that relates to their land.						
Charge for first hour	Non-Statutory	128.40	133.00	Inflation	3.6%	4.60
Charge for each hour after the first hour	Non-Statutory	63.60	66.00	Inflation	3.8%	2.40

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Housing Services/Adaptions						
Plan Drawing charge - Non Adaptation Housing Assistance - general improvement costing up to £10,000	Non-Statutory	230.40	240.00	Inflation	4.2%	9.60
Plan Drawing charge - Non Adaptation Housing Assistance - general improvements costing over £10,000	Non-Statutory	997.20	1,037.00	Inflation	4.0%	39.80
Corporate Landlord						
External Room Hire - Denton Festival Hall - Main Hall - Weekday	Non-Statutory	37.00	38.00	Under Review	2.7%	1.00
External Room Hire - Denton Festival Hall - Main Hall - Evening/Saturday	Non-Statutory	47.00	49.00	Under Review	4.3%	2.00
External Room Hire - Denton Festival Hall - Main Hall - Sunday / Bank Holiday	Non-Statutory	68.00	71.00	Under Review	4.4%	3.00
External Room Hire - Denton Festival Hall - Community Room 6 - Weekday	Non-Statutory	26.00	27.00	Under Review	3.8%	1.00
External Room Hire - Denton Festival Hall - Community Room 6 - Evening/Saturday	Non-Statutory	37.00	38.00	Under Review	2.7%	1.00
External Room Hire - Denton Festival Hall - Community Room 6 - Sunday / Bank Holiday	Non-Statutory	62.00	64.00	Under Review	3.2%	2.00
External Room Hire - Denton Festival Hall - Community Room 7 - Weekday	Non-Statutory	26.00	27.00	Under Review	3.8%	1.00
External Room Hire - Denton Festival Hall - Community Room 7 - Evening/Saturday	Non-Statutory	37.00	38.00	Under Review	2.7%	1.00
External Room Hire - Denton Festival Hall - Community Room 7 - Sunday / Bank Holiday	Non-Statutory	62.00	64.00	Under Review	3.2%	2.00
External Room Hire - Denton Festival Hall - Pennine Lounge - Weekday	Non-Statutory	21.00	22.00	Under Review	4.8%	1.00
External Room Hire - Denton Festival Hall - Pennine Lounge - Evening/Saturday	Non-Statutory	31.00	32.00	Under Review	3.2%	1.00
External Room Hire - Denton Festival Hall - Pennine Lounge - Sunday / Bank Holiday	Non-Statutory	62.00	64.00	Under Review	3.2%	2.00
External Room Hire - Dukinfield Town Hall - Jubilee Hall - Weekday	Non-Statutory	47.00	49.00	Under Review	4.3%	2.00
External Room Hire - Dukinfield Town Hall - Jubilee Hall - Evening/Saturday	Non-Statutory	62.00	64.00	Under Review	3.2%	2.00
External Room Hire - Dukinfield Town Hall - Jubilee Hall - Sunday / Bank Holiday	Non-Statutory	83.00	86.00	Under Review	3.6%	3.00
External Room Hire - Dukinfield Town Hall - George Hatton Hall - Weekday	Non-Statutory	31.00	32.00	Under Review	3.2%	1.00
External Room Hire - Dukinfield Town Hall - George Hatton Hall - Evening/Saturday	Non-Statutory	52.00	54.00	Under Review	3.8%	2.00
External Room Hire - Dukinfield Town Hall - George Hatton Hall - Sunday / Bank Holiday	Non-Statutory	73.00	76.00	Under Review	4.1%	3.00
External Room Hire - Dukinfield Town Hall - both Lesser Halls (as a single venue) - Weekday	Non-Statutory	31.00	32.00	Under Review	3.2%	1.00
External Room Hire - Dukinfield Town Hall - both Lesser Halls (as a single venue) - Evening/Saturday	Non-Statutory	52.00	54.00	Under Review	3.8%	2.00
External Room Hire - Dukinfield Town Hall - both Lesser Halls (as a single venue) - Sunday / Bank Holiday	Non-Statutory	73.00	76.00	Under Review	4.1%	3.00
External Room Hire - Dukinfield Town Hall - Lesser Hall 1, Lesser Hall 2 - Weekday	Non-Statutory	31.00	32.00	Under Review	3.2%	1.00
External Room Hire - Dukinfield Town Hall - Lesser Hall 1, Lesser Hall 2 - Evening/Saturday	Non-Statutory	47.00	49.00	Under Review	4.3%	2.00
External Room Hire - Dukinfield Town Hall - Lesser Hall 1, Lesser Hall 2 - Sunday / Bank Holiday	Non-Statutory	68.00	71.00	Under Review	4.4%	3.00
External Room Hire - Dukinfield Town Hall - Conference Rooms - Weekday	Non-Statutory	16.00	17.00	Under Review	6.3%	1.00
External Room Hire - Dukinfield Town Hall - Conference Rooms - Evening/Saturday	Non-Statutory	31.00	32.00	Under Review	3.2%	1.00

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External Room Hire - Dukinfield Town Hall - Conference Rooms - Sunday / Bank Holiday	Non-Statutory	47.00	49.00	Under Review	4.3%	2.00
External Room Hire - Dukinfield Park - Function Room - Weekday	Non-Statutory	26.00	27.00	Under Review	3.8%	1.00
External Room Hire - Dukinfield Park - Function Room - Saturday	Non-Statutory	26.00	27.00	Under Review	3.8%	1.00
External Room Hire - Dukinfield Park - Function Room - Sunday / Bank Holiday	Non-Statutory	26.00	27.00	Under Review	3.8%	1.00
External Room Hire - George Lawton Hall - Main Hall - Weekday	Non-Statutory	42.00	44.00	Under Review	4.8%	2.00
External Room Hire - George Lawton Hall - Main Hall - Evening/Saturday	Non-Statutory	62.00	64.00	Under Review	3.2%	2.00
External Room Hire - George Lawton Hall - Main Hall - Sunday / Bank Holiday	Non-Statutory	83.00	86.00	Under Review	3.6%	3.00
External Room Hire - George Lawton Hall - Community Room - Weekday	Non-Statutory	26.00	27.00	Under Review	3.8%	1.00
External Room Hire - George Lawton Hall - Community Room - Evening/Saturday	Non-Statutory	37.00	38.00	Under Review	2.7%	1.00
External Room Hire - George Lawton Hall - Community Room - Sunday / Bank Holiday	Non-Statutory	47.00	49.00	Under Review	4.3%	2.00
External Room Hire - Hyde Town Hall - Hyde Hall - Weekday	Non-Statutory	42.00	44.00	Under Review	4.8%	2.00
External Room Hire - Hyde Town Hall - Hyde Hall - Evening/Saturday	Non-Statutory	57.00	59.00	Under Review	3.5%	2.00
External Room Hire - Hyde Town Hall - Hyde Hall - Sunday / Bank Holiday	Non-Statutory	78.00	81.00	Under Review	3.8%	3.00
External Room Hire - Hyde Town Hall - Rutherford Suite - Weekday	Non-Statutory	31.00	32.00	Under Review	3.2%	1.00
External Room Hire - Hyde Town Hall - Rutherford Suite - Evening/Saturday	Non-Statutory	47.00	49.00	Under Review	4.3%	2.00
External Room Hire - Hyde Town Hall - Rutherford Suite - Sunday / Bank Holiday	Non-Statutory	68.00	71.00	Under Review	4.4%	3.00
External Room Hire - Hyde Town Hall - Newton Suite - Weekday	Non-Statutory	31.00	32.00	Under Review	3.2%	1.00
External Room Hire - Hyde Town Hall - Newton Suite - Evening/Saturday	Non-Statutory	47.00	49.00	Under Review	4.3%	2.00
External Room Hire - Hyde Town Hall - Newton Suite - Sunday / Bank Holiday	Non-Statutory	68.00	71.00	Under Review	4.4%	3.00
External Room Hire - Ryecroft Hall - Ball Room - Weekday	Non-Statutory	52.00	54.00	Under Review	3.8%	2.00
External Room Hire - Ryecroft Hall - Ball Room - Evening/Saturday	Non-Statutory	52.00	54.00	Under Review	3.8%	2.00
External Room Hire - Ryecroft Hall - Ball Room - Sunday / Bank Holiday	Non-Statutory	52.00	54.00	Under Review	3.8%	2.00
External Room Hire - Ryecroft Hall - Banquet Room - Weekday	Non-Statutory	42.00	44.00	Under Review	4.8%	2.00
External Room Hire - Ryecroft Hall - Banquet Room - Evening/Saturday	Non-Statutory	42.00	44.00	Under Review	4.8%	2.00
External Room Hire - Ryecroft Hall - Banquet Room - Sunday / Bank Holiday	Non-Statutory	42.00	44.00	Under Review	4.8%	2.00
External Room Hire - Ryecroft Hall - Lounge - Weekday	Non-Statutory	42.00	44.00	Under Review	4.8%	2.00
External Room Hire - Ryecroft Hall - Lounge - Evening/Saturday	Non-Statutory	42.00	44.00	Under Review	4.8%	2.00
External Room Hire - Ryecroft Hall - Lounge - Sunday / Bank Holiday	Non-Statutory	42.00	44.00	Under Review	4.8%	2.00
External Room Hire - Ryecroft Hall - Conference Room (ceremonies) - Weekday	Non-Statutory	52.00	54.00	Under Review	3.8%	2.00
External Room Hire - Ryecroft Hall - Conference Room (ceremonies) - Evening/Saturday	Non-Statutory	52.00	54.00	Under Review	3.8%	2.00
External Room Hire - Ryecroft Hall - Conference Room (ceremonies) - Sunday / Bank Holiday	Non-Statutory	52.00	54.00	Under Review	3.8%	2.00
External Room Hire - Stalybridge Civic Hall - District Assembly Room - Weekday	Non-Statutory	31.00	32.00	Under Review	3.2%	1.00
External Room Hire - Stalybridge Civic Hall - District Assembly Room - Evening/Saturday	Non-Statutory	47.00	49.00	Under Review	4.3%	2.00
External Room Hire - Stalybridge Civic Hall - District Assembly Room - Sunday / Bank Holiday	Non-Statutory	68.00	71.00	Under Review	4.4%	3.00
External Room Hire - Stalybridge Civic Hall - both Community Rooms (as a single venue) - Weekday	Non-Statutory	31.00	32.00	Under Review	3.2%	1.00

Description of Fee	Statutory or Non-Statutory	2023/24 Total (inc VAT) £	2024/25 Total (inc VAT) £	Basis of 24/25 Increase	2024/25 % Changes (to 1 d.p.)	2024/25 £ Changes
External Room Hire - Stalybridge Civic Hall - both Community Rooms (as a single venue) - Evening/Saturday	Non-Statutory	47.00	49.00	Under Review	4.3%	2.00
External Room Hire - Stalybridge Civic Hall - both Community Rooms (as a single venue) - Sunday / Bank Holiday	Non-Statutory	68.00	71.00	Under Review	4.4%	3.00
External Room Hire - Stalybridge Civic Hall - Community Room 3 - Weekday	Non-Statutory	31.00	32.00	Under Review	3.2%	1.00
External Room Hire - Stalybridge Civic Hall - Community Room 3 - Evening/Saturday	Non-Statutory	47.00	49.00	Under Review	4.3%	2.00
External Room Hire - Stalybridge Civic Hall - Community Room 3 - Sunday / Bank Holiday	Non-Statutory	68.00	71.00	Under Review	4.4%	3.00
External Room Hire - Stalybridge Civic Hall - Community Room 4 - Weekday	Non-Statutory	31.00	32.00	Under Review	3.2%	1.00
External Room Hire - Stalybridge Civic Hall - Community Room 4 - Evening/Saturday	Non-Statutory	47.00	49.00	Under Review	4.3%	2.00
External Room Hire - Stalybridge Civic Hall - Community Room 4 - Sunday / Bank Holiday	Non-Statutory	68.00	71.00	Under Review	4.4%	3.00
External Room Hire - Stalybridge Civic Hall - Victoria Market Hall - Weekday	Non-Statutory	42.00	44.00	Under Review	4.8%	2.00
External Room Hire - Stalybridge Civic Hall - Victoria Market Hall - Evening/Saturday	Non-Statutory	57.00	59.00	Under Review	3.5%	2.00
External Room Hire - Stalybridge Civic Hall - Victoria Market Hall - Sunday / Bank Holiday	Non-Statutory	78.00	81.00	Under Review	3.8%	3.00
External Room Hire - Stamford Park - Function Room - Weekday	Non-Statutory	26.00	27.00	Under Review	3.8%	1.00
External Room Hire - Stamford Park - Function Room - Saturday	Non-Statutory	26.00	27.00	Under Review	3.8%	1.00
External Room Hire - Stamford Park - Function Room - Sunday / Bank Holiday	Non-Statutory	26.00	27.00	Under Review	3.8%	1.00
CHIEF EXECUTIVE'S OFFICE						
Registrars						
Approved Premises Marriage fees	Non-Statutory	343.00	357.00	Inflation	4.1%	14.00
Private Citizenship ceremony	Non-Statutory	116.00	121.00	Inflation	4.3%	5.00
Decommissioned Rooms - Mon-Fri	Non-Statutory	0.00	155.00	Full cost recovery	0.0%	155.00
Decommissioned Rooms -Sat	Non-Statutory	0.00	185.00	Full cost recovery	0.0%	185.00
Postage	Non-Statutory	2.00	3.00	Statutory	50.0%	1.00
S38/S106/S278 Legal Fees	Statutory	0.00	0.00	Statutory	0.0%	0.00
SR certificate	Statutory	11.00	11.00	Statutory	0.0%	0.00
Registrar certificate	Statutory	11.00	11.00	Statutory	0.0%	0.00
Registrar certificate (after reg)	Statutory	11.00	11.00	Statutory	0.0%	0.00
SR fee attend housbound marriage notice	Statutory	47.00	47.00	Statutory	0.0%	0.00
SR notice of marriage	Statutory	35.00	35.00	Statutory	0.0%	0.00
SR notice for RG licence	Statutory	15.00	15.00	Statutory	0.0%	0.00
Attending marriage housbound	Statutory	84.00	84.00	Statutory	0.0%	0.00
Attending marriage by Registrar at housebound	Statutory	84.00	84.00	Statutory	0.0%	0.00
Attending marriage RO	Statutory	46.00	46.00	Statutory	0.0%	0.00

Description of Fee	Statutory or Non-Statutory	2023/24 Total (inc VAT) £	2024/25 Total (inc VAT) £	Basis of 24/25 Increase	2024/25 % Changes (to 1 d.p.)	2024/25 £ Changes
Attending marriage at registered building	Statutory	84.00	84.00	Statutory	0.0%	0.00
Certification of place of meeting for religious worship	Statutory	29.00	29.00	Statutory	0.0%	0.00
Registration of a building for the solemnization of marriages (man and woman)	Statutory	123.00	123.00	Statutory	0.0%	0.00
Registration of a building for the solemnization of marriages - building previously registered(same sex)	Statutory	64.00	64.00	Statutory	0.0%	0.00
Registration of a building for the solemnization of marriages of man and woman (building not previously registered for solemnization of marriage between same sex couples)	Statutory	123.00	123.00	Statutory	0.0%	0.00
Registration of a building for the solemnization of marriages of man and woman (building previously registered for solemnization of marriage between same sex couples)	Statutory	64.00	64.00	Statutory	0.0%	0.00
Consideration by SR of a divorce obtained outside of the British Isles	Statutory	50.00	50.00	Statutory	0.0%	0.00
Consideration by RG of a divorce obtained outside of the British Isles (payable to GRO LA % triage fee)	Statutory	75.00	75.00	Statutory	0.0%	0.00
Conversion of a CP into a marriage completing declaration	Statutory	27.00	27.00	Statutory	0.0%	0.00
Conversion of a CP into a marriage in a religious building registered for the marriage of same sex couples	Statutory	91.00	91.00	Statutory	0.0%	0.00
Change forename added within 12 months of registration	Statutory	40.00	40.00	Statutory	0.0%	0.00
Consideration fee by Registrar/SR for a correction	Statutory	75.00	75.00	Statutory	0.0%	0.00
Consideration fee by RG for a correction payable to GRO LA % triage fee	Statutory	90.00	90.00	Statutory	0.0%	0.00
Legal Services						
Development Agreement (Please call legal services)	Non-Statutory	0.00	0.00		0.0%	0.00
Freehold sale – above the value of £10,000 (1.5% of sale price subject to a minimum of £1,000)	Non-Statutory	1,000.00	1,040.00	Inflation	4.0%	40.00
Freehold Sale – garden/grazing land up to the value of £10,000	Non-Statutory	500.00	520.00	Inflation	4.0%	20.00
Sale of Ground Rent – Sale of freehold to long leaseholder	Non-Statutory	500.00	520.00	Inflation	4.0%	20.00
Freehold purchase (1.5% of sale price subject to a minimum of £1000)	Non-Statutory	0.00	0.00	Inflation	0.0%	0.00
Agreement for Lease	Non-Statutory	1,000.00	1,040.00	Inflation	4.0%	40.00
Lease (£1,000 Minimum)	Non-Statutory	1,000.00	1,040.00	Inflation	4.0%	40.00
Licence to Assign	Non-Statutory	750.00	780.00	Inflation	4.0%	30.00
Authorise Guarantee Agreement	Non-Statutory	250.00	260.00	Inflation	4.0%	10.00
Licence to Sublet	Non-Statutory	750.00	780.00	Inflation	4.0%	30.00
Licence for Alterations	Non-Statutory	475.00	494.00	Inflation	4.0%	19.00
Licence to Occupy	Non-Statutory	475.00	494.00	Inflation	4.0%	19.00
Agreement to extend or vary licence	Non-Statutory	300.00	312.00	Inflation	4.0%	12.00
Deed of Release (From £750)	Non-Statutory	750.00	780.00	Inflation	4.0%	30.00
Deed of Variation (From £750)	Non-Statutory	750.00	780.00	Inflation	4.0%	30.00
Easement (From £750)	Non-Statutory	750.00	780.00	Inflation	4.0%	30.00
Deed of Covenant (Surveyor Fee)	Non-Statutory	750.00	780.00	Inflation	4.0%	30.00
Deed of Surrender (From £750)	Non-Statutory	750.00	780.00	Inflation	4.0%	30.00
Copy Lease	Non-Statutory	50.00	52.00	Inflation	4.0%	2.00

Description of Fee	Statutory or Non-Statutory	2023/24 Total (inc VAT) £	2024/25 Total (inc VAT) £	Basis of 24/25 Increase	2024/25 % Changes (to 1 d.p.)	2024/25 £ Changes
Auction (Minimum £1500 or 1.5%)	Non-Statutory	1,500.00	1,560.00	Inflation	4.0%	60.00
Crane licence	Non-Statutory	750.00	780.00	Inflation	4.0%	30.00
Lease Renewal	Non-Statutory	750.00	780.00	Inflation	4.0%	30.00
Contracting out (£105 in addition to lease fee)	Non-Statutory	105.00	109.00	Inflation	3.8%	4.00
Licences – general	Non-Statutory	475.00	494.00	Inflation	4.0%	19.00
Licence for site investigations	Non-Statutory	750.00	780.00	Inflation	4.0%	30.00
Market lease - Legal Fee	Non-Statutory	75.00	78.00	Inflation	4.0%	3.00
Market - Legal Fee Deed of Surrender	Non-Statutory	50.00	52.00	Inflation	4.0%	2.00
Licence to underlet	Non-Statutory	750.00	780.00	Inflation	4.0%	30.00
POS advert (£235 plus cost of advert)	Non-Statutory	235.00	244.00	Inflation	3.8%	9.00
Wayleaves	Non-Statutory	350.00	364.00	Inflation	4.0%	14.00
Overage Deed (From £1,059)	Non-Statutory	1,059.00	1,101.00	Inflation	4.0%	42.00
Conditional contract/sale (Higher of £4,000 or 1% of premium)	Non-Statutory	4,000.00	4,160.00	Inflation	4.0%	160.00
Garden Tenancy (£750 Minimum)	Non-Statutory	750.00	780.00	Inflation	4.0%	30.00
Notice of Assignment	Non-Statutory	125.00	130.00	Inflation	4.0%	5.00
			0.00			
RESOURCES						
Digital Tameside						
Duct Access (Charge per Metre per year)	Non-Statutory	0.60	0.60	Market rate	0.0%	0.00
Rack in Ashton Old Baths Data Centre (Charge per Full Rack per year) plus power at cost	Non-Statutory	7,920.00	8,237.00	Inflation	4.0%	317.00
Rack in Mini-DX site (Charge per Full Rack per year) including power	Non-Statutory	1,980.00	2,059.00	Inflation	4.0%	79.00
Lamp Column Rental (Charge per column per year) First Year	Non-Statutory	110.00	114.00	Inflation	3.6%	4.00
Lamp Column Rental (Charge per column per year) Subsequent Years	Non-Statutory	55.00	57.00	Inflation	3.6%	2.00
Dark fibre rental (Charge per metre per year)	Non-Statutory	0.13	0.13	Market rate	0.0%	0.00
Client Finance						
Deputyship Fee (greater than 16k assets) - Set up fee	Statutory	775.00	775.00	Statutory	0.0%	0.00
Deputyship Fee (greater than 16k assets) - annual cost after year one	Statutory	650.00	650.00	Statutory	0.0%	0.00
Deputyship Fee - Office of the Public Guardian (OPG) annual report - one off if requested	Statutory	216.00	216.00	Statutory	0.0%	0.00
Deputyship Fee (less than 16k assets) cannot charge greater than 3.5% of net assets	Statutory	0.00	0.00	Statutory	0.0%	0.00
Appointeeship Fee - per week	Non-Statutory	11.50	12.00	Inflation	4.3%	0.50
Deferred Payment Admin Fee	Non-Statutory	769.00	799.00	Full cost recovery	3.9%	30.00
Annual self-funder fee for arranging non-residential care	Non-Statutory	95.00	99.00	Full cost recovery	4.2%	4.00
Exchequer						

Description of Fee	Statutory or Non-Statutory	2023/24 Total (inc VAT) £	2024/25 Total (inc VAT) £	Basis of 24/25 Increase	2024/25 % Changes (to 1 d.p.)	2024/25 £ Changes
Cost of Summons/Liability Order - CTAX	Non-Statutory	86.00	86.00	N/A	0.0%	0.00
Cost of Summons/Liability Order - NNDR	Non-Statutory	129.00	129.00	N/A	0.0%	0.00
ADULTS SERVICES						
Day Care Meals - per day	Non-Statutory	3.70	3.80	Inflation	2.7%	0.10
Day Care Drinks - per day	Non-Statutory	1.15	1.20	Inflation	4.3%	0.05
Day Care Attendance - per day	Non-Statutory	3.00	3.10	Inflation	3.3%	0.10
Day Care Transport- per journey	Non-Statutory	2.10	2.20	Inflation	4.8%	0.10
Direct Payments - Personal Assistant - per hour	Non-Statutory	13.10	13.60	Inflation	3.8%	0.50
Direct Payments - Care Provider Rate - per hour	Non-Statutory	19.50	21.10	Inflation	8.2%	1.60
Direct Payments - sleep in	Non-Statutory	68.30	70.80	Inflation	3.7%	2.50
Direct Payments - night Sit	Non-Statutory	116.10	120.30	Inflation	3.6%	4.20
Direct Payments Care Provider Rate - sleep-in	Non-Statutory	110.63	110.63		0.0%	0.00
Direct Payments Care Provider Rate - night sit	Non-Statutory	147.48	147.48		0.0%	0.00
Direct Payments Managed Account - weekly	Non-Statutory	7.90	8.20	Inflation	3.8%	0.30
Direct Payments Hydrotherapy - session	Non-Statutory	49.60	51.40	Inflation	3.6%	1.80
Direct Payments Day Care - day rate	Non-Statutory	37.10	38.40	Inflation	3.5%	1.30
Direct Payments Day Care - additional hour	Non-Statutory	13.00	13.50	Inflation	3.8%	0.50
Direct Payments Respite - weekly rate	Non-Statutory	512.80	531.30	Inflation	3.6%	18.50
Community Alarm - per week	Non-Statutory	7.50	7.80	Inflation	4.0%	0.30
Respite Care – Cumberland St - nightly rate	Non-Statutory	14.30	14.90	Inflation	4.2%	0.60
Support at home - per hour	Non-Statutory	21.14	23.00	Real Living Wage & Inflation	8.8%	1.86
Homecare - Commissioned - per hour	Non-Statutory	19.50	21.10	Real Living Wage & Inflation	8.2%	1.60
Homecare - per Hour	Non-Statutory	24.57	25.80	Inflation	5.0%	1.23
Homecare - sleep in	Non-Statutory	58.60	60.90	Inflation	3.9%	2.30
Homecare - night sit	Non-Statutory	99.70	103.70	Inflation	4.0%	4.00
Homecare - standard disregard	Non-Statutory	16.70	17.40	Inflation	4.2%	0.70
Extra care - per hour	Non-Statutory	17.20	17.90	Inflation	4.1%	0.70
Supported accommodation - per hour	Non-Statutory	17.20	17.90	Inflation	4.1%	0.70
Supported Accommodation- sleep in	Non-Statutory	60.50	62.90	Inflation	4.0%	2.40
Supported Accommodation - Night Sit	Non-Statutory	102.90	107.00	Inflation	4.0%	4.10
Maximum Charge - maximum weekly charge for non-residential services	Non-Statutory	521.50	542.40	Inflation	4.0%	20.90
Shared Lives - Respite - per night	Non-Statutory	34.20	35.60	Inflation	4.1%	1.40
Shared Lives - Long Term - per week	Non-Statutory	239.60	249.20	Inflation	4.0%	9.60
Shared Lives - Long Term Complex Needs - per week	Non-Statutory	520.50	541.30	Inflation	4.0%	20.80
Shared Lives - Day Support - per hour	Non-Statutory	7.20	7.50	Inflation	4.2%	0.30

Description of Fee	Statutory or Non-Statutory	2023/24 Total (inc VAT) £	2024/25 Total (inc VAT) £	Basis of 24/25 Increase	2024/25 % Changes (to 1 d.p.)	2024/25 £ Changes
Residential & Dementia - standard	Non-Statutory	638.00	686.40	Real Living Wage & Inflation	7.6%	48.40
Residential & Dementia - enhanced	Non-Statutory	682.66	734.40	Real Living Wage & Inflation	7.6%	51.74
Specialist dementia - standard	Non-Statutory	696.30	749.60	Real Living Wage & Inflation	7.7%	53.30
Specialist dementia - enhanced	Non-Statutory	745.04	802.10	Real Living Wage & Inflation	7.7%	57.06
Nursing - standard *	Non-Statutory	700.54	767.50	Real Living Wage & Inflation	9.6%	66.96
Nursing - enhanced *	Non-Statutory	763.29	835.20	Real Living Wage & Inflation	9.4%	71.91
Nursing & dementia - standard *	Non-Statutory	774.24	847.50	Real Living Wage & Inflation	9.5%	73.26
Nursing & dementia - enhanced *	Non-Statutory	842.15	920.80	Real Living Wage & Inflation	9.3%	78.65

* Rate excludes Funded Nursing Care (FNC) element funded by Health

TREASURY MANAGEMENT STRATEGY 2024/25

1. INTRODUCTION

- 1.1 Treasury management is the management of the Council's cash flows, borrowing and investments, and the associated risks. The Council has substantial levels of borrowing and investments and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of financial risk are therefore central to the Council's prudent financial management.
- 1.2 Treasury risk management at the Council is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2021 Edition (the CIPFA Code) which requires the Council to approve a treasury management strategy before the start of each financial year. This report fulfils the Council's legal obligation under the Local Government Act 2003 to have regard to the CIPFA Code.

2 EXTERNAL CONTEXT

- 2.1 The below update is provided by the Council's advisors, Arlingclose:
- 2.2 Economic background: The impact on the UK from higher interest rates and inflation, a weakening economic outlook, an uncertain political climate due to an upcoming general election, together with war in Ukraine and the Middle East, will be major influences on the Council's treasury management strategy for 2024/25.
- 2.3 The Bank of England (BoE) increased Bank Rate to 5.25% in August 2023, before maintaining this level in September and then again in November. Members of the BoE's Monetary Policy Committee voted 6-3 in favour of keeping Bank Rate at 5.25%. The three dissenters wanted to increase rates by another 0.25%.
- 2.4 The November quarterly Monetary Policy Report (MPR) forecast a prolonged period of weak Gross Domestic Product (GDP) growth with the potential for a mild contraction due to ongoing weak economic activity. The outlook for CPI inflation was deemed to be highly uncertain, with near-term risks to CPI falling to the 2% target coming from potential energy price increases, strong domestic wage growth and persistence in price-setting.
- 2.5 Office for National Statistics (ONS) figures showed CPI inflation was 3.9% in November 2023, down from a 4.6% rate in the previous month and, in line with the recent trend, lower than expected. The core CPI inflation rate declined to 5.1% from the previous month's 5.7%, again lower than predictions. Looking ahead, using the interest rate path implied by financial markets the BoE expects CPI inflation to continue falling slowly, but taking until early 2025 to reach the 2% target before dropping below target during the second half 2025 and into 2026.
- 2.6 ONS figures showed the UK economy contracted by 0.1% between July and September 2023. The BoE forecasts GDP will likely stagnate through 2024. The BoE forecasts that higher interest rates will constrain GDP growth, which will remain weak over the entire forecast horizon.
- 2.7 The labour market appears to be loosening, but only very slowly. The unemployment rate rose slightly to 4.2% between June and August 2023, from 4.0% in the previous 3-month period, but the lack of consistency in the data between the two periods made comparisons

difficult. Earnings growth remained strong, with regular pay (excluding bonuses) up 7.8% over the period and total pay (including bonuses) up 8.1%. Adjusted for inflation, regular pay was 1.1% and total pay 1.3%. Looking forward, the MPR showed the unemployment rate is expected to be around 4.25% in the second half of calendar 2023, but then rising steadily over the forecast horizon to around 5% in late 2025/early 2026.

- 2.8 Having increased its key interest rate to a target range of 5.25-5.50% in August 2023, the US Federal Reserve appears now to have concluded the hiking cycle. It is likely this level represents the peak in US rates following a more dovish meeting outcome in December 2023. US GDP grew at an annualised rate of 4.9% between July and September 2023, ahead of expectations for a 4.3% expansion and the 2.1% reading for Q2. But the impact from higher rates has started to feed into economic activity and growth will weaken in 2024. Annual CPI inflation was 3.1% in November.
- 2.9 Eurozone inflation has declined steadily since the start of 2023, falling to an annual rate of 2.9% in October 2023. Economic growth has been weak, and GDP was shown to have contracted by 0.1% in the three months to September 2023. In line with other central banks, the European Central Bank has been increasing rates, taking its deposit facility, fixed rate tender, and marginal lending rates to 3.75%, 4.25% and 4.50% respectively.
- 2.10 **Credit outlook:** Credit Default Swap (CDS) prices were volatile during 2023, spiking in March on the back of banking sector contagion concerns following the major events of Silicon Valley Bank becoming insolvent and the takeover of Credit Suisse by UBS. After then falling back in Q2 of calendar 2023, in the second half of the year, higher interest rates and inflation, the ongoing war in Ukraine, and now the Middle East, have led to CDS prices increasing steadily.
- 2.11 On an annual basis, CDS price volatility has so far been lower in 2023 compared to 2022, but this year has seen more of a divergence in prices between ringfenced (retail) and non-ringfenced (investment) banking entities once again.
- 2.12 Moody's revised its outlook on the UK sovereign to stable from negative to reflect its view of restored political predictability following the volatility after the 2022 mini-budget. Moody's also affirmed the Aa3 rating in recognition of the UK's economic resilience and strong institutional framework.
- 2.13 Following its rating action on the UK sovereign, Moody's revised the outlook on five UK banks to stable from negative and then followed this by the same action on five rated local authorities. However, within the same update the long-term ratings of those five local authorities were downgraded.
- 2.14 There remain competing tensions in the banking sector, on one side from higher interest rates boosting net income and profitability against another of a weakening economic outlook and likely recessions that increase the possibility of a deterioration in the quality of banks' assets.
- 2.15 However, the institutions on our adviser Arlingclose's counterparty list remain well-capitalised and their counterparty advice on both recommended institutions and maximum duration remain under constant review and will continue to reflect economic conditions and the credit outlook.
- 2.16 Interest rate forecast (December 2023): Although UK inflation and wage growth remain elevated, the Authority's treasury management adviser Arlingclose forecasts that Bank Rate has peaked at 5.25%. The Bank of England's Monetary Policy Committee will start reducing rates in 2024 to stimulate the UK economy but will be reluctant to do so until it is sure there will be no lingering second-round effects. Arlingclose sees rate cuts from Q3 2024 to a low of around 3% by early-mid 2026.

2.17 Arlingclose expects long-term gilt yields to be broadly stable at current levels (amid continued volatility), following the decline in yields towards the end of 2023, which reflects the expected lower medium-term path for Bank Rate. Yields will remain relatively higher than in the past, due to quantitative tightening and significant bond supply. As ever, there will undoubtedly be short-term volatility due to economic and political uncertainty and events.

2.18 A more detailed economic and interest rate forecast provided by Arlingclose is in Appendix 1A.

3 LOCAL CONTEXT

3.1 On 31 December 2023 the Council held £121m of investments and £139m of borrowing. This is set out in further detail in the table below and in Appendix 1B.

	31/12/2023 Actual £m	31/03/2024 Estimate £m	31/03/2025 Estimate £m
Loans CFR	195.832	190.856	188.262
PFI & Leases	90.617	89.080	84.397
Total CFR	286.450	279.936	272.659
External Borrowing	139.025	136.025	136.025
Internal Borrowing	56.807	54.831	52.237
Treasury Investments	121.400	120.000	100.000

3.2 The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while balance sheet resources are the underlying sums available for investment. The Council's current strategy is to maintain borrowing and investments below their underlying levels, sometimes known as internal borrowing. The strategy of internal borrowing is beneficial as the interest charged on borrowing is greater than that available on investments, and also has the benefit of reducing the Council's exposure to counterparty credit risk.

4 BORROWING STRATEGY

4.1 The Council currently holds £139m of loans as part of the strategy for funding previous capital expenditure. It is not anticipated that any further borrowing will be taken up in the short term.

4.2 The Council's chief objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving certainty of those costs over the period for which funds are required. Given the significant cuts to public expenditure and in particular to local government funding, the Council's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. With short-term interest rates currently much lower than long-term rates, it is likely to be more cost effective in the short-term to either use internal resources, or to borrow short-term and bearing refinancing risk.

4.3 By using internal resources, the Council is able to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk. The benefits of internal borrowing will be monitored regularly against the potential for incurring additional costs by taking up borrowing. Arlingclose will assist the Council with this 'cost of carry' and breakeven analysis. The monitoring output may determine whether the Council borrows additional sums at long-term fixed rates in 2024/25 with a view to keeping future interest costs low, even if this causes additional cost in the short-term.

- 4.4 The Council has previously raised the majority of its long-term borrowing from the PWLB but will consider long-term loans from other sources including banks, pension funds and local authorities, and will investigate the possibility of issuing bonds and similar instruments, in order to reduce interest costs and reduce over-reliance on one source of funding in line with the CIPFA Code. PWLB loans are no longer available for any form of borrowing need to local authorities where they declare plans to buy investment assets primarily for yield.
- 4.5 Alternatively, the Council may arrange forward starting loans, where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period. In addition, the Council may borrow short-term loans to cover unplanned cash flow shortages.
- 4.6 **Sources of borrowing:** The approved sources of long-term and short-term borrowing are:
- HM Treasury's PWLB lending facility (formerly the Public Works Loan Board)
 - UK Infrastructure Bank Ltd
 - any institution approved for investments (see below)
 - any other bank or building society authorised to operate in the UK
 - any other UK public sector body
 - UK public and private sector pension funds
 - capital market bond investors
 - UK Municipal Bonds Agency plc and other special purpose companies created to enable local authority bond issues
- 4.7 **Other sources of debt finance:** In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:
- leasing
 - hire purchase
 - Private Finance Initiative
 - sale and leaseback
 - similar asset based finance
- 4.8 **Municipal Bonds Agency:** UK Municipal Bonds Agency plc was established in 2014 by the Local Government Association as an alternative to the PWLB. It issues bonds on the capital markets and lends the proceeds to local authorities. This is a more complicated source of finance than the PWLB for two reasons: borrowing authorities will be required to provide bond investors with a guarantee to refund their investment in the event that the agency is unable to for any reason; and there will be a lead time of several months between committing to borrow and knowing the interest rate payable. Any decision to borrow from the Agency will therefore be the subject of a separate report.
- 4.9 **LOBOs:** The Council holds £30m of LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate at set dates, following which the Council has the option to either accept the new rate or to repay the loan at no additional cost. These LOBOs have options during 2024/25, and with interest rates having risen recently, there is now an increased likelihood that lenders will exercise their options. If they do, each decision will be reviewed but it is likely the Council will elect to repay and either use internal borrowing or take up alternative borrowing
- 4.10 **Short-term and variable rate loans:** These loans leave the Council exposed to the risk of short-term interest rate rises and are therefore subject to the interest rate exposure limits in the treasury management indicators below. The Council currently has no variable borrowing.
- 4.11 **Debt rescheduling:** The PWLB allows authorities to repay loans before maturity and either pay a premium or receive a discount according to a set formula based on current interest rates. Other lenders may also be prepared to negotiate premature redemption terms. The

Council may take advantage of this and replace some loans with new loans, or repay loans without replacement, where this is expected to lead to an overall cost saving or a reduction in risk. The recent rise in interest rates means that more favourable debt rescheduling opportunities should arise than in previous years.

5 TREASURY INVESTMENT STRATEGY

5.1 The Council has held an average of £140m in invested funds over 2023/24 to date, representing income received in advance of expenditure plus balances and reserves held. It is anticipated that similar levels will be maintained going forwards.

5.2 **Objectives:** The CIPFA Code requires the Council to invest its treasury funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income. Where balances are expected to be invested for more than one year, the Council will aim to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested. The Council aims to be a responsible investor and will consider environmental, social and governance (ESG) issues when investing.

5.3 **Strategy:** As outlined above, the Council has significant cash balances, and expects to continue to do so in 2024/25. Treasury investments primarily include short-term low risk instruments to manage cash flows; however, longer term investments with the potential for higher returns will be evaluated, particularly in expectation of current higher rates falling later in the year.

5.4 **ESG policy:** Environmental, social and governance (ESG) considerations are increasingly a factor in global investors' decision making, but the framework for evaluating investment opportunities is still developing and therefore the Council's ESG policy does not currently include ESG scoring or other real-time ESG criteria at an individual investment level. When investing in banks and funds, the Council will prioritise banks that are signatories to the UN Principles for Responsible Banking and funds operated by managers that are signatories to the UN Principles for Responsible Investment, the Net Zero Asset Managers Alliance and/or the UK Stewardship Code.

5.5 **Business models:** Under the IFRS 9 standard, the accounting for certain investments depends on the Council's "business model" for managing them. The Council aims to achieve value from its treasury investments by a business model of collecting the contractual cash flows and therefore, where other criteria are also met, these investments will continue to be accounted for at amortised cost.

5.6 **Approved counterparties:** The Council may invest its surplus funds with any of the counterparty types in the table below, subject to the limits shown.

Sector	Time limit	Counterparty limit	Sector limit
The UK Government	50 years	Unlimited	n/a
Local authorities & other government entities	25 years	£15m	Unlimited
Secured investments *	25 years	£15m	Unlimited
Banks (unsecured) *	13 months	£15m	Unlimited
Building societies (unsecured) *	13 months	£15m	£15m
Registered providers (unsecured) *	5 years	£15m	£30m
Money market funds *	n/a	£15m	Unlimited
Strategic pooled funds	n/a	£15m	£75m

Real estate investment trusts	n/a	£15m	£30m
Other investments *	5 years	£15m	£30m

- 5.7 This table represents the Council's upper limits only and is to be used in combination with the recommended limits set out in Arlingclose's regularly updated credit list. At the time of writing this report the Arlingclose list mostly has significantly shorter limits than those in the table above, as a result of market conditions. The table should be read in conjunction with the following notes:
- 5.8 * **Minimum credit rating:** Treasury investments in the sectors marked with an asterisk will only be made with entities whose lowest published long-term credit rating is no lower than A-. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be taken into account.
- 5.9 **Government:** Loans to, and bonds and bills issued or guaranteed by, national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is generally a lower risk of insolvency, although they are not zero risk. Investments with the UK Government are deemed to be zero credit risk due to its ability to create additional currency and therefore may be made in unlimited amounts for up to 50 years.
- 5.10 **Secured investments:** Investments secured on the borrower's assets, which limits the potential losses in the event of insolvency. The amount and quality of the security will be a key factor in the investment decision. Covered bonds and reverse repurchase agreements with banks and building societies are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the higher of the collateral credit rating and the counterparty credit rating will be used. The combined secured and unsecured investments with any one counterparty will not exceed the cash limit for secured investments.
- 5.11 **Banks and building societies (unsecured):** Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail. See below for arrangements relating to operational bank accounts.
- 5.12 **Registered providers (unsecured):** Loans to, and bonds issued or guaranteed by, registered providers of social housing or registered social landlords, formerly known as housing associations. These bodies are regulated by the Regulator of Social Housing (in England), the Scottish Housing Regulator, the Welsh Government and the Department for Communities (in Northern Ireland). As providers of public services, they retain the likelihood of receiving government support if needed.
- 5.13 **Money market funds:** Pooled funds that offer same-day or short notice liquidity and very low or no price volatility by investing in short-term money markets. They have the advantage over bank accounts of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a small fee. Although no sector limit applies to money market funds, the Council will take care to diversify its liquid investments over a variety of providers to ensure access to cash at all times.
- 5.14 **Strategic pooled funds:** Bond, equity and property funds that offer enhanced returns over the longer term but are more volatile in the short term. These allow the Council to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the

Council's investment objectives will be monitored regularly.

- 5.15 **Real estate investment trusts:** Shares in companies that invest mainly in real estate and pay the majority of their rental income to investors in a similar manner to pooled property funds. As with property funds, REITs offer enhanced returns over the longer term, but are more volatile especially as the share price reflects changing demand for the shares as well as changes in the value of the underlying properties.
- 5.16 **Other investments:** This category covers treasury investments not listed above, for example unsecured corporate bonds and company loans. Non-bank companies cannot be bailed-in but can become insolvent placing the Council's investment at risk.
- 5.17 **Operational bank accounts:** The Council may incur operational exposures, for example through current accounts, collection accounts and merchant acquiring services, to any UK bank with credit ratings no lower than BBB- and with assets greater than £25 billion. These are not classed as investments but are still subject to the risk of a bank bail-in, and balances will therefore be kept below £15m per bank. The Bank of England has stated that in the event of failure, banks with assets greater than £25 billion are more likely to be bailed-in than made insolvent, increasing the chance of the Council maintaining operational continuity.
- 5.18 **Risk assessment and credit ratings:** Credit ratings are obtained and monitored by the Council's treasury advisers, who will notify changes in ratings as they occur. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:
- no new investments will be made,
 - any existing investments that can be recalled or sold at no cost will be, and
 - full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.
- 5.19 **Other information on the security of investments:** The Council understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations in which it invests, including credit default swap prices, financial statements, information on potential government support, reports in the quality financial press and analysis and advice from the Council's treasury management adviser. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may otherwise meet the above criteria.
- 5.20 **Reputational aspects:** The Council is aware that investment with certain counterparties, while considered secure from a purely financial perspective, may leave it open to criticism, valid or otherwise, that may affect its public reputation, and this risk will therefore be taken into account when making investment decisions.
- 5.21 When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008, 2020 and 2022, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the Council will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the Council's cash balances, then the surplus will be deposited with the UK Government, or with other local authorities. This will cause investment returns to fall but will protect the principal sum invested.

6 GREATER MANCHESTER PENSION FUND (GMPF)

- 6.1 The Council also carries out treasury management activities on behalf of Greater Manchester Pension Fund (GMPF). GMPF holds cash in accordance with its strategic asset allocation as determined by the GMPF Management Panel, which may be increased or decreased on a tactical basis by the external investment managers within risk parameters also set by the Panel. As at 31 December 2023 the Pension Fund cash totalled around £575m.
- 6.2 The GMPF counterparty list mirrors that of Tameside MBC, along with the following operating constraints:
- a) The maximum duration for an investment is 1 year.
 - b) The maximum investment per counterparty is £75m
- 6.3 Along with these limits, further constraints are in place for the different categories of cash. The bulk of the fund managers' allocations must be available at short notice; therefore the following constraints are enforced:
- a) 35% must be available within one week
 - b) 70% must be available within two weeks

7 RECOMMENDATIONS

- 7.1 That the Treasury Management Strategy be recommended for approval.
- 7.2 That the MRP policy (Appendix 1C) be recommended for approval.
- 7.3 That the Prudential Indicators (Appendix 1D) be recommended for approval.

Arlingclose Economic & Interest Rate Forecast – December 2023

The below is provided by the Council's advisors, Arlingclose:

Underlying assumptions:

- UK inflation and wage growth remain elevated but have eased over the past two months fuelling rate cuts expectations. Near-term rate cuts remain unlikely, although downside risks will increase as the UK economy likely slides into recession.
- The MPC's message remains unchanged as the Committee seeks to maintain tighter financial conditions. Monetary policy will remain tight as inflation is expected to moderate to target slowly, although some wage and inflation measures are below the Bank's last forecasts.
- Despite some deterioration in activity data, the UK economy remains resilient in the face of tighter monetary policy. Recent data has been soft but mixed; the more timely PMI figures suggest that the services sector is recovering from a weak Q3. Tighter policy will however bear down on domestic and external activity as interest rates bite.
- Employment demand is easing. Anecdotal evidence suggests slowing recruitment and pay growth, and we expect unemployment to rise further. As unemployment rises and interest rates remain high, consumer sentiment will deteriorate. Household and business spending will therefore be weak.
- Inflation will fall over the next 12 months. The path to the target will not be smooth, with higher energy prices and base effects interrupting the downtrend at times. The MPC's attention will remain on underlying inflation measures and wage data. We believe policy rates will remain at the peak for another 10 months, or until the MPC is comfortable the risk of further 'second-round' effects has diminished.
- Maintaining monetary policy in restrictive territory for so long, when the economy is already struggling, will require significant loosening in the future to boost activity.
- Global bond yields will remain volatile. Markets are currently running with expectations of near-term US rate cuts, fuelled somewhat unexpectedly by US policymakers themselves. Term premia and bond yields have experienced a marked decline. It would not be a surprise to see a reversal if data points do not support the narrative, but the current 10-year yield appears broadly reflective of a lower medium-term level for Bank Rate.
- There is a heightened risk of fiscal policy and/or geo-political events causing substantial volatility in yields.

Forecast:

- The MPC held Bank Rate at 5.25% in December. We believe this is the peak for Bank Rate.
- The MPC will cut rates in the medium term to stimulate the UK economy but will be reluctant to do so until it is sure there will be no lingering second-round effects. We see rate cuts from Q3 2024 to a low of around 3% by early-mid 2026.
- The immediate risks around Bank Rate have become more balanced, due to the weakening UK economy and dampening effects on inflation. This shifts to the downside in the short term as the economy weakens.
- Long-term gilt yields are now substantially lower. Arlingclose expects yields to be flat from here over the short-term reflecting medium term Bank Rate forecasts. Periodic volatility is likely.

	Current	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26
Official Bank Rate													
Upside risk	0.00	0.00	0.25	0.25	0.50	0.50	0.50	0.50	0.50	0.75	0.75	1.00	1.00
Central Case	5.25	5.25	5.25	5.25	5.00	4.75	4.25	4.00	3.75	3.50	3.25	3.00	3.00
Downside risk	0.00	0.00	-0.25	-0.50	-0.75	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00
3-month money market rate													
Upside risk	0.00	0.00	0.25	0.25	0.50	0.50	0.50	0.50	0.50	0.75	0.75	1.00	1.00
Central Case	5.40	5.40	5.40	5.30	5.15	4.80	4.30	4.10	3.80	3.50	3.25	3.05	3.05
Downside risk	0.00	0.00	-0.25	-0.50	-0.75	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00
5yr gilt yield													
Upside risk	0.00	0.25	0.75	0.85	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Central Case	3.77	3.75	3.75	3.75	3.70	3.60	3.50	3.50	3.40	3.30	3.30	3.30	3.35
Downside risk	0.00	-0.25	-0.75	-0.85	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00
10yr gilt yield													
Upside risk	0.00	0.25	0.75	0.85	0.85	0.90	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Central Case	3.72	3.75	3.80	3.80	3.80	3.80	3.80	3.80	3.75	3.65	3.60	3.65	3.70
Downside risk	0.00	-0.25	-0.75	-0.85	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00
20yr gilt yield													
Upside risk	0.00	0.25	0.75	0.85	0.85	0.90	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Central Case	4.16	4.20	4.20	4.20	4.20	4.20	4.20	4.20	4.20	4.20	4.20	4.20	4.25
Downside risk	0.00	-0.25	-0.75	-0.85	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00
50yr gilt yield													
Upside risk	0.00	0.25	0.75	0.85	0.85	0.90	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Central Case	3.76	3.80	3.85	3.90	3.90	3.90	3.90	3.90	3.90	3.90	3.95	3.95	3.95
Downside risk	0.00	-0.25	-0.75	-0.85	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00

PWLB Standard Rate = Gilt yield + 1.00%

PWLB Certainty Rate = Gilt yield + 0.80%

PWLB HRA Rate = Gilt yield + 0.40%

UK Infrastructure Bank Rate = Gilt yield + 0.40%

Investments

The below table shows all of the Council's treasury investments as at 31st December 2023.

	Amount £m	Rate	Start	End
Fixed Deposits - Local Authorities				
Eastbourne BC	5.000	4.20%	13-Feb-23	15-Jan-24
	5.000			
Fixed Deposits - Banks				
Landesbank Hessen Thuringen Girozentrale (Helaba)	5.000	5.19%	18-Dec-23	18-Jan-24
	5.000			
Instant Access - Banks				
Bank of Scotland	13.400	5.14%		n/a
	13.400			
Money Market Funds				
Invesco	15.000	5.35%		n/a
Insight	11.800	5.32%		n/a
SSGA	15.000	5.32%		n/a
Federated	9.200	5.38%		n/a
DB Advisors	15.000	5.34%		n/a
AAM	2.000	5.30%		n/a
Legal & General	15.000	5.35%		n/a
Morgan Stanley	15.000	5.38%		n/a
	98.000			
Total Investments	121.400			

Minimum Revenue Provision (MRP) Policy

The Council is required to pay off an element of the accumulated General Fund capital spend each year through a revenue charge (the Minimum Revenue Provision - MRP), although it is also allowed to undertake additional voluntary payments (VRP).

Regulations require Full Council to approve an MRP Statement in advance of each year. The Council is recommended to approve the following MRP Statement. *Additions to the previous policy are in italics.*

Borrowing taken up prior to 1 April 2015 will be provided for using a straight-line method of calculating MRP. £185.215m will be provided for in equal instalments over 50 years, which will result in an annual charge of £3.704m. The debt will be extinguished in full by 31 March 2065. If the Council elects to make additional voluntary MRP then the annual charge will be adjusted accordingly.

For borrowing taken up on or after 1 April 2015, MRP is to be provided for based upon the average expected useful life of the assets funded by borrowing in the previous year. The debt will be repaid on a straight-line basis over the average useful life calculated, meaning the debt will be fully extinguished at the end of period. If the Council elects to make additional voluntary MRP then the annual charge will be adjusted accordingly.

For certain investment projects it may be deemed more prudent to use the asset life annuity method in order to calculate MRP. In this case the Council will use the annuity method, with the MRP based on the prevailing PWLB interest rate for a loan with a term equal to the estimated life of the project. If the Council uses capital receipts to repay borrowing for the year then the value of MRP which would have otherwise been set aside to repay borrowing will be reduced by the this amount. The level of capital receipts to be applied to redeem borrowing will be determined annually by the Section 151 Officer, taking into account forecasts for future expenditure and the generation of further receipts.

For any leases and any on-balance sheet Public Finance Initiative (PFI) schemes, the MRP charge will be equal to the principal repayment during the year, calculated in accordance with proper practices. In previous years only finance leases were on balance sheet and contributed towards the MRP. However, following the adoption of IFRS 16 in April 2024, all leases will fall on balance sheet and impact the MRP calculation. The full impact of this change is yet to be determined but updates will be provided as part of the regular Treasury Management reporting process.

There will be no MRP charge for any cash backed Local Authority Mortgage Scheme (LAMS) that the Council operates. As for this type of scheme, any future debt liability would be met from the capital receipt arising from the deposit maturing after a five-year period. Any repossession losses for this type of scheme would be charged to a LAMS reserve.

The Council has considered the Statutory Guidance, which recommends a 25 year repayment charge for loans to third parties, and concluded that this provision is not necessary where there is a realistic expectation that the loan will be repaid. The Council considers an MRP charge is not necessary in respect of any loans made to third parties as the debt liability is covered by the existence of a debtor; typically long term depending on the life of the loan. The only expenditure consequence of a loan for an authority is the interest on its cash shortfall whilst the loan is outstanding, so provision for the principal amount would be over-prudent until such time as the assumption has to be made that the loan will not be repaid.

For any Equity Investment or other investments not specified above, the Council will have regard to the DLUHC Statutory Guidance on Minimum Revenue Provision.

The revised DLUHC MRP Guidance provides a disclosure item for any revenue resources over and above of the required MRP applied to capital expenditure within the MRP Policy. The disclosure of the amounts applied allows some flexibility in financing future capital programmes and the implications on the budget. Revenue resources applied to 31 March 2023 as overpayments or VRP were £123m.

Prudential Indicators**1. Ratio of Financing Costs to Net Revenue Stream**

Limit/Indicator	2024/25 %	2025/26 %	2026/27 %
Ratio of financing costs to net revenue stream	6.6	6.6	6.5

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

This ratio has been calculated based on the future year's level of borrowing.

2. Capital Financing Requirement (CFR)

Limit/indicator	2024/25 £m	2025/26 £m	2026/27 £m
Core Capital Financing Requirement	190.856	188.262	183.110
Other long term liabilities (e.g. PFI and leases)	84.397	79.620	74.758
Total Capital Financing Requirement	275.253	267.882	257.868

The Capital Financing Requirement is aimed to represent the underlying need to borrow for a capital purpose and is calculated from the aggregate of specified items on the balance sheet. The opening balance at 1 April 2023 has been estimated together with the movement in the Capital Financing Requirement for future years.

Following accounting changes the Capital Financing Requirement now includes any other long term liabilities (e.g. PFI schemes and leases) brought onto the balance sheet. Whilst this increases the Capital Financing Requirement, and therefore the Council's borrowing requirement, these types of scheme include a borrowing facility and so the Council is not required to separately borrow for these schemes.

From the 2024/25 financial year a new accounting standard on leases (IFRS16) is to be implemented. This will result in a number of leases that would previously have been classified as operating leases being moved on to the Council's balance sheet. This in turn will result in an increase in the level of other long term liabilities and the total CFR. As the Council is still in the data gathering stage of implementing this new standard the level of this increase is not yet know. This indicator will therefore be updated mid-year as part of the regular Capital and Treasury Management reporting process.

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

3. Capital Expenditure

Limit/indicator	2024/25 £m	2025/26 £m	2026/27 £m
Capital expenditure	56.111	8.027	0

This is the estimate of the total capital expenditure to be incurred (from all funding sources) for future years and recommended for approval.

This estimate will continue to be updated as part of the monitoring process as new resources are subsequently identified.

4. Incremental Impact of Capital Investment Decisions

Limit/indicator	2024/25 £	2025/26 £	2026/27 £
For the Band D Council Tax	0.01	2.17	2.17

This is the estimate of the net incremental impact of the capital investment decisions, based on the level of borrowing set out in the report and reflects the total cost of this additional borrowing (interest payments and minimum revenue provision), as a cost on Council Tax. The actual cost will depend on final funding. For every £1 increase on Band D properties, approximately £0.066m would be raised.

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

Limit/indicator	2024/25 £m	2025/26 £m	2026/27 £m
Operational Boundary for external debt	201.400	206.248	211.646
Operational Boundary for other long term liabilities	84.397	79.620	74.758
Operational Boundary	285.797	285.868	286.404
Authorised Limit for external debt	221.400	226.248	231.646
Authorised Limit for other long term liabilities	85.937	80.620	75.758
Authorised Limit	306.797	306.868	307.404

These limits include provision for borrowing in advance of our requirement for future capital expenditure. This may be carried out if it is thought to be financially advantageous to the Council.

The limits are made up as follows:

Limit/indicator	2024/25 £m	2025/26 £m	2026/27 £m
Estimated 31 March 2023	136.025		
Previous year Operational Boundary		201.400	206.248
Add debt maturing in year	-	0	0.550
Add borrowing for 2023/24 and previous years' requirement not taken up	60.383		
Add borrowing in advance for 2024/25 and future years	10.000	10.000	10.000
Less already borrowed in advance for future years			
Less previous year maturing fall out		0	0
Less MRP	(5.009)	(5.152)	(5.152)
Operational Boundary - borrowing	201.400	206.248	211.646
Add allowances for cash flow etc.	20.000	20.000	20.000
Authorised Limit - borrowing	221.400	226.248	231.646

The allowance for cash flow is made up of 2 elements. (a). it is possible that a rescheduling exercise where the Council borrows prior to repayment could take place. The Council has allowed £10 million for this. (b). Normally the amount of investments that the Council holds would mean that there would be no need to borrow, however, an allowance of £10 million has been made for liquidity purposes.

The Council is also required to set operational boundaries and authorised limits for Other Long Term Liabilities (e.g. PFI schemes and finance leases), which are now shown on balance sheet, following recent accounting changes. The table below includes all current PFI schemes and finance leases in place, with an allowance of £1 million for any new agreements that may arise.

Limit/indicator	2024/25 £m	2025/26 £m	2026/27 £m
Operational Boundary for other long term liabilities	84.397	79.620	74.758
Add allowance for new agreements	1.000	1.000	1.000
Authorised Limit for other long term liabilities	85.397	80.620	75.758

The total authorised limit of £306m (including both external borrowing and other long-term liabilities) should be set as the Council's affordable borrowing limit for 2024/25 as required under the provisions of the Local Government Act 2003.

6. **Gross Debt and the Capital Financing Requirement.**

Limit/indicator	2024/25 £m	2025/26 £m	2026/27 £m
Core capital financing requirement	190.856	188.262	183.110
Gross borrowing	190.856	188.262	183.110

To ensure that medium term debt will only be for a capital purpose, the Council will ensure that the gross external borrowing does not, except in the short term, exceed the highest forecast capital financing requirement (CFR) in any one year.

7. **Upper and lower limits on Interest Rate Exposures**

Limit/indicator	2024/25 £m	2025/26 £m	2026/27 £m
Upper limit for fixed interest rate exposure	190.856	188.262	183.110
Upper limit for variable interest rate exposure	63.619	62.754	61.037

These limits are in respect of our exposure to the effects of changes in interest rates.

The limits reflect the net amounts of fixed/variable rate debt (i.e. fixed/variable loans less fixed/variable investments).

8. Maturity Structure of Borrowing for the Forthcoming Financial Year

These limits set out the amount of projected borrowing that is fixed rate maturing in each period expressed as a percentage of total projected borrowing that is fixed rate.

		Upper %	Lower %
Upper/lower limit for maturity structure	Under 12 months	15	0
	12 months and within 24 months	15	0
	24 months and within 5 years	30	0
	5 years and within 10 years	40	0
	10 years and above	100	50

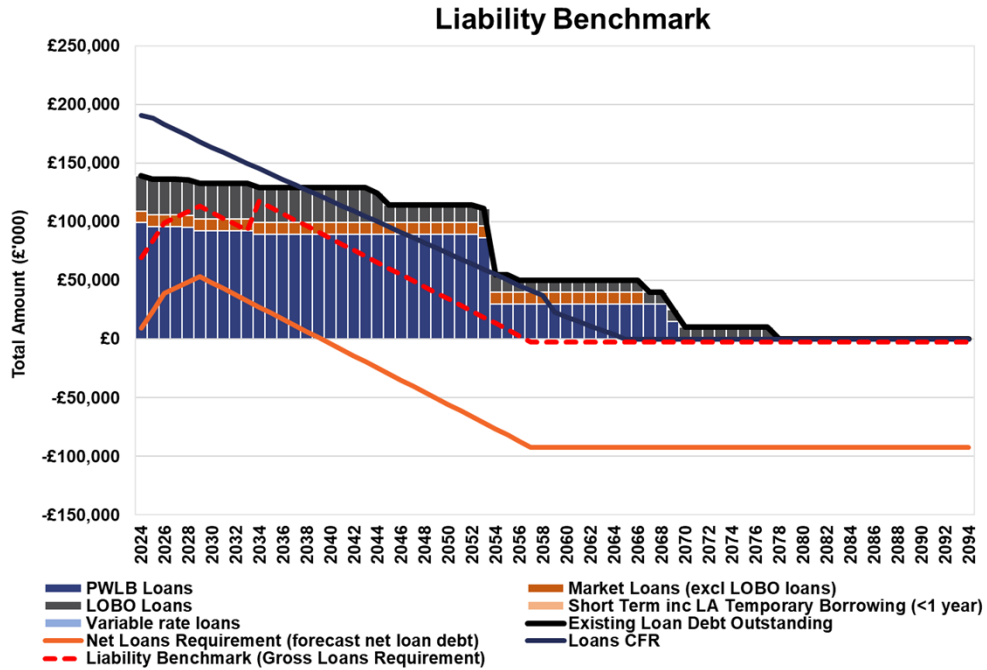
Future fixed rate borrowing will normally be for periods in excess of 10 years, although if longer term interest rates become excessive, shorter-term borrowing may be used. Given the low current long term interest rates, the Council feels that it is acceptable to have a long maturity debt profile.

9. Limit for Total Principal Sums Invested for Periods Longer than 364 days

2024/25 £m	2025/26 £m	2026/27 £m
30	30	30

The Council can invest for periods greater than one year providing the counterparty is of sufficient credit quality. It is felt that the amounts shown above should be the limits maturing in future years.

10. Liability Benchmark



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

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APPENDIX 17

CAPITAL INVESTMENT

Tameside MBC Budget 2024/25

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Capital Programme 2023-26

Capital Programme Budgets - January 2024	2023/24 £m	2024/25 £m	2025/26 £m	Earmarked £m	Total £m
Place: Property, Development and Planning					
Development & Investment	8.718	31.413	8.007	1.542	49.680
Corporate Landlord	0.993	-	-	-	0.993
Vision Tameside	0.073	-	-	-	0.073
Active Tameside	0.102	-	-	-	0.102
Place: Operations and Neighbourhoods					
Engineers, Highways & Traffic Management	8.046	1.195	-	-	9.241
Operations & Greenspace	1.176	0.200	-	-	1.376
Waste & Fleet Management	-	0.826	-	-	0.826
Estates	0.057	-	-	0.095	0.152
Management & Operations	0.250	0.478	-	-	0.728
Community Safety & Homelessness	0.328	-	-	-	0.328
Children					
School Related Works	26.567	7.729	-	-	34.296
Children's Social Care Safeguarding & Quality Assurance	1.234	2.612	-	-	3.846
Adults					
Commissioning & Homes for All	3.933	6.757	0.020	-	10.710
Governance					
Governance	0.032	-	-	0.440	0.472
Total Approved	51.509	51.210	8.027	2.077	112.823
Contingency	-	-	-	2.800	2.800
Total	51.509	51.210	8.027	4.877	115.623

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Capital Programme Financing 2022-25

Capital Programme Financing – January 2024	Grants & Contributions	Revenue Contributions	Prudential Borrowing	Receipts & Reserves	Total
	£m	£m	£m	£m	£m
Place: Property, Development and Planning					
Development & Investment	41.239	0.178	-	8.263	49.680
Corporate Landlord	0.156	-	-	0.837	0.993
Vision Tameside	-	-	-	0.073	0.073
Active Tameside	-	-	0.031	0.071	0.102
Place: Operations and Neighbourhoods					
Engineers, Highways & Traffic Management	8.286	-	-	0.955	9.241
Operations & Greenspace	1.050	-	-	0.326	1.376
Waste & Fleet Management	-	-	0.826	-	0.826
Estates	-	-	-	0.152	0.152
Management & Operations	-	-	-	0.728	0.728
Community Safety & Homelessness	0.328	0	0	0	0.328
Children					
School Related Works	33.845	0.451	-	-	34.296
Children's Social Care Safeguarding & Quality Assurance	1.890	-	1.589	0.367	3.846
Adults					
Commissioning & Homes for All	10.710	-	-	-	10.710
Governance					
Governance	-	-	-	0.472	0.472
Other					
Contingency	-	-	-	2.800	2.800
Total	97.504	0.629	2.446	15.044	115.623

Financing Capital Expenditure

The Council has limited resources available to fund Capital Expenditure. On 29 September 2021, Executive Cabinet approved the allocation of the remaining capital reserves to immediate priorities. No further capital projects will be approved in the short term unless the schemes are fully funded from external sources. Any additional priority schemes that are put forward for consideration and that are not fully grant funded will need to be evaluated, costed and subject to separate Member approval. There will be a revenue cost for any new capital schemes that are not fully funded from alternative sources and the implications of this will need to be carefully considered, given the on-going pressures on the revenue budget.

In some cases, borrowing may be required in order to facilitate investments in schemes with potential revenue generation or investment to save elements. Borrowing to fund Capital Investment has revenue consequences as budget is required to fund interest and repayment of loans, and therefore any such schemes will need to be subject to full business cases. The Council will need a sustainable financial plan for the revenue budget before borrowing commitments are agreed

The current capital programme (2023 – 2026) includes £15.044m of schemes which will need to be funded from Capital Receipts and existing Capital Reserves; £10.167m is required for approved schemes and a further £4.877 for earmarked schemes. There is currently £0.022m available in Capital Reserves and therefore £15.022m is required in Capital Receipts to fund the current programme. Careful monitoring of progress in realising these capital receipts must be undertaken to ensure that there is timely and pro-active disposal of assets and that the actual receipts are in line with projections.

The remainder of the capital programme is largely funded by external Grants (£95.875m) & Contributions (£1.629m), with internal Revenue Contributions (£0.629m) and Prudential Borrowing (£2.446m) completing the funding position.

APPENDIX 18

CAPITAL STRATEGY 2024/25

1 INTRODUCTION

- 1.1. The CIPFA Prudential Code (revised 2021) requires that the Council produces an annual Capital Strategy. The Strategy provides a long term context in which capital decisions are made, the approach for governance for those decisions, and also information on the Council's approach towards treasury management and other investments.
- 1.2. The Capital Strategy is the Council's framework for the allocation and management of capital resources within the authority, which takes account of the Council's key priorities in the Corporate Plan. It forms a key part of the Council's integrated revenue, capital, and balance sheet planning with a view towards deliverability, affordability, sustainability and risk.
- 1.3. The Capital Strategy identifies the current capital programme and the processes that are carried out to maintain an ongoing investment plan together with the links between its objectives and that of the Corporate Plan. It also gives an insight into how the strategy might develop in terms of achieving the priority outcomes in the next 5-10 years and beyond.

2 CAPITAL STRATEGY OBJECTIVES

- 2.1. The main objectives of the Council's Capital Strategy are as follows:
 - Maintain and effectively monitor the capital programme.
 - Provide a clear process with which to evaluate proposals for new capital expenditure in line with the Council's priorities.
 - Maximise capital resources available to the Council and spend these in accordance with corporate objectives as outlined in the Corporate Plan.
 - Ensure the affordability of the approved capital programme.
 - Identify and bid for external resources of capital finance on a co-ordinated basis.
 - Determine transparent schemes of option appraisal to assess new internal bids and post contract evaluation.
 - Explore alternative procurement and financing options.
 - Maximise the efficient use of assets via the Asset Management Plan.
 - Identify and monitor benchmarking and performance measures for all aspects of the capital investment process.
 - Ensure that Prudential Guidelines are identified in determining the capital programme and these are kept under continuous review.
 - Utilise opportunities under the Prudential Guidelines regime to maximise capital development opportunities.
 - Ensure that the developments in capital processes keep pace with securing an unqualified value for money conclusion in the annual audit letter.
- 2.2. These objectives are kept under regular review and progress monitored by the Strategic Planning and Capital Monitoring Panel.

3 COUNCIL KEY OBJECTIVES

3.1. The Council's Corporate Plan represents a long term vision for the borough to be "a place where everyone can achieve their hopes and ambitions" and is based around the following priorities:

- Best start in life.
- Opportunity to learn and earn.
- Safe, green and supportive communities.
- Healthy and active lives.
- Financially sustainable public services (underpinning priority).

3.2. These priorities are outlined below along with some key objectives and examples of schemes from the Capital Programme that support them.

Best Start in Life

3.2.1. Objectives:

- Enhance early years' health, support and childcare provisions and prioritise early identification of those needs
- Support parents and carers with parenting skills and resources.
- Promote child protection and safeguarding measures, and support cared for children.
- Reduce child poverty and improve child and family social support systems.
- Promote early intervention and support for children with additional needs.
- Strengthen partnerships with educational institutions and community organizations through collaboration and sharing information

3.2.2. Within this areas, some of the recently completed and current key capital projects include:

- New Children's Home
- Family Hubs Grant
- Respite Unit

Opportunity to Learn and Earn

3.2.3. Objectives:

- Ensure all children have a high quality, enjoyable and inclusive education that enables them to achieve their full potential.
- Promote lifelong learning and upskilling programs for adults.
- Provide the infrastructure and support for local businesses to create job opportunities.
- Enhance digital skills and access to technology for all residents.
- Encourage entrepreneurship and support business growth and social enterprises.
- Promote fair wages and equitable employment practices.

3.2.4. Within these areas, some of the recently completed and current key capital projects include:

- Hawthorns Primary
- Longendale Academy
- Rayner Stephens
- All Saints Academy

Safe, Green and Supportive Communities

3.2.5. Objectives:

- Enhance community safety through crime prevention initiatives.
- Champion and deliver environmental sustainability including waste reduction, recycling and reuse.
- Increase the supply of high-quality, affordable homes and improve the housing circumstances of those most in need
- Invest in community infrastructure and facilities.
- Design sustainable town centres and other public spaces based around resident needs

3.2.6. Within this area, some of the recently completed and current key capital projects and proposals include:

- Ashton Levelling Up Funding
- Stalybridge Levelling Up Funding
- Stalybridge Heritage Action Zone
- Godley Garden Village
- Highways and Town Capital

Healthy and Active Lives

3.2.7. Objectives:

- Develop system-wide responses to reduce health inequalities and improve health outcomes for all residents.
- Support people to be as resilient and independent as possible.
- Enhance access to and quality of care for those who need it
- Provide early support for children and adults at risk of poor mental health and loneliness
- Encourage and support people towards more healthy behaviours.
- Enhance and promote preventative care.

3.2.8. Within this area, some of the recently completed and current key capital projects and proposals include:

- Disabled Facilities Grants – allowing people to live independently for longer
- Disability Assessment Centre
- Extra Care Assistive Technology

3.3. In order to ensure that these priorities are met, the capital programme is co-ordinated by the corporate section within the Financial Management team. The team work closely with representatives from within the service areas of the Council, Project Managers and Sponsors, the Strategic Planning and Capital Monitoring Panel (SPCMP) and senior officers to ensure the planned capital programme is achieved through a programme of effective planning and monitoring. Responsibility for the achievement of the programme lies with Portfolio Holders and Directors together with Project Sponsors and Managers.

3.4. The Council has in place a solid platform for collating information on both the financial and physical progress of capital schemes. Detailed capital updates are submitted to Strategic Planning and Capital Monitoring Panel (SPCMP) by each Directorate and the minutes of these meetings are sent to Executive Cabinet for ratification. The updates include details of the progress of schemes, notification of new external funding allocations and requests for changes to the funding of capital schemes.

- 3.5. Monitoring of the Capital Programme, both in financial and physical terms, is reported 3 times a year in July, September and January, and also at year end when actual outturn figures are reported. The monitoring report goes through several stages of review and approval; firstly to Senior Leadership Team (SLT), then on to Executive Cabinet and Strategic Planning and Capital Monitoring Panel. The reports show details of actual expenditure against planned spend, a forecast of outturn figures and in the case of schemes with a projected variation above £100,000, more detailed information on progress and the scheme's current status. All changes to the Capital Programme and any necessary changes to the Prudential Indicator limits are approved through the Capital Monitoring reports.
- 3.6. Monitoring is supported by regular meetings between financial management staff, Executive Directors and Project Sponsors/Managers. Details of major variations are determined and reported on, as a minimum, at the corporate monitoring points. Individual Council officers will sometimes attend the SPCMP to help give Members an enhanced understanding of the progress of specific schemes and any related issues, as well as providing an opportunity for Members to ask questions about more complex projects.

4 CAPITAL PROGRAMME AND RESOURCES

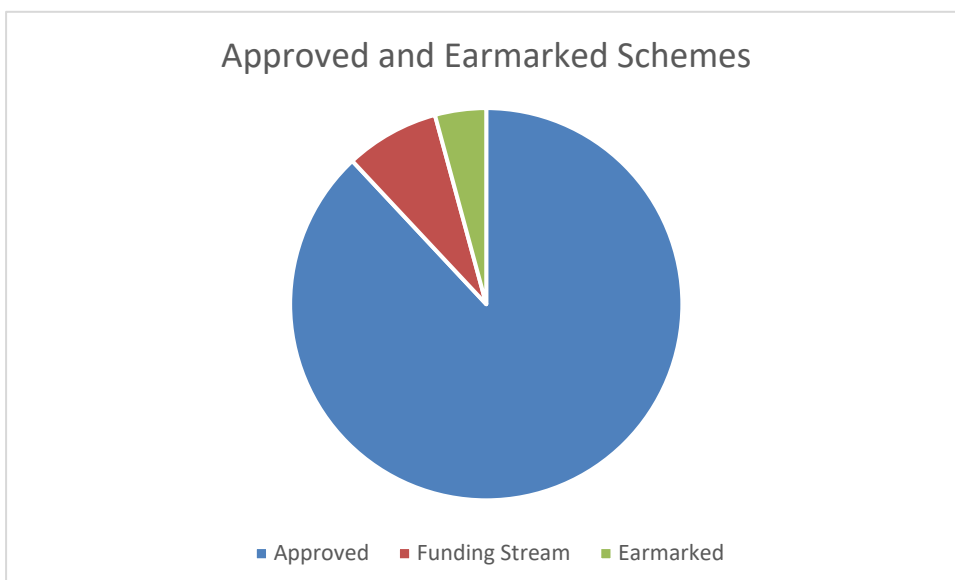
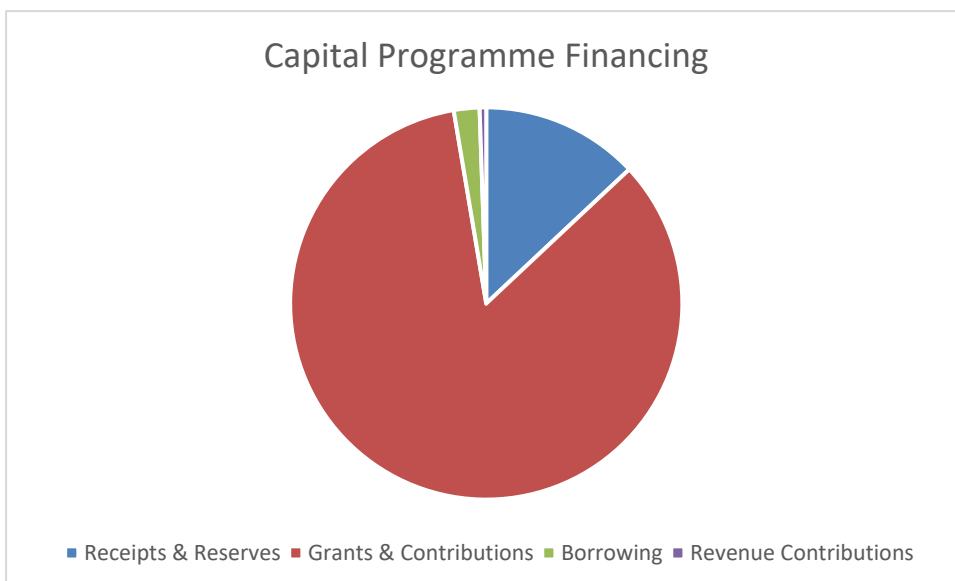
- 4.1. The Council maintains a three year Capital Programme, which currently covers the period 2023/24 to 2025/26. This is updated annually during the budget process in February and quarterly during the year.
- 4.2. As of December 2023 the Programme has a total value of £116m including both fully approved and earmarked schemes. A summary of the Programme is included in this report as **Appendix 18A**.
- 4.3. A major source of capital funding available to the Council is via grants from Central Government. Such grants are often obtained alongside conditions that they are allocated to specific schemes or programmes.
- 4.4. The Council also actively seeks further investment to fund the capital programme, such as capital receipts from the sale of assets or joint funding opportunities on a wide range of projects.
- 4.5. The strategy is intended to consider all potential funding options available to the Council and maximise the available resources for capital investment in line with the priorities set out within.
- 4.6. The main areas of funding available are set out below:
 - 4.6.1. **Borrowing** - Under the Prudential Guidelines the Council is able to determine its own level of unsupported borrowing provided it is affordable, prudent and sustainable. The majority of borrowing taken up is from the Public Works Loan Board (PWLB) which is, in effect, the government.

The additional cost of any prudential borrowing undertaken must be met through the Council's revenue budget, and therefore has a direct link to the local taxpayer. The impact of this must be considered when seeking approval for any schemes funded through borrowing. The Council can only normally borrow to fund capital expenditure.

The Council took up £30m of long term borrowing from the PWLB in August 2019 when rates were at favourable levels. The average interest rate across these two loans is 1.81%. In the intervening period the PWLB increased their margin over gilts (the basis for their interest rates) by 1%, but lowered this back to the previous margin in November 2020. Interest rates have since risen substantially and as of January 2024 the interest rate on loans of similar terms to those taken up in August 2019 is around 5%.

The Council continues to monitor the borrowing requirement on a regular basis, alongside the movement in interest rates. In the short term, borrowing would only be taken up if interest rates were at a favourable level, which is unlikely given the current economic forecast.

- 4.6.2. **Grants and Contributions** - Capital grants mainly come from a variety of government funded departments or agencies. Grants currently make up 84% (£97m) of the capital programme. Grants can be either ringfenced to particular areas or schemes, or non-ringfenced and therefore available for use on any project. The majority of Government grants are now non-ringfenced, although there is usually a bidding process to go through to obtain approval for capital grants and therefore an implicit ringfencing.
- 4.6.3. **Revenue Financing** – Revenue financing, paying for capital expenditure from the revenue budget, is not a major element of capital financing and due to ever increasing pressures on revenue budgets this has been reduced over time. In the current financial environment this is unlikely to increase.
- 4.6.4. **Capital Reserves** – Use of the Council’s reserves will be determined by the Reserves Strategy. In 2017, an earmarked reserve of just under £70m was created to fund Capital Investment in the borough. Further use of reserves to fund Capital Investment will require approval in accordance with the reserves strategy. As of 2023/24, £0.022m of this reserve remains.
- 4.6.5. **Leasing** – Under the Prudential Guidelines the amount of leasing will depend on the cost compared to borrowing. In recent years it has often been more attractive to finance schemes using prudential borrowing rather than leasing. Where appropriate, appraisals will be undertaken in order to ensure the most appropriate funding source is used.
- 4.6.6. **Capital receipts** – Capital receipts are actively being pursued as the Council seeks to rationalise its asset base and encourage development in the borough. Receipts are earmarked as a corporate resource unless a case is made to reinvest them towards a specific project. Capital receipts can only be used to fund capital expenditure, or the repayment of borrowing.
- 4.7. Schemes within the Capital Programme can be categories in 3 ways:
- **Approved** – Schemes which have been fully approved and are in the delivery phase
 - **Earmarked** – Schemes for which funding has been identified and set aside but require further information before they are fully approved
 - **Funding Streams** – Funding allocated to the Council for which schemes have not yet been identified and approved. Funding streams most commonly relate to annual grants from Central Government
- 4.8. The below graphs demonstrate the current three year programme split by funding source and also by approved and earmarked schemes:



4.9. A financing exercise is completed at the end of every year to determine the final allocation of funding. Generally grants and external contributions will be used first, before then considering the allocation of capital receipts, reserves, and prudential borrowing. This is, however, at the discretion of the Section 151 Officer.

5 Bidding Process for New Projects

5.1. The Council has limited resources available to fund Capital Expenditure and therefore has in place a thorough bidding process for the allocation of capital investment. In September 2021, Executive Cabinet approved the allocation of the remaining capital reserves to immediate priorities. No further capital projects will be approved in the short term unless the schemes are fully funded from external sources. However, it is expected the process outlined below will be reinstated when further capital investment is available in future years.

5.2. The stages of the current process in place to bid for capital investment are as follows:

- **Application for Investment** – This is the first step and should be a brief outline of the project and its financing.
- **Business Case Brief** – This should be a two page outline of the required project with a summary business case
- **Scoping, Design, and Costing** – This stage will involve seeking external support and carrying out feasibility work.
- **Full Business Case** – This is a full case for the project including the strategic, economic, commercial, financial, and management cases for proceeding. Once approved this will be presented to SPCMP.
- **Project Delivery and Monitoring** – Following approval of the business case, key milestones should be identified and monitored.
- **Project Evaluation** – Following completion, a post implementation evaluation should be completed in order to assess the success of the project.

5.3. A flow chart illustrating this process can be seen in **Appendix 18B**.

6 PRIORITISATION OF ALLOCATION OF RESOURCES

6.1 A prioritisation process has been developed in order to aid the decision making process when new investment is required. For proposed schemes, officers will undertake an assessment against a number of criteria including:

- **Strategic Context** – What is the purpose of the scheme and how does it fit with the Council's priorities, the Budget Strategy and the local and national context.
- **Mandatory or discretionary investment** – Is the scheme intended to address Health and Safety, Legal or Statutory obligations? Is it a cost-avoidance or invest to save scheme? Is the planned scheme to address regeneration, improvement and development or transformation of services?
- **Objectives and benefits of the scheme** – What is the scheme expected to deliver for the Council, service users and residents?
- **Financial implications and options for delivery** – to consider whether alternative options can be considered, what financial investment is required and whether any external funding is available.

6.1 This prioritisation methodology is used to support future capital investment decisions and ensure that scarce capital resources are allocated in the most efficient, effective and sustainable way and thus ensuing value for money.

7 FUTURE YEARS

7.1 In September 2021, Executive Cabinet approved the allocation of the remaining capital reserves to immediate priorities and agreed that no new capital investment would be agreed until the Council has a sustainable medium-term financial plan. Currently, no further capital projects will be approved in the short-term unless the schemes are fully funded from external sources.

7.2 Any additional priority schemes that are put forward for consideration and that are not fully funded from external sources will need to be evaluated and costed using the process outlined in Section 5 and will be subject to separate Member approval.

8 ASSET MANAGEMENT

- 8.1. The Council maintains a fairly typical local authority property portfolio. As at 31 March 2023, and subject to audit, this consisted of:

Asset Class	£m
Land and Buildings	351
Vehicles, Plant and Equipment	15
Infrastructure	134
Community Assets	15
Surplus Assets	20
Assets Under Construction	4
Investment Properties	38
Total	577

- 8.2. The Council's land and property estate is its largest resource after its staff. Therefore it is crucial that this resource is managed, maintained, and used effectively and efficiently in order to obtain the greatest possible benefit in terms of meeting its aims and priorities for the borough. Due to the continued pressure on local authority finances there is more importance than ever placed on ensuring that there is a robust strategic approach and the correct decisions are made regarding the effective use and management of the Council's asset base.
- 8.3. It is vital that the Council's assets are fit for purpose, provide value for money, and help meet the needs of the borough and its residents. Decisions to invest in (or dispose of) assets should be based upon these factors and follow a robust and transparent process driven by the Council's statutory duties and corporate objectives.
- 8.4. The Council uses a corporate landlord approach and will endeavour, through its programme of capital investment to maintain its assets to such a standard that they remain fit for purpose and enable service delivery towards meeting Council priorities. Regular surveys of buildings and structures should be ongoing in order to determine their state of repair and inform decisions over what level of remedial works are required. Any service reviews across the organisation should also be taken into consideration, with the service driving its asset needs. For example, new ways of working or service restructures could result in some assets becoming surplus to requirements.
- 8.5. It is therefore important that the Council's capital strategy considers the other corporate plans and strategies to ensure that its capital resources are appropriately deployed to enable the delivery of services.
- 8.6. As is outlined in section 4 of this report, capital receipts form a significant part of the Council's available funding for capital investments. Therefore opportunities for disposals should be investigated wherever possible. Assets should only be retained when they;
- Support the objectives of the Corporate Plan
 - Contribute towards service delivery
 - Provide value for money (in terms of the above for operational properties, or in terms of income generation or growth of capital value for investment properties)
- 8.7. In addition to the above, the responsibilities of the estates and corporate landlord functions include:

- Considering alternative property solutions for service delivery
 - Negotiating agreements for the occupation or purchase of property
 - Advising on proposals relating to property
 - Carrying out scheduled repairs and maintenance and also making business cases where appropriate for additional repairs and maintenance
 - Assisting with the rationalisation of the asset base
 - Appraising options for the portfolio
 - Managing the safety and security of the portfolio
 - Arranging and administer facilities management
 - Managing property related budgets
- 8.8 A key priority for 2023/24 is the implementation of the Strategic Asset Management Plan and associated estates strategy, which supports the delivery of investment. Through a more effective asset management plan the Council aims to deliver One Public Estate, generate income, realise recyclable capital receipts and provide a strategic approach to our capital programme and major projects, realising opportunities for economic growth, new housing and local jobs for local people.

9 PROCUREMENT STRATEGY

- 9.1. Procurement is a critical mechanism for delivering value for money and achieving sustainable outcomes for local communities. The Council recognises that effective procurement will assist in achieving its ambitions by realising value for money from the way it procures and delivers its services and uses its resources in an effective way. This allows savings to be redirected into front line services. It is essential that innovative methods to improve procurement practices and to deliver savings are adopted where appropriate.
- 9.2. The Council entered into a strategic partnering arrangement as part of the Building Schools for the Future programme in 2009. This partnering arrangement was delivered through a Local Education Partnership (LEP) which is a limited company. The original LEP arrangement ran for ten years with an option to extend by a further five years, up to February 2024. The majority of the Council's capital expenditure has been delivered by the LEP.
- 9.3. In September 2018, the Council formally joined the STAR procurement shared service, a partnership arrangement between Stockport, Trafford and Rochdale. This arrangement provides the Council with capacity and procurement expertise. The STAR Business Plan and STAR Procurement Strategy sets out five objectives that help to deliver a successful procurement service. These objectives are commercial, communities, collaboration, compliance and champions. Further detail can be found at www.star-procurement.gov.uk

10 LINKS TO PARTNERS

- 10.1. Tameside Council works with a wide range of partners to deliver the vision and priorities set out in the Council's Corporate Plan. Some of the ways we work together are listed below, along with links to the relevant web pages:
- Greater Manchester Integrated Care Partnership
[Home | Greater Manchester Integrated Care Partnership \(gmintegratedcare.org.uk\)](http://Home | Greater Manchester Integrated Care Partnership (gmintegratedcare.org.uk))

- Greater Manchester Combined Authority
<https://www.greatermanchester-ca.gov.uk/>
- Tameside Health and Wellbeing Board -
<http://www.tameside.gov.uk/healthwellbeingboard>
- Tameside Safeguarding Children’s Board -
<https://www.tamesidesafeguardingchildren.org.uk/>
- Tameside Adult Safeguarding Partnership Board -
<http://www.tameside.gov.uk/AdultServices/Tameside-Adults-Safeguarding-Partnership-Board>

10.2. Other partners that the Council works with include; Job Centre Plus, Stockport Foundation Trust, Pennine Care, Tameside College, Jigsaw Homes Tameside, to name but a few.

11 INVESTMENTS AND LIABILITIES

11.1. The Council’s capital programme and balance sheet consists of investments made by the Council to support its strategic aims. A key part of the capital process is monitoring and reviewing such investments once they are made. Traditionally, the Council has focused the Capital Strategy on the delivery of capital schemes; however, with the increasing national focus on broader investment activities undertaken by local authorities, the Capital Strategy has been expanded in order to take a wider overview of other relevant investments and liabilities.

11.2. As at 31 March 2023, the Council had the following long term investments on its balance sheet:

	£m
Investment Properties	38.130
Long Term Debtors	43.520
Long Term Investments	33.501
Total	115.151

11.3. The long term debtors figure includes loan stock held by the Council in Inspiredspaces Tameside (Holdings 1) Ltd (£1.6m), loan stock held in Inspiredspaces Tameside (Holdings 2) Ltd (£3.0m), the Council’s share of loan debt to Manchester Airport (£29.6m), and some other minor amounts.

11.4. The long term investments held by the Council include investments in Manchester Airport Group (£24.4m) and Inspiredspaces (£9.1m).

11.5. The Council has an investment property portfolio of around 150 assets. These are revalued annually. The largest of these assets are Manchester Airport Land (£11.3m), Ashton Market Hall (£1.3m) and a car park based at the Tameside Hospital (£1.9m).

12 TREASURY MANAGEMENT

12.1. Treasury Management is a key component of the Council’s capital planning, largely as the Council has the ability to borrow in order to finance capital projects. A separate Treasury Management Strategy is produced annually, but what follows are some of the key issues.

- 12.2. At 31 December 2023 the Council had £121m of investments which need to be safeguarded, and £139m of long term debt, which has been accrued over the years to help to fund the Council's capital investment programmes.
- 12.3. The Council's treasury activities are strictly regulated by statutory requirements and a professional code of practice (the CIPFA Code of Practice on Treasury Management – revised 2021) and the Prudential Code. The Council has adopted the CIPFA Code of Practice on Treasury Management. Part of this code is for the Council to set out Treasury Management Practices (TMPs). These are in place and are being adhered to.
- 12.4. The key objectives of the Prudential Code are to ensure, within a clear framework, that the capital plans of local authorities are affordable, prudent and sustainable and to ensure that treasury management decisions are taken in accordance with good professional practice and in a manner that supports these objectives.
- 12.5. The Council's long term borrowing requirement in any year depends on the following factors:-
- (a) Existing loans which are due to mature during the year. These will include external loans, and any reduction of internal resources that are temporarily being used to finance capital expenditure.
 - (b) The amount of capital expenditure that the Council has determined should be financed by borrowing. Under the Prudential Code on Borrowing the Council may determine its own levels of borrowing and is set by the Council as part of the main budget process. The Council is able to borrow in advance of its requirements, when it is considered beneficial to do so.
 - (c) The amount of outstanding debt required to be repaid during the year, including the Minimum Revenue Provision (MRP) and additional voluntary MRP to repay prudential borrowing.
- 12.6. The primary objectives of the Council's investment strategy are safeguarding the repayment of the principal and interest of its investments on time, ensuring adequate liquidity, with the investment rate of return being the final consideration. The current investment climate continues to have one over-riding risk, counterparty risk; the risk that a borrower may default on a loan.
- 12.7. Normally when the Council has surplus cash, this is invested to try to ensure that interest earned is optimised with minimal risk of capital loss. Higher interest rates are earned by investing any large amounts on the London money markets, rather than by leaving such sums with the Council's own bank. The Treasury Management Strategy sets out the type of institutions with which the Council may deposit funds for this purpose. The list has been compiled to reflect the creditworthiness of these banks and building societies, rather than the rates of interest payable, as the safety of the asset is the most important consideration. Nonetheless, the interest received from these institutions is competitive.

13 RISK

13.1. The Council faces a broad range of risks. Examples include:

- Financial risk – related to the Council's investments
- Credit and Counterparty risk – related to investments and loans

- Interest rate risk – the risk that interest rates move in a manner that is adverse to the Council’s investments or borrowings.
- Reputational risk – that any adverse outcomes could affect the Council’s reputation and public perception
- Environmental risks – due to the Council’s investments or capital projects
- Asset condition risk – the need to continually invest in condition of property and highway estate
- Governance risks – ensuring that appropriate decision making procedures are adhered to

13.2. The Council has a low risk appetite, so as to safeguard taxpayer funds, and this is reflected in the Treasury Management Strategy and outlined above.

14 SKILLS AND KNOWLEDGE

14.1. The Financial Management team responsible for Treasury Management and Capital contains several professionally qualified accountants with extensive relevant experience. The team regularly attend a variety of training courses in order to keep up to date with the latest developments. The Council also have a contract with Arlingclose, who provide up to date specialist advice and technical services.

14.2. Capital investment proposals, the quarterly capital monitoring reports, and capital update papers, and their associated minutes, are submitted to a number of meetings including SLT, Executive Board and Cabinet, and SPCMP. In addition, officers from senior management and financial management meet regularly in order to support the effective prioritisation, management and monitoring of the Capital Programme.

14.3. In January 2018 a new treasury management directive, Markets in Financial Instruments Directive II (MiFID II) came into force. This required the Council to pass a number of qualitative and quantitative tests in order to maintain its status as a “professional” investor. Part of this involved demonstrating that the treasury management team had sufficient skills and experience to be classified in this fashion. Tameside successfully opted up to professional status with all counterparties that required it.

15 SUMMARY

15.1. The Council in conjunction with its partners has identified a clear set of priorities. The Capital Strategy gives clear guidance as to where capital resources should be directed in achievement of those priorities over the length of the current capital programme and over the longer term.

15.2. The Strategy also demonstrates that the Council does and will continue to work closely with a variety of partners to obtain quality projects and maximise potential resources in the achievement of its aims. The Council also encourages the continued exploration of securing external funding, the examination of different forms of procurement and maintaining current levels of innovation.

15.3. The Council has a good framework in place to achieve its strategy and will strive to achieve continual improvement on a number of its processes as set out in its main objectives. This will be monitored and reviewed by the Strategic Planning and Capital Monitoring Panel.

15.4. The Capital Strategy will be reviewed on an ongoing basis and revised annually.

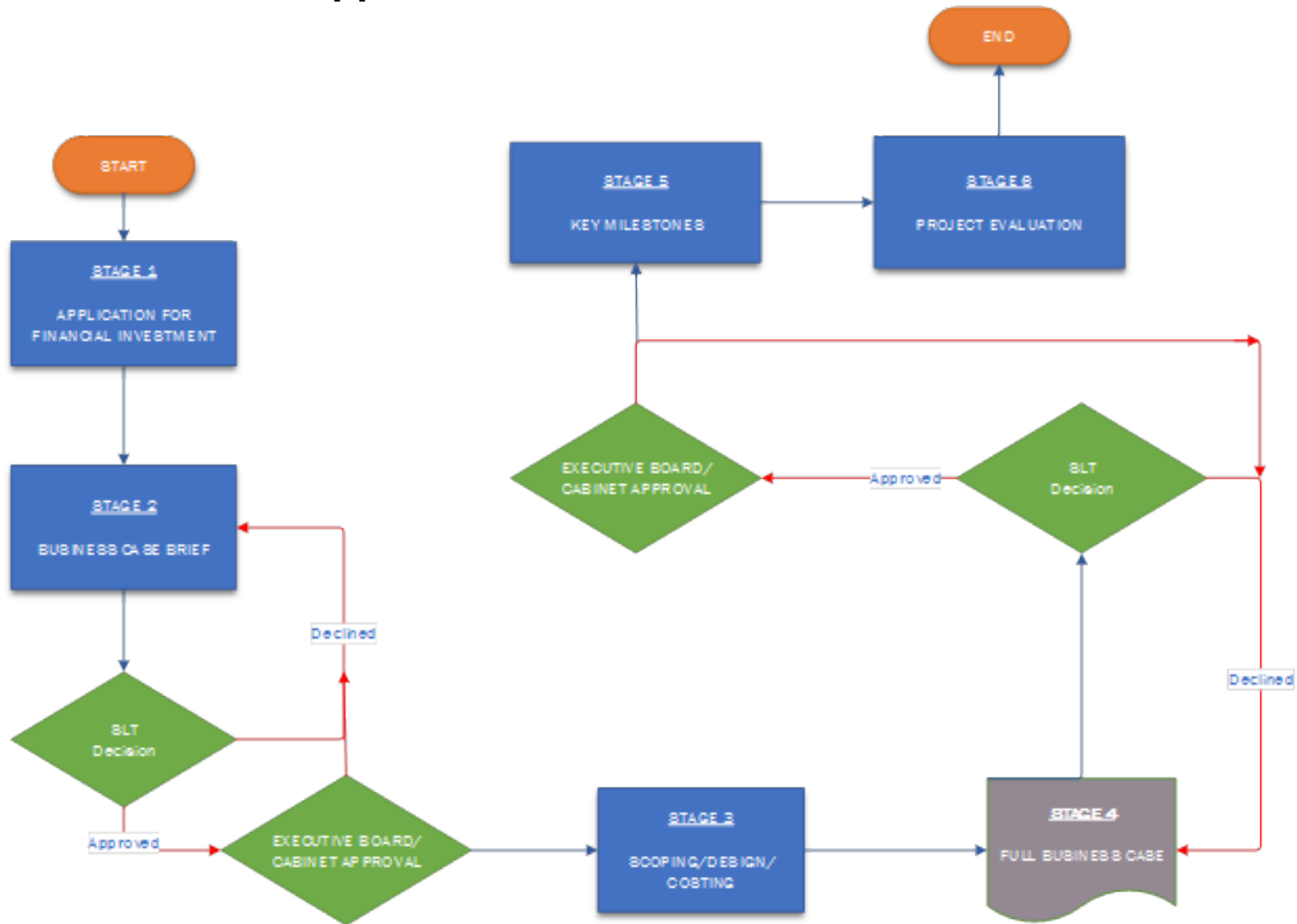
16 RECOMMENDATIONS

16.1. The Capital Strategy is approved and is reviewed and revised annually.

TOTAL CAPITAL PROGRAMME 2022/23 – 2024/25

	2023/24	2024/25	2025/26	Earmarked	Total
	£m	£m	£m	£m	£m
Place: Property, Development and Planning					
Development & Investment	8.718	31.413	8.007	1.542	49.680
Corporate Landlord	0.993	-	-	-	0.993
Vision Tameside	0.073	-	-	-	0.073
Active Tameside	0.102	-	-	-	0.102
Place: Operations and Neighbourhoods					
Engineers, Highways & Traffic Management	8.046	1.195	-	-	9.241
Operations & Greenspace	1.176	0.200	-	-	1.376
Waste & Fleet Management	-	0.826	-	-	0.826
Estates	0.057	-	-	0.095	0.152
Management & Operations	0.250	0.478	-	-	0.728
Community Safety & Homelessness	0.328	-	-	-	0.328
Children's					
School Related Works	26.567	7.729	-	-	34.296
Children's Social Care Safeguarding & Quality Assurance	1.234	2.612	-	-	3.846
Adults					
Adults Commissioning Service	3.933	6.757	0.020	-	10.710
Governance					
Governance	0.032	-	-	0.440	0.472
Total Approved	51.509	51.210	8.027	2.077	112.823
Contingency	-	-	-	2.800	2.800
Total	51.509	51.210	8.027	4.877	115.623

Business Case Approval Process



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Pay Policy Statement 2024/25

1. Pay Policy Statement for the Year 2024/25

- 1.1. The Pay Policy Statement sets out the Council's approach to pay policy in accordance within the requirements of Section 38 of the Localism Act 2011. The Pay Policy Statement has also been revised to take into account the Council's approach to approval by Full Council for severance payments in excess of £95K in line with guidance received from the Department for Levelling Up, Housing and Communities (DLUHC). This pay policy applies for the year 2024/25 unless replaced or varied by Full Council.
- 1.2. It does not cover teaching staff whose salaries and terms and conditions of employment are set by the Secretary of State. Academy Schools are an entirely separate legal entity from the Council and are covered by Academies Act 2010 and as a separate employer are responsible for setting salaries for their employees.
- 1.3. The purpose of the Pay Policy Statement is to ensure transparency and accountability with regard to the Council's approach to setting pay. The Pay Policy Statement has been approved by Council and is publicised on the Council's website in accordance with the requirements of the Localism Act 2011 in March each year.

2. Underlying Principles

- 2.1. The Council is committed to, and supports, the principle of equal pay for all our employees. Equal pay between men and women is a legal right under both United Kingdom and European Law. The Equality Act 2010 requires employers not to discriminate on grounds of the nine protected characteristics.
- 2.2. The Council applies terms and conditions of employment that have been negotiated and agreed through appropriate collective bargaining mechanisms (national or local) or as a consequence of authority decisions, these are then incorporated into contracts of employment.
- 2.3. The Pay Policy Statement identifies:
 - The method by which salaries and severance payment are determined.
 - The detail and level of remuneration of the Council's most senior managers, i.e. Chief Executive and Leadership Team, which accords with the requirements of the Localism Act 2011.
 - The process for ensuring that the Pay Policy Statement is applied consistently, including the Staffing Panel which has delegated powers in relation to senior manager pay and employment.
 - The detail and level of remuneration for the lowest level of employee.
 - The ratio of pay of the top earner and that of the median earner.
- 2.4. It should be noted that the Pay Policy Statement does not include information relating to the pay of Teachers or Support Staff in schools who are outside the scope of the Localism Act 2011. This Statement complies with all statutory and legal requirements.

- 2.5. In this Pay Policy Statement we use the term “Senior Manager” to mean the same as “Chief Officer” as described in the Localism Act 2011. The Council already separately publishes information about pay and average pay, which is also set out here.

Highest Pay (per annum)	£193,227 p.a. (fte)
Average Pay (per annum)	£33,127.31p.a. (fte) (based on mean) £31,364.04p.a. (fte) (based on median)
Pay difference (between average & highest pay)	£160,099.69 (based on mean) £161,862.96 (based on median)
Pay Multiple (ratio between the average and the highest pay)	5.8:1 (based on mean) 6.2:1 (based on median)
Pay Multiple (ratio between the lowest and the highest pay)	8.6:1

3. Policy on the remuneration of its Senior Managers

- 3.1. Chief Executive and Chief Officers conditions of service are in line with the Joint Negotiating Committees for Chief Executives and Chief Officers. The pay levels for the Chief Executive and Directors are determined by the Council’s Senior Staffing Panel on appointment, having regard to the Council’s duty to ensure best value and after taking professional advice on pay levels, market conditions and other relevant employment factors.
- 3.2. Assistant Director pay is determined by a job evaluation process, which was undertaken in 2011. The scheme used was one designed by the Local Authority Employers Organisation, which advises Councils at a national and regional level on employment and pay issues.
- 3.3. The level of remuneration is determined as set out above. Other than allowable out of pocket expenses, the Council does not make other payments to Senior Managers in addition to basic salary for undertaking their core role. Overtime is not payable to Senior Managers. Any remuneration package in excess of £100K will be determined by Council.

4. Policy on the remuneration of its lowest paid employees

- 4.1. In this policy, we use the definition of lowest paid employee as being those paid on spinal column point (SCP) 2 of the National Joint Council for Local Government Services, plus the Living Wage (LW) supplement payment where SCP 2 is below the LW rate, which was introduced within the Council pay structure in September 2016. We use this because it is the lowest substantive pay grade used for local authority employees.
- 4.2. Our policy is that an employee would normally only be paid at this rate if they were in the first year of appointment to a post which has been evaluated under the national scheme for evaluating local authority jobs. The Council uses the nationally agreed job evaluation scheme for employees of local authorities, which, is used by a large proportion of other local authorities.
- 4.3. Once someone has been in post a year, they will, subject to satisfactory performance, move to the next increment in the pay scale (Grade B upwards). Increments are payable each year on 1 April, until the maximum point of the grade is reached.
- 4.4. The Council’s pay structure is available on the website at <https://www.tameside.gov.uk/paystructure>

5. Policy on the relationship between -

- (i) the remuneration of its Senior Managers, and**
- (ii) the remuneration of its employees who are not Senior Managers**

5.1. The Council has no formal policy on the relationship between the remuneration of Senior Managers. The Hutton review entitled Fair Pay in the Public Sector considered the multiple should be no greater than 20 to 1 (lower is better) and based on the current situation the Council falls well below this threshold. The authority does not have a policy on maintaining or reaching a specific 'pay multiple', however, the authority is conscious of the need to ensure that the salary of the highest paid employee is not excessive and is consistent with the needs of the authority. These pay rates may increase in accordance with any pay settlements, which are reached through their respective national negotiating bodies.

5.2. At Tameside, the pay multiple between the Chief Executive's pay and the lowest paid employee in the organisation is 8.6:1 and is therefore well within this recommended range.

6. Policy relating to the remuneration of Senior Managers on recruitment

6.1. All posts are subject to the Council's recruitment and selection process for job appointments, including promotion. Appointments will normally be made at the minimum of the relevant pay scale for the grade, although this can be varied if it is necessary to secure the best candidate. When recruiting to all posts the Council will take full and proper account of all provisions of relevant local government, employment and equalities legislation.

6.2. On occasions, the Council may need to consider market forces supplements for employees, which might include Senior Management posts. Authorisation arrangements for market forces supplements would be subject to approval by the Senior Staffing Panel. No such supplements are currently in place.

6.3. The Council will ensure that before an offer of appointment is made, any salary package for any post that is in excess of £100,000 is considered by full Council.

7. Policy relating to increases and additions to remuneration for each Senior Manager

7.1. Senior Managers are paid at a spot rate salary. The majority of Council staff receive nationally agreed pay awards when they are applied. These do not automatically apply to Senior Managers at Assistant Director level and above. The Senior Staffing Panel make the determination as to whether and when there is to be an increase in the current spot rate salaries. The Senior Staffing Panel will take account of the national pay awards when making their determination. Senior Management salaries were increased by 3.50% on basic salary in 2023/24 to reflect the national pay award.

8. Policy relating to the use of performance related pay for Senior Managers

8.1. The Council does not pay performance related pay to Senior Managers or any other member of the workforce. The Council believes that it has sufficiently strong performance management arrangements in place to ensure high performance. Any areas of under-performance would be addressed through the capability/disciplinary procedure as appropriate.

9. Policy relating to the use of bonuses for Senior Managers

9.1. The Council does not pay bonuses to Senior Managers or any other member of the workforce and does not intend to introduce any bonus schemes.

10. The approach to payment of Senior Managers on their ceasing to hold office under or to be employed by the Authority

- 10.1. The approach to payment of Senior Managers is the same as those which apply to all Council employees.
- 10.2. Compensation payments for loss of office are considered in situations where an employee's post becomes at risk and/or the employment relationship is no longer tenable. A maximum payment of 12 weeks applies to all employees, including Senior Managers subject to the requirements set out in [Statutory guidance on the making and disclosure of Special Severance Payments by local authorities in England - GOV.UK \(www.gov.uk\)](http://www.gov.uk/government/uploads/system/uploads/attachment_data/file/281222/Statutory_guidance_on_the_making_and_disclosure_of_Special_Severance_Payments_by_local_authorities_in_England_-_GOV.UK.pdf)
- 10.3. The Council's approach is to treat each case on its individual merits, taking professional advice on the appropriateness, and ensuring that all payments represent value for money to the taxpayer.
- 10.4. Employees who are 'at risk', having been displaced from their role, are supported to seek suitable alternative employment across the organisation. If the secured employment is at a grade lower than their previous post they will be assimilated to the new grade at the top spinal column point and receive pay protection up to their previous salary rate for a maximum period of 6 months. If an employee does not secure alternative employment, subject to the individual case, employees will receive statutory redundancy.

11. Transparency

- 11.1. The Council meets its requirements under the Localism Act, the Code of Practice on Data Transparency and the Accounts and Audit Regulations in order to ensure that it is open and transparent regarding senior officer remuneration.
- 11.2. Senior Managers' pay is published on the Council's website each year. The current pay rates for senior managers are available at: [Transparency in Local Government \(tameside.gov.uk\)](http://tameside.gov.uk/transparency)

12. Gender Pay Gap

- 12.1. From April 2017, gender pay legislation requires employers (public, private or voluntary sector) with 250 or more employees to publish statutory calculations every year showing how large the pay gap is between their male and female employees.
- 12.2. There are two sets of regulations which impose the mandatory gender pay gap reporting obligations on employers:
- The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017
 - The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017
- 12.3. The legislation requires the following 6 measures to be reported:

1	Mean gender pay gap	The difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees.
2	Median gender pay gap	The difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees
3	Mean bonus gap*	The difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees

4	Median bonus gap*	The difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees
5	Bonus proportions*	The proportions of male and female relevant employees who were paid bonus pay during the relevant period
6	Quartile pay bands	The proportions of male and female full-pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands

**Measures 3, 4 and 5 are not reportable at Tameside Council as there are no bonus payments.*

12.4. As at 31 March 2023 a snapshot of the Council's workforce (including all employees, apprentices and casual staff in post) provides:

Mean gender pay gap	-0.68%			
Median gender pay gap	-3.98%			
Mean bonus gap	N/a			
Median bonus gap	N/a			
Bonus proportions	N/a			
Quartile Pay Bands	Quartile	Male	Female	Grand Total
	Lower	299 (42.2%)	410 (57.8%)	709 (100%)
	Lower Middle	242 (34.1%)	467 (65.9%)	709 (100%)
	Upper Middle	212 (29.9%)	497 (70.1%)	709 (100%)
	Upper	248 (34.9%)	462 (65.1%)	710 (100%)
	Grand Total	1001 (35.3%)	1836 (64.7%)	2837 (100%)

12.5. Tameside's mean gender pay gap is -0.68% meaning that overall females have higher pay than males. Tameside's median gender pay gap is -3.98% meaning that overall females have higher pay than males.

12.6. The mean gender pay gap has decreased from +1.07% in the previous year, and the median gender pay gap has reduced from -4.68%.

12.7. Tameside's negative median gender pay gap shows that females are paid more than males, due to the high percentage of females in the middle quartiles. Over half, 52.5% of females are in the middle quartiles.

12.8. There is a significantly higher percentage of females in the upper two quartiles than males, 52.3% and 45.9% respectively. The highest percentage of males (29.9%) are in the lower quartile.

12.9. The Council is committed to continue to achieve a low gender pay gap and will continue to monitor and review recruitment and reward processes, develop career pathways to enable and support career progression and continue to support flexible working and family friendly policies to enable both men and women to progress within the workforce.

13. Commitment to The Living Wage

13.1. The Council is committed to becoming an accredited Living Wage Foundation Employer. The Living Wage is a rate of pay per hour, which is enough to make sure workers and their families can live free from poverty.

13.2. The Council implemented the Living Wage Foundation rate of pay in September 2016 for all employees (excluding apprentices, work placements and traineeships, which have been created to enable access to the work place training and job opportunities). This is paid by means of a supplement to Council employees whose hourly rate of pay falls below the nationally set rate, as required annually. This rate will continue to be reviewed in line with the nationally negotiated NJC pay award.

13.3. The Council will encourage and promote all employers, both directly and through their subcontractors, to pay a Living Wage, and promote the Living Wage principles when there are opportunities to so do in the Borough.

13.4. The Council strives to make Tameside a better place and is of the view that payment of a Living Wage can have a positive impact on the delivery of services as well as economic and social benefits in the Borough.

13.5. The Council is committed to providing better quality value for money services and feels the payment of the Living Wage Foundation will contribute to this goal.

14. Pension Enhancement

14.1. The Council has agreed policies in place on how it will apply any discretionary powers it has under Pensions regulations. It is not Council policy to apply the available discretions to award additional pension to any members of the pension scheme (regulation 31).

15. Re-employment of Staff

15.1. The Council is under a statutory duty to appoint on merit and has to ensure that it complies with all appropriate employment and equalities legislation. The authority will always seek to appoint the best available candidate to a post who has the skills, knowledge, experience, abilities and qualities needed for the post.

15.2. In recent years significant numbers of individuals have left the Council voluntarily on enhanced exit payments owing to the significant reduction in its budget. These exit payments have helped unlock substantial reductions in staff costs in the medium to longer term and have helped in meeting the challenge of reducing the deficit. However, given the scale of the costs associated with exit payments it is vital that they offer value for money to the taxpayer who funds them.

15.3. As it would be damaging to the Council reputation to use public funds for employees to receive exit payments and then quickly returned to public sector roles, the Council has a policy that any employee who returns to the Tameside public sector or on public sector contracts or agency work within 12 months of exit are required to repay their exit payment. This is in line with government guidance to ensure that the taxpayer is not unduly compensating an individual for loss of employment only for them to return to the public sector after a short period of time hence getting a windfall. Employees who have received an enhanced exit package can accept

employment with the Council but where they do this within 12 months of signing a compromise agreement they will be obliged to repay their exit package.

- 15.4. If a candidate is a former employee in receipt of an LGPS pension or a redundancy payment this will not rule them out from being re-employed by the Council. Clearly where a former employee left the authority on redundancy terms then the old post has been deleted and the individual cannot return to the post as it will not exist.
- 15.5. The Council will also apply the provisions of the Statutory Redundancy Payments Modification Order regarding the recovery of redundancy payments if this is relevant and appropriate. Pensions Regulations also have provisions to reduce pension payments in certain circumstances to those who return to work within the local government service.
- 15.6. The authority will apply the provisions of the Recovery of Public Sector exit payments in accordance with any regulations made under The Enterprise Act 2016 and any other applicable legislation and guidance.

16. Policy Amendment

- 16.1. The Council may seek to change elements within the pay policy as part of any necessary efficiency review or as other circumstances dictate.
- 16.2. This policy statement will be reviewed each year and will be presented to full Council each year for consideration in order to ensure that a policy is in place for the authority prior to the start of each financial year.

17. Pay Policy References

- Agency workers directive 2011
- Hutton Fair Pay in the Public Sector Final Report (March 2011)
- Joint Negotiating Committee for Local Authority Chief Executives
- Joint Negotiating Committee for Chief Officers of Local Authorities
- Local Government (Early Termination of Employment)(Discretionary Compensation) (England and Wales) Regulations 2006
- Local Government Pension Scheme (Benefits, Membership Contributions) Regulations 2007
- Localism Act 2011
- National Joint Council for Local Government Services
- Tameside Borough Council Scheme of Delegation
- The Accounts and Audit (England) Regulations (2011)
- The Equality Act 2010
- The Secretary of State for CLG Code of Recommended Practice for Local Authorities on Data Transparency
- Local Government Transparency Code 2014
- Statutory guidance on the making and disclosure of Special Severance Payment by local authorities in England

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Agenda Item 7

Report to:	JOINT MEETING EXECUTIVE CABINET / OVERVIEW PANEL
Date:	14 February 2024
Executive Member:	Cllr Jacqueline North – First Deputy (Finance, Resources and Transformation)
Reporting Officer:	Ilys Cookson – Assistant Director, Exchequer
Subject:	BUSINESS RATES 2024/2025
Report Summary:	The Non-Domestic Business Rates Act 2023 and the Autumn Statement introduced new and amended reliefs, and other changes affecting business rates from 2024/25, with some of the changes impacting on the Council's current Discretionary Rate Relief Policy.
Recommendations:	<p>It is recommended that:</p> <ol style="list-style-type: none">i. Retail, Hospitality and Leisure relief be administered and awarded as a discretionary relief in accordance with Section 47 of the Local Government Finance Act.ii. The Discretionary Relief Policy be amended to include requests for retrospective awards of discretionary relief will be considered for a period of no more than 6 months from the end of a financial year, subject to eligibility, as detailed in Option 1 of this report at Section 2.10.iii. That the Discretionary Relief Policy be reviewed during the financial year 2024 with changes taking effect from 01 April 2025 after the necessary 12-month notice has been given to ratepayers.
Corporate Plan:	The administration of reliefs supports the economic wellbeing of local businesses, charities, and community organisations.
Policy Implications:	<p>The government has provided guidance on the Retail, Hospitality and Leisure relief and, although fully funded by central government, this must be included in the Council's Discretionary Relief Policy for 2024.</p> <p>The Non-Domestic Rating Act has been amended to remove the restriction on the backdating of Discretionary Relief. The Council must now amend the Discretionary Relief Policy to include how backdated requests for the relief are to be administered.</p>
Financial Implications: (Authorised by the statutory Section 151 Officer & Chief Finance Officer)	<p>Income from Business Rates is a significant source of funding for the Council's annual revenue budget. In 2023/24 total income collected from Business Rates is budgeted to be £54.541m, the net collectible debit is slightly more at £54.981m as the Council collects Business Rates on behalf of our Preceptors. In addition to this the Council receives government grants in lieu of reliefs awarded, in 2023/24 this is budgeted at £22.379m. Lastly the Council also receives a 'Top-up' grant, which reflects Government's assessment of the difference between Business Rates income and the amount that Government determines is required by the Council as part of the Local Government Finance Settlement, in 2023/24 this is budgeted to be £32.464m. In total for 2023/24 the Council is budgeting to receive £109.456m in relation to Business Rates.</p> <p>Business Rates reliefs are awarded to businesses and reduce the amount of Business Rates payable to the Council. Reliefs can either</p>

be mandatory or discretionary, all mandatory reliefs are funded via a Section 31 grant from Government and discretionary reliefs can either be funded via Section 31 grant or not depending on the relief. The total value of discretionary reliefs awarded as of 15 January 2024 for 2023/24 that aren't funded from Section 31 grants totals £0.055m. Under the current Business Rates retention scheme the Council would fund 99% of any unfunded discretionary reliefs, with the remaining 1% being borne by the local precepting authority. Awarding any backdating discretionary rate reliefs that are unfunded will need to be funded by the same apportionments, the Council 99% and local preceptor 1%.

Legal Implications:
(Authorised by the
Borough Solicitor)

Policies should regularly be reviewed and particularly so when changes in the law occur to maintain good governance and avoid unjustified complaints and legal challenges. This review is therefore timely, and its recommendations sensible in the current economic climate. It is proposed to review this policy in full over the coming year when consideration should be given for an equality impact assessment to be undertaken.

Risk Management:

Risks as stated at Section 4 of the report.

Access to Information:

Please contact tracey.watkin@tameside.gov.uk

Background Information:

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



Telephone: 0161 342 4056



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

1. INTRODUCTION

- 1.1 The Non-Domestic Rating Bill was given Royal Assent on 26 October 2023 and became the Non-Domestic Rating Act 2023. As a result of the Act, the law is changing a number of areas in business rates legislation with changes expected to come into effect at different times. The Chancellor of the Exchequer also announced in the Autumn Statement on 22 November 2023, a package of support worth £4.3 billion over the next 5 years to support small businesses and the high street.
- 1.2 A part of the Act introduces new business rates reliefs and discretionary matters. In considering these new matters it is also appropriate to consider the Council's existing Discretionary Relief Policy. As with any local policy it is appropriate to review from time to time and determine how discretionary matters should be addressed moving forward.
- 1.3 The new Act is detailed here: [Non-Domestic Rating Act 2023 \(legislation.gov.uk\)](https://www.legislation.gov.uk) and information will be available on the Council's website prior to year start bills being issued.
- 1.4 This report outlines the changes to business rates as a result of the Act, the decision required on discretionary matters arising from the Act, and the current local Business Rates Discretionary Policy.

2. LIABILITY AND RELIEFS

- 2.1 A new Business Rates relief has been introduced in the Act as follows:

- Improvement Relief

The Autumn statement confirmed the following relief for the 2024/25 financial year.

- Retail, Hospitality and Leisure Relief

and the Act also changes the following reliefs:

- Discretionary Relief
- Transitional Relief
- Heat Network Relief
- Rural Rate Relief
- Obsolete Reliefs

Each of the above is detailed in Appendix One with the exception of Discretionary Relief as a decision is required with regard to the backdating of this specific relief. The effect of being awarded a relief is a reduced amount of Business Rates payable.

Discretionary Relief

- 2.2 Under Section 47 of the Local Government Finance Act 1988 (LGFA), Councils have the discretion to grant discretionary relief on all or part of the amount of non-domestic rates payable. This is known as discretionary relief.
- 2.3 From 1 April 2024 the restriction in Section 47 (7) of the LGFA Act 1988 preventing billing authorities from making a decision to award discretionary relief more than 6 months after the end of the relevant financial year has been removed. From 1 April 2024 it is local Councils who can make decisions on backdating this relief from the financial year 2024/25 and Councils should devise their own rules which must be included into local discretionary relief policies.

- 2.4 Before considering the matter of backdating, the existing overarching Discretionary Relief Policy should be considered and the circumstances in which discretionary relief is paid. Retail, Hospitality and Leisure Relief, Relief for Local Newspapers and Supporting Small Business Relief are fully funded by central government however must be administered as part of local Council's discretionary schemes in accordance with government guidance.
- 2.5 This means that the restriction on backdating has also been removed from business premises that attract these reliefs. However, in line with some Greater Manchester and regional local authorities, the relief will continue to be backdated for 6 months after the end of the relevant financial year, which has no financial impact on the Council and continues to support the economic wellbeing of the business community.
- 2.6 The award of Discretionary Rate Relief does however have a financial impact on the Council's budget. This relief is paid to charities and Community Amateur Sports Club (CASC's) and Non-Profit Making Organisations currently receive discretionary rate relief which is 99% funded by the Council and 1% precepting bodies and subject to a local eligibility criterion. The local eligibility criteria have been in place from 2018 and was formally approved by the Executive Cabinet on 30 August 2017.

2.7 Appendix Two details further information on discretionary rate relief.

Decision to backdating discretionary rate relief considerations

- 2.8 Backdating discretionary rate relief as contained in the Non-Domestic Rates Act 2023 requires a decision relating to the timescale to backdate the discretionary relief while considering the financial implications in doing so.
- 2.9 As the Council has to fund 99% of any discretionary awards paid in respect of any registered charities, community amateur sports clubs and some not-for-profit organisations and voluntary, community and faith sector groups who meet the qualifying criteria, it should be borne in mind that any award has a direct impact on taxpayers of the Borough.
- 2.10 There are 3 possible options to consider in backdating discretionary rate relief which could be applied from 1 April 2024:

Option 1: Continue to administer backdated discretionary relief as now in accordance with existing rules, with the restriction for a maximum period of 6 months from the end of the previous financial year, subject to an application being made.

Option 2: Do not allow backdating discretionary relief for any period.

Option 3: Agree to backdate discretionary relief for a period of more than 6 months from the end of the previous financial year up to a maximum of 12 months, subject to an application being made.

- 2.11 There are considerations with each of the options, as follows, in relation to the Council's overall budget position and the need to balance this with the potential benefits that charities and community groups have on residents of the Borough.
- 2.12 **Option 1:** If the local decision is to continue to administer backdated discretionary rate relief up to a maximum of 6 months from the end of the previous financial year, then there will be an impact on the Council's budget. The cost of the 8 backdated applications is £0.001m in the current financial year. Although the number and value of future backdate requests cannot be predicted, the evidence suggests that costs would be low. This option strikes a balance between supporting organisations that benefit local residents and costs.
- 2.13 **Option 2:** Taking into consideration the Council's overall budget position, the removal of all backdating provisions in respect of discretionary rate relief would save approximately £0.001m based on current year data. However, this could be a disincentive to attracting and

retaining charities and community groups in the Borough, the majority of which are run by volunteers, and which could have an effect on local residents.

- 2.14 **Option 3:** This option is likely to be most financially beneficial to charities and community organisations however would have the greatest impact on the Councils budget. To put this into context if the 8 late applications, as detailed in Appendix Two, had been able to receive further backdated discretionary rate relief, then the cost to the Council would have been a further £0.003m which would be in addition to the £0.001m already awarded. However, the number and costs of future awards cannot be predicted.
- 2.15 In considering the above options, ensuring equity of award to charities and community groups, and not committing the Council to potential unknown expenditure in the future **Option 1** is recommended, the costs of which would be monitored during the 2024/25 financial year.
- 2.16 As the policy in respect of discretionary rate relief has not been reviewed recently, it is suggested that a full review of the overarching Discretionary Relief Policy is undertaken. Should this be agreed then a further report will be presented to the Executive Cabinet to outline the options in the early part of the 2024/25 financial year for consideration.
- 2.17 Regulations made under section 47 of the Local Government Finance Act 1988 states that local authorities must give at least 12 months' notice of a revocation or variation of a rate relief scheme the effect of which would be to increase rate bills. Such a revocation or variation can only take effect at the end of a financial year. This means that notice would have to be given to those organisations in receipt of discretionary rate relief on or before 31 March 2024 to advise them that the Council will be reviewing the current policy, and any changes would be effective from 1 April 2025.

3 OTHER BUSINESS RATES MATTERS

- 3.1 The Non-Domestic Rating Act 2023 also introduced other changes relating to:
- Frequency of Revaluations
 - Completion Notices
 - Disclosure of Valuation Material to Ratepayers
 - Disclosure of information to His Majesty's Revenue and Customs (HMRC)
 - Requirements for ratepayers to provide information
 - Business Rates Multipliers
- 3.2 In addition to the new Act, at the Autumn Statement on 22 November 2023, the Chancellor of the Exchequer announced a package of support worth £4.3 billion over the next 5 years to support small businesses and the high street.
- 3.3 For 2024/25 the Chancellor announced in the Autumn Statement that:
- The small business multiplier will be frozen at 49.9p
 - The standard multiplier will be updated in April by September's Consumer Price Index (CPI) figure (6.7%), increasing the multiplier from 51.2p to 54.6p
- 3.4 These changes will become effective from 1 April 2024 and each of the above is detailed in Appendix Three.

4. RISKS

- 4.1 There is a risk that if the Retail, Hospitality and Leisure relief is not included in local discretionary policies then legislation is not adhered to in accordance with Section 47 of the Local Government Finance Act 1988, the impact of which would be borne by local eligible

businesses who would not receive a 75% reduction in the amount of rates payable in the current financial year.

- 4.2 From 01 April 2024, it is for the Council to agree their own rules regarding the backdating of discretionary reliefs, and this must be included in the Discretionary Relief Policy. There is risk that without a decision on the backdating of this relief the matter may incur additional unforeseen costs to the Council or be subject to challenge.

5. CONCLUSIONS

- 5.1 The Non-Domestic Rating Act 2023 was given Royal Assent on 26 October 2023. Detailed in the Act are changes to current reliefs, the introduction of new relief and the removal of reliefs that are now obsolete.
- 5.2 The Act also provides for the future commencement regulations in respect of duties on ratepayers to provide information to the VOA and HMRC and gateways for the VOA to share information with ratepayers and HMRC to share information with billing authorities.
- 5.3 The Chancellor delivered the Autumn statement on 22 November 2023, and announced a package of support worth £4.3 billion over the next 5 years to support small businesses and the high street.
- 5.4 Retail, Hospitality and Leisure Relief is to continue into 2024/25 at the rate of 75% for all eligible businesses. This will be fully funded by central government.
- 5.5 From 01 April 2024 the restriction in Section 47 (7) of the Local Government Finance Act 1988 on backdating of discretionary relief has been removed. A local decision is now required to determine whether to continue with the existing process in accordance with current legislation regarding backdating of discretionary relief which is to only allow relief to be applied for a period of six months from the end of the previous financial year, or to amend the Discretionary Relief Policy with local rules.
- 5.6 In consideration of paragraphs in section 2 of this report and the options set out in section 2.8 to 2.17 it is recommended that a backdate of discretionary relief for a period of no more than 6 months from the end of a financial year, subject to eligibility, may be awarded. This would have no financial impact on the Council's budget in respect of fully funded reliefs to businesses and would continue to support the economic wellbeing of local businesses, while being cognisant of the impact on the budget in respect of discretionary rate relief awards to charities and community groups as 99% of each award is funded by the Council. The costs of backdating discretionary rate relief will be monitored during 2024/25.
- 5.7 A further full review is proposed of the existing Discretionary Relief Policy to consider the amount of discretionary rate relief currently awarded to charities, CASC's and Not for Profit Organisations and Voluntary, Community and Faith Sector Groups (VCFS) with a report being drafted for Executive Cabinet in summer 2024. Ratepayers must be notified 12 months in advance of any changes, in accordance with Section 47 of the Local Government Finance Act 1988, therefore notification letters must be issued to ratepayers prior to 31 March 2024 for any potential change to become effective from 01 April 2025.

6 RECOMMENDATIONS

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

CHANGES TO BUSINESS RATES RELIEFS CONTAINED IN THE NON-DOMESTIC RATE ACT 2023 AND AUTUMN STATEMENT 2023

Improvement Relief:

Mandatory Improvement Relief becomes effective from 1 April 2024. This relief is for ratepayers who undertake eligible improvements to an existing property which in turn increases the rateable value of the premises.

The process is such that where the improvement increases the rateable value, the Valuation Office Agency will notify the Council, and the Council will apply Improvement Relief subject to eligibility criteria. Mandatory Improvement Relief is equal to the difference between the old and new valuations, so the ratepayer will see no increase in their Business Rates payable for a full 12-month period.

Details of the relief will be included in the business rates information leaflet available on the Council's website which provides supporting information for all annual business rates bills. It will be the responsibility of the ratepayer to contact the Valuation Office Agency if they believe they will qualify for the relief. Contact information will be detailed on the Council's website as soon as this is made available by the Valuation Office Agency.

Retail Hospitality and Leisure Relief (RHL):

The government expects billing authorities to include details of the RHL relief to be provided to eligible ratepayers for 2024/25 in the business rate bills issued in March for the year 2024/25.

The 2024/25 RHL relief scheme will provide eligible, occupied, retail, hospitality, and leisure properties with 75% relief, therefore eligible ratepayers would have 25% of their bill to pay. The total value of relief available per business, whether occupying one or more properties, is capped at £0.110m. Details of businesses that may benefit from the relief and the eligibility criteria are detailed in the guidance which can be found at [Business Rates Relief: 2024/25 Retail, Hospitality and Leisure Scheme](#).

The RHL relief is to be granted by billing authorities using their discretionary relief powers under Section 47 of the Local Government Finance Act 1988 (as amended) to grant relief. It is for individual local billing authorities to adopt a local scheme and determine in each individual case when, having regard to this guidance, to grant relief under Section 47. Retail Hospitality and Leisure Relief has now been included in the Business Rates Discretionary Policy 2024/25 which is detailed in **Appendix Four**.

The government will fully reimburse local authorities that use their discretionary powers to award Retail, Hospitality and Leisure relief, the value of which has not yet been determined.

Transitional Relief: Transitional Relief limits how much a ratepayer's bill can change each year as a result of business rates revaluation. Transitional Relief is applied if business rates payable, due to an increase or decrease in rateable value, increases, or decreases by more than a certain amount. This means changes to amounts payable are phased in gradually to cushion the effects of large increases, usually over a period of 5 years. Bills are automatically adjusted where a ratepayer is eligible to Transitional Relief.

Heat Network Relief: Heat Network Relief was introduced on 1 April 2022 to support decarbonisation. The Government in 2022/23 and 2023/24, funded local government to provide discretionary relief through Section 47 of the Discretionary Relief Scheme to separately assessed low carbon heat networks.

The Heat Network Relief has now become a mandatory relief from 1 April 2024. The parameters and conditions to access the relief remain unchanged. At present there are no low carbon heat networks in Tameside that would benefit from this 100% fully funded relief.

Rural Rate Relief: Rural Rate relief was introduced in April 2017 and is a relief provided if a business premise is occupied and in an eligible rural area with a population below 3,000. Other eligibility conditions apply, however no business premises in Tameside qualify for this relief.

Obsolete Reliefs: The Non-Domestic Rating Act 2023 allows for any obsolete reliefs to be removed. These being the mandatory rate relief for former agricultural buildings which expired on 15 August 2006 and the telecoms relief that expired on 1 April 2022.

APPENDIX 2

Discretionary Rate Relief for Charities and Not for Profit Community Organisations:

The current policy includes discretionary rate relief awarded to charities and non-profit community organisations. Registered charities and Community Amateur Sports Clubs (CASCs) receive 80% mandatory relief and local authorities may award up to a further 20% of the full rates bill in discretionary rate relief, meaning the organisation has nil rates to pay. Currently in Tameside the local decision was to award a maximum of 10% discretionary rate relief to charities and CASC's with the exception of Willow Wood Hospice which attracts 20% relief. The local policy enables a further varying percentage of discretionary rate relief may also be awarded in the following circumstances:

The property has a rateable value of £0.018m or less, and

The organisation can demonstrate significant benefit to Tameside residents, and the organisation falls into the following categories:

- Scouts, Guides or Youth Clubs
- Community schemes (Community transport, residents associations, volunteer organisations)
- Support Schemes (advisory, supporting training, counselling)
- Charity Sports Clubs including CASCs
- Local based charities with charity shops

The current policy also allows discretionary rate relief to be awarded to Not-for-Profit Organisations and Voluntary, Community and Faith Sector Groups (VCFS) up to a maximum of 90% of the business rates payable.

Annual applications must be completed for this award to be considered. Application forms are available on the Council's website at [Business Rates Notes for Tameside Council](#). Each application is considered individually.

Consideration is also given to the nature of the organisation, and if the organisation is non-profit making and whether the organisation is philanthropic, religious, concerned with education, social welfare, science, literature, the fine arts, or the provision of recreation. Table 1 below details the current cost and number of awards for discretionary rate relief.

Table 1 – Discretionary Rate Relief Awards as of 15 January 2024

	Discretionary Top up 10% awarded to charities and community groups	Discretionary Top up of 20% awarded to a charity	Other Discretionary awards
Number of Businesses awarded Relief	41	1	5
Monetary Value of Award	£0.013m	£0.011m	£0.031m
Total awarded	£0.055m		

The current cost to the Council in respect of discretionary rate relief for the year 2023/24 is £0.055m. The Council fund 99% of any discretionary rate relief awarded, with the other 1% being borne by the precepting authority in accordance with the Greater Manchester retention scheme introduced in 2017, including the 100% business rates retention pilot scheme. There are currently 274 charities in

the Borough receiving 80% mandatory charitable relief. Of those only 47 have applied and received 10% discretionary relief which is funded by the Council.

However, it should also be borne in mind that an application to backdate discretionary rate relief could only be made if the following conditions apply:

Table 2: Relief Conditions

Relief	Conditions
<ul style="list-style-type: none"> • Charity and Community Amateur Sports Club Discretionary Relief • Discretionary Relief for Non-Profit Making Organisations 	<p>The premises were be added to the local Rating List retrospectively following notification from the Valuation Office Agency, and</p> <p>The premises would have to be occupied, and application made by a charity, CASC, not for profit, voluntary, community and faith groups, Scouts, Guides or Youth Clubs, Community schemes (Community transport, residents associations, volunteer organisations), Support Schemes (advisory, supporting training, counselling), and</p> <p>The property has a rateable value of £0.018m or less, and</p> <p>The organisation can demonstrate significant benefit to Tameside residents.</p>

In the current financial year 8 of the 47 applications for discretionary rate relief received backdated rate relief due to late annual applications being submitted. The cost to the Council in backdating the 8 requests for a period of 6 months is £0.001m.

APPENDIX 3

FURTHER BUSINESS RATES CHANGES ARISING FROM THE NON-DOMSTIC RATES ACT 2023 AND AUTUMN STATEMENT

Frequency of Revaluations:

From 2026 the Valuation Office Agency will be moving from a 5-year evaluation of Business Rates rateable values to a 3-year revaluation cycle.

The Government believes that more frequent revaluations will help improve fairness of business rates system, and ensure valuations reflect the changes in the property market and current economic conditions.

Completion Notices:

The Act has amended the previous legislation regarding the serving of completion notices. A completion notice is a document that specifies the 'completion date,' on which commercial premises becomes rateable and enter the rating list for business rates purposes.

A completion notice may now be served by a billing authority in England in respect of a building which, although not new, is temporarily unable to be occupied due to refurbishment or alteration. Previously this was the responsibility of the Valuation Office Agency. The Government's intention is to close the gap in current legislation and enable the billing authority to use local knowledge to bring properties into tax in a timelier manner.

Disclosure of Valuation Material to Ratepayers:

The Valuation Office Agency is now able to disclose information where a rate payer requests it if the information is relevant to the valuation of the property and the request is reasonable. Additionally, the Act now enables Valuation Officers to supply information to ratepayers in relation to their premises or its rateable value. Requests from customers must be made using the Valuation Office Agencies on-line service.

Disclosure of information to His Majesty's Revenue and Customs (HMRC):

HMRC are responsible for the introduction of digitalising business rates data (DBR). The 2023 Act supports the provision by providing for the two-way sharing of information between HMRC who will administer the DBR system and billing authorities.

The Act provides HMRC officers with the power to disclose revenue and customs information to a billing authority for any qualifying purpose. Similarly, the Act gives a billing authority permission to disclose business rates information to HMRC for the purpose of assisting HMRC to carry out its functions.

Requirements for ratepayers to provide information:

As part of the digitalisation of business rates there is a new duty on ratepayers to provide a taxpayer reference number to HMRC. There are also new duties on ratepayers to provide information to the Valuation Office Agency (VOA) to support the shorter revaluation cycle and accuracy of the Rating List.

The information must be provided to HMRC through an on-line gateway with one or more tax reference numbers, within 60 days of becoming the ratepayer. In addition, the rate payer must provide any notifiable information within their possession or control to the VOA within 60 days of the change through an on-line facility. This includes information that relates to a change in the identity of the ratepayer or anything that may affect the rateable value of the premises.

Annual confirmation must be provided to the VOA by the rate payer who must confirm that there have been no changes, and this must be provided within 60 days of the 30 April every year.

Penalty fines of £100 will be introduced by HMRC for those that do not comply which must be paid in 30 days. The penalty increases by £60 per day thereafter up to a maximum of £1,800 for business

ratepayers that do not comply and provide the necessary information. There will also be a penalty of £3,000 for any false returns. The extent and timescale for this aspect of the Act to be fully implemented has not yet been determined.

Business Rates Multipliers:

Business rates are calculated by multiplying the rateable value of the property by the appropriate multiplier which are set by central Government. There are two multipliers: the standard non-domestic rating multiplier, used where properties have a rateable value of over £0.051m and the small business non-domestic rating multiplier if the rateable value is below £0.051m.

Annual increases in the small business multiplier and the national non-domestic multiplier in England will now to be linked to the Consumer Price Index (CPI) rather than the Retail Prices Index (RPI). The standard multiplier will be updated in April 2024 by September's CPI figure (6.7%), increasing the multiplier from 51.2p to 54.6p. The small business non-domestic rating multiplier will remain frozen at 49.9 pence.

From 01 April 2024, the small business multiplier will, by default, apply to all premises with a rateable value below the threshold (currently £51,000) this includes properties occupied by charities and unoccupied properties that currently do not qualify for the small business multiplier.

DRAFT

TAMESIDE METROPOLITAN BOROUGH COUNCIL

BUSINESS RATES

DISCRETIONARY RELIEF POLICY

DRAFT

Tameside Council Business Rates Discretionary Relief Policy

Section 69 of the Localism Act 2011 amends Section 47 of the Local Government Finance Act 1988 and permits the Council to award discretionary relief on eligible Business Rates accounts. Discretionary relief is usually granted for up to one financial year at a time. Any relief awarded will be subject to an annual review process. The Council reserves the right to review the award should the circumstances of the business, organisation or liable ratepayer change during the period of the award.

Discretionary Rate Relief

Charities and registered Community Amateur Sports Clubs (CASC's) are entitled to a mandatory 80% relief where the property is occupied by the registered charity or club and is wholly or mainly used for charitable purposes of the charity (or of that and other charities), or for the purposes of the club (or of that and other clubs). A further discretionary award of 10% is available for these properties in Tameside. Applications can be made at [topupform.pdf \(tameside.gov.uk\)](https://www.tameside.gov.uk/topupform.pdf)

Not for profit organisations and voluntary, community and faith sector groups (VCFS) may be granted up to a maximum of 90% discretionary relief. The organisation must be non-profit making, whose main objectives are charitable or are otherwise philanthropic or religious, or concerned with education, social welfare, science, literature, the fine arts or the provision of recreation. Applications can be made at [Discretionary Relief Application Form \(tameside.gov.uk\)](https://www.tameside.gov.uk/Discretionary-Relief-Application-Form)

The backdating of Discretionary Rate Relief is subject to a maximum period of 6 months from the end of the financial year to which it relates, subject to eligibility and application.

Other Reliefs Awarded under the Discretionary Policy

Retail, Hospitality and Leisure Relief

In the Autumn statement on 22 November 2023, the government announce Retail, Hospitality and Leisure Relief for the year 2024/2025. Although this relief is fully funded by central government it must be administered under the local discretionary relief policy in accordance with legislation. This relief provides eligible occupied retail, hospitality, and leisure properties with a 75% relief, up to a cash cap of £110,000 per business. This relief will be automatically applied to bills where the Council believes businesses to be eligible.

Relief for Local Newspapers

Government introduced Local Newspaper Relief from 01 April 2020. This relief is applied to office premises used for journalists and local newspaper reporters up to a maximum of £1,500 a year for 5 years from 1 April 2020. The discount is awarded based on one eligible property per newspaper even if more than one property is used as offices for the newspaper. Although this relief is fully funded by central government it must be administered under the local discretionary relief policy in accordance with legislation. Newspaper relief will end on 31 March 2025.

Supporting Small Business Relief

In the Autumn Statement 2022 the government announced a new Supporting Small Business (SSB) relief scheme which will cap bill increases at £600 per year for any business losing eligibility for Small Business Rate Relief or Rural Rate Relief at the 2023 revaluation. This relief will be for years 2023/2024, 2024/2025 and 2025/2026. The scheme also provides support for those previously eligible for the 2022/23 SSB scheme and facing large increases in 2023/24 but in those cases for one further year only. Although this relief is fully funded by central government it must be administered under the local discretionary relief policy in accordance with legislation

2023/24 Supporting Small Business (SSB) relief scheme guidance can be found here [Business Rates Relief: 2023 Supporting Small Business Relief, local authority guidance - GOV.UK \(www.gov.uk\)](https://www.gov.uk/guidance/business-rates-relief-2023-supporting-small-business-relief-local-authority-guidance)

The backdating of reliefs is subject to a maximum period of 6 months from the end of the financial year to which it relates, subject to eligibility.

Fraud

Central Government and Tameside Council will not tolerate any business falsifying their records or providing false evidence to gain this relief, including claiming support above the cash cap or the exemption threshold. A ratepayer who falsely applies for any relief or provides false information or makes false representation in order to gain relief may be guilty of fraud under the Fraud Act 2006 and monies paid may be recovered.

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Agenda Item 8

Report to: JOINT MEETING EXECUTIVE CABINET / OVERVIEW PANEL

Date: 14 February 2024

Executive Member: Councillor North, First Deputy (Finance, Resources and Transformation)

Reporting Officer: Ridhwaan Hafezji, Assistant Director - ICT & Digital

Subject: MICROSOFT ENTERPRISE AGREEMENT RENEWAL

Report Summary: The Microsoft Enterprise Agreement expires on 31 March 2024 and this report sets out the proposed investment required to further strengthen our security posture, improve data security, and ensure compliance. There are also additional benefits in terms of Teams telephony services and business intelligence, through Power BI to create data visualisations. The report also covers the licences to be purchased to unlock the automation, low code, and rapid development capabilities available through the Microsoft Power Platform.

Recommendations: It is recommended that Executive Cabinet approve:

1. The procurement of Microsoft 365 E5 licences for the authority over a period of three years from 31 March 2024 – 31 March 2027.
2. A further report be presented to Executive Cabinet in 2024/25 detailing the full benefits realisation from the implementation of the E5 licences.

It is recommended that Executive Cabinet note:

3. The gross increase in costs of £0.492m over a three-year period
4. The gross budget reductions of £0.250m over a three-year period from decommissioning licences no longer needed
5. The additional funding for the licence cost increase is captured in the 2024/25 Budget at Full Council.

Corporate Plan: The Corporate Plan is built on the three priorities of starting well, living well and ageing well. To enable delivery of these priorities the council must invest in its digital architecture to improve the user experience. Procuring E5 licences supports the authority in delivering the digital transformation required to deliver the corporate plan.

Policy Implications: None

Financial Implications: The report requests approval to procure the upgrade and renewal of the Microsoft Enterprise Agreement.

(Authorised by the statutory Section 151 Officer & Chief Finance Officer) The table below summarises the additional investment required for the software for the proposed three-year contract commencing 1 April 2024.

	£ m
Three Year Cost Of The Current Contract	2.200
Proposed Cost Of New Contract	2.692
Additional Cost	0.492
Savings via Decommission Of Existing Licences	(0.250)

Additional Three-Year Investment Required	0.242
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This additional three-year total investment of £0.242m is earmarked within the Council's revenue contingency budget and will be allocated to the Resources Directorate, Digital Tameside service subject to approval by the Executive Cabinet.

It is noted in the report that Microsoft have agreed to apply an 'E5 ramp' that will result in the financing of the E5 licences by the Council over the three-year contract term with the majority being paid in year three, as it is acknowledged by Microsoft that not all capabilities will have been implemented in years one and two of the contract.

STAR procurement have been engaged and it has been agreed to undertake the procurement via the KCS framework which is an approved framework for procuring Microsoft licensing partners.

It is advised that a subsequent report is presented to Members at a later date on the realisation of the benefits that will be delivered by the upgrade to E5 following implementation as referenced in sections 3.1, 3.2 and 3.3 of the report.

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

The report confirms that the proposed procurement route has been the subject of legal advice provided by STaR Legal and that the proposed procurement route is via the KCS framework and which framework is an approved framework for procuring Microsoft licensing partners.

Risk Management:

As set out in the report.

Access to Information:

The information in this report is public.

Background Information:

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

Ridhwaan Hafezji, Assistant Director – ICT & Digital



Telephone: 07745 746130



e-mail: Ridhwaan.hafezji@tameside.gov.uk

1. INTRODUCTION

- 1.1 The current Microsoft Enterprise Agreement ends on 31 March 2024, the agreement provides a mechanism to purchase software licences and cloud services for a minimum three-year period. In addition, there is a Memorandum of Understanding (MOU) signed between the Government and Microsoft, the MOU allows public sector organisations to benefit from discounts and beneficial terms. The MOU is entitled, Digital Transformation Agreement 2021 (DTA21).
- 1.2 There have recently been engagements with Microsoft and Phoenix (incumbent licensing partner) to understand our licensing options, costs and additional features associated with Microsoft 365 (M365), to enhance areas such as security, compliance, and automation tools.

2. EXISTING AGREEMENT

- 2.1 The existing agreement consisted of E3 licences for all its laptop users, which provided 2,800 user licences and was at a cost of £1.750m over the three-year contract.
- 2.2 In addition to the E3 licences 1,600 licences were purchased for Teams telephony which allowed for the removal of desktop telephony, and this was at a cost of c. £0.285m. However, it has recently become apparent that the 1,600 licences purchased have all been allocated to users and additional licences have been purchased to ensure users have the Teams telephony capability to support their role and to avoid allocating them with a mobile phone.
- 2.3 To support hybrid working, there were also a few licences purchased for the facilitation of Teams meetings within the meeting rooms, allowing those working from home to join meetings hosted within the meeting rooms at Tameside One.
- 2.4 The total cost for the current contract over the three years was £2.200m.

3. PROPOSED NEW AGREEMENT

- 3.1 It is proposed that as part of the new Enterprise Agreement, Tameside Council move from the current M365, E3 licensing to E5, which means there will be an increase in the revenue commitment over the next three years. The move to E5 licences will unlock considerably more capabilities in addition to those we already receive as part of the E3 licences and include Teams telephony as standard, therefore not needing Teams telephony licences to be purchased separately.
- 3.2 The Microsoft E5 licence provides increased security, compliance, and data loss prevention features, plus a few additional capabilities around telephony and data visualisation tools, some of these are described below (Appendix 8.1 summarises the additional capabilities available in the form of a matrix):
 - **Microsoft Defender for Endpoint:** A unified endpoint security platform for preventative protection, post-breach detection, automated investigation, and response.
 - **Microsoft Defender for Identity:** Use a cloud-based solution to that helps protect your organisation's identities from multiple types of advanced targeted cyber-attacks.
 - **Information Protection and Governance:** Identifying risks by locating data and understanding how it's used. In addition, help safeguard data where it lives by configuring protection and retention labels.
 - **Microsoft Purview eDiscovery:** Helping the organisation find data quickly and cost-effectively.
 - **Microsoft Purview Insider Risk Management:** Intelligently identify, investigate, and take quick action on insider risks.
 - **Microsoft Teams Audio Conferencing:** Allows conducting or calling into meetings from

your phone with Microsoft Teams Audio Conferencing, which allows up to 250 phone attendees.

- **Microsoft Teams Phone Standard:** Enables call control in the cloud with Microsoft Teams Phone Standard.
- **Power BI Pro:** Delivering insights to enable fast, informed decisions with business analytics.

3.3 E5 licences, will provide several benefits to the organisation but also to the ICT & Digital service, some of which are as follows:

- A standardised set of tools, making it easier to manage and maintain services.
- A standardised training approach for staff, as staff will not need to maintain their skills in various technologies.
- Simpler to recruit, as the skill set required is defined to a core standardised architecture.

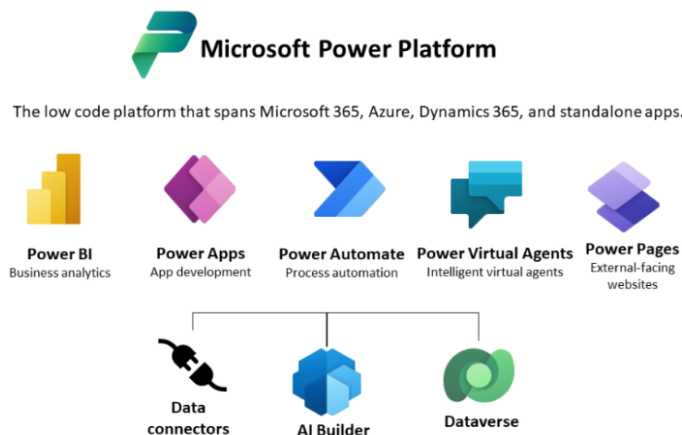
3.4 The Council is barely touching the surface when it comes to realising the benefits of M365. It is planned that an M365 Programme is stood up in the very near future, through which a capability roadmap will be developed to ensure the Council is making the most of the licences purchased as quickly as possible. The capabilities once made available will also increase security as well provide services with the tools to work more digitally and remove low complexity manual processes and transform agile working.

3.5 To ensure Tameside Council benefits from the DTA21 discounts, it is proposed that a minimum number of Microsoft Power Platform licences are also purchased to protect the discounted prices as part of the Enterprise Agreement.

3.6 Power Platform is a 'low code/no code' solution which expedites the development process. This is done by removing the need for traditional complex coding methods, which extend the development timescales, increases complexity, and create support complexities. The plan is to transform the current development team within the Digital Tameside service over the coming year by providing them with the skills and tools to undertake rapid development to support digital transformation.

3.7 The Power Platform also provides a governance framework to ensure the process of development, test and deployment is managed effectively and that licences are optimised. Finally, the Power Platform, once matured can be rolled out to service areas with the appropriate governance, through the 'Citizen Developer' initiative, so champions within service areas can start to solve less complex problems within their service areas themselves.

3.8 The following is a diagram that outlines the key capabilities of the Power Platform, which includes, app development, automation, chat bots, robotic process automation (RPA) and more.



4. BUDGET

- 4.1 The proposed change to E5 licences and the inclusion of the minimum Power Platform licences as part of the Microsoft Enterprise Agreement will result in a total increase of £0.492m over the length of the contract (3 years).

The total cost over the term of the contract is c. £2.692m and an analysis of E5, Teams for Meeting Rooms and Power Platform licences over the three-year contract are provided in table 1:

Table 1

Part Number	Item Name	Qty	Monthly Net Price	Annual Unit Price	Year 1 Total	Year 2 Total	Year 3 Total	Total (all 3 years)
Enterprise Products								
Year 1								
AAD-33168	M365 E5 Unified Sub Per User	2,800	£23.62	£283.44	£793,632.00			£793,632.00
Year 2								
AAD-33168	M365 E5 Unified Sub Per User	2,800	£26.18	£314.16		£879,648.00		£879,648.00
Year 3								
AAD-33168	M365 E5 Unified Sub Per User	2,800	£29.19	£350.28			£980,784.00	£980,784.00
KV3-00381	Win Enterprise Device ALng Upgrade SA	109		£36.47	£3,975.23	£3,975.23	£3,975.23	£11,925.69
Subscription Products								
JZV-00002	Business Apps AO Sub Per User O365 E3/E5	2,800	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
JFX-00003	M365 F3 FUSL Sub Per User	1	£4.67	£56.04	£56.04	£56.04	£56.04	£168.12
8RU-00005	M365 F5 Security + Compliance Sub Add-on	1	£9.20	£110.40	£110.40	£110.40	£110.40	£331.20
V9B-00001	Teams Rooms Pro Sub Per Device	16	£29.15	£349.80	£5,596.80	£5,596.80	£5,596.80	£16,790.40
KXG-00002	Teams Shared Devices Sub Per Device	10	£4.96	£59.52	£595.20	£595.20	£595.20	£1,785.60
AAA-51068	Win OLS Activation User Sub Add-on E5	2,800	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Power Platform								
J8Q-00005	Power Apps Per App Sub 1 App or Website	99	£1.96	£23.52	£2,328.48	£2,328.48	£2,328.48	£6,985.44
SEI-00002	Power Apps Premium Sub Per User	1	£8.75	£105.00	£105.00	£105.00	£105.00	£315.00
TOTAL					£806,399.15	£892,415.15	£993,551.15	£2,692,365.45

- 4.2 Microsoft have agreed to apply an 'E5 ramp' which means Tameside Council will not be paying for all the E5 licences up front, and costs are spread over the three years, with the majority being paid in Year 3. The benefit of this, is that the organisation does not have to pay 100% of the licence costs in year 1 to receive the benefits of the E5 platform capabilities, as it is acknowledged by Microsoft that not all capabilities will have been implemented in year 1. The following is a breakdown of the E5 costs for each year, a total of £2.655m.

Year 1 Total £m	Year 2 Total £m	Year 3 Total £m
0.794	0.880	0.981

- 4.3 The move to E5 licences will allow several existing solutions to be decommissioned once they reach the end of the current contract term as the same capabilities are available through the E5 licences. An initial assessment has been conducted and the indicative savings that can be realised is c. £0.250m over the period of the contract, which can be off set against the increase in the Enterprise Agreement costs. Therefore, the increase in revenue expenditure over the contract period will £0.242m.
- 4.4 Power Platform costs are associated with the minimum licences to be purchased to guarantee the discounts. As the Power Platform project commences and use cases for digital transformation are identified then there will be a requirement to purchase additional licences to support the new apps developed. However, each use case will be assessed for savings opportunities, which could consist of application rationalisations or business process improvements, which will contribute to the increase in Power Platform licences.

5. PROCUREMENT

- 5.1 There has been engagement with STAR procurement, and it has been agreed to undertake the procurement via the KCS framework which is an approved framework for procuring

Microsoft licensing partners.

6. CONCLUSION

- 6.1 The enterprise agreement renewal presents an ideal opportunity to re-assess the current ICT landscape and to ensure the Council has the required capabilities to support the delivery of the Digital Strategy over the coming years.

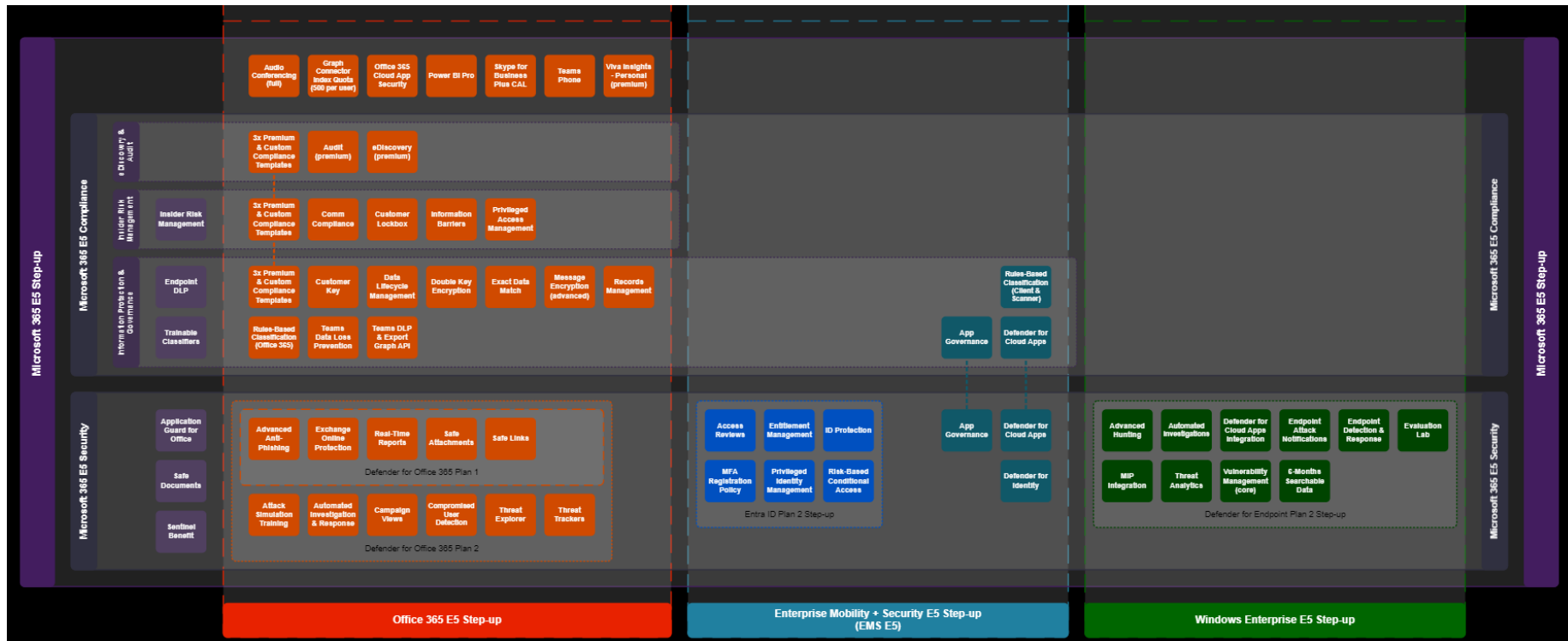
7. RECOMMENDATIONS

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

APPENDIX 1

E5 Licence Capabilities Matrix

Note: E5 licences include everything available in E3 plan plus the below capabilities.



Source: [Microsoft 365 Enterprise Landscape | M365 Maps](#)

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Agenda Item 9

Report to :	JOINT MEETING EXECUTIVE CABINET / OVERVIEW PANEL
Date :	14 February 2024
Reporting Officers:	Councillor Gerald P Cooney – Executive Leader Sandra Stewart – Chief Executive
Subject :	CORPORATE PERFORMANCE SCORECARDS
Report Summary :	<p>The two corporate scorecards attached provide evidence to demonstrate progress towards achievement of the Corporate Plan and improving the services provided to residents, businesses and key stakeholders within the locality.</p> <p>Two corporate scorecards are attached:</p> <ul style="list-style-type: none">• Corporate outcomes – long term outcome measures that track progress to improve the quality of life for local residents, attached at Appendix 1.• Corporate health – short term process measures that indicate how effectively the organisation undertakes its business, attached at Appendix 2. <p>A glossary providing more information about the indicators included in the Corporate Outcomes Scorecard is attached at Appendix 3.</p> <p>To note: As agreed by Executive Board in July 2021, the Corporate Outcomes scorecard will be reported at Executive Cabinet, Overview Panel and the three Scrutiny Panels on a regular basis. The Corporate Health Scorecard will be reported to Executive Board only.</p>
Recommendations :	That the contents of the report, scorecards Appendix 1 and Appendix 2 , and the glossary of indicators Appendix 3 are noted.
Links to Corporate Plan:	The report is relevant to all elements of the Corporate Plan as the scorecards provide data to help track progress towards achieving its aims and objectives.
Policy Implications :	The corporate scorecards provide the evidence for demonstrating the progress being made towards achievement of the Corporate Plan and improving the services provided to residents, businesses and key stakeholders within the locality. The thematic scorecards – which support the corporate scorecards - will enable services to monitor their own performance and their contribution to delivery of the Corporate Plan.
Financial Implications : (Authorised by the statutory Section 151 Officer)	<p>Whilst there are no direct financial implications arising from the recommendations in this report, the scorecard should assist Members in making decisions regarding the prioritisation of the Council's limited resources.</p> <p>The CIPFA Financial Management Code sets an expectation that to remain financially sustainable an authority must have</p>

timely information on both its financial and operational performance. Performance information should aid Members understanding as to whether spending decisions are achieving objectives, and enable informed decisions regarding the prioritisation of scarce resources in the face of significant financial challenges.

Legal Implications :
(Authorised by the Borough Solicitor)

The scorecard is one of the Council's fiscal management tools to ensure prudent financial management and good governance especially in the current challenging economic environment

Risk Management :

Effective use of data, including performance management through scorecards, helps to identify areas where improvement activity is required thus avoiding the risk of service failure. Alongside this services have management information that is used to assess risk and drive improvement.

Access to Information :

The background papers relating to this report can be inspected by contacting Alec Milner, Policy Officer



Telephone: 0161 342 3905



e-mail: alec.milner@tameside.gov.uk

1. CORPORATE PLAN OUTCOMES SCORECARD

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

Adults

- 1.2 The rate at which Tameside residents aged 65 years or older were permanently admitted to residential or nursing care was 181.6 per 10,000 in Quarter 2, up from 152.8 in the same quarter the previous year. This change has been identified as administrative due to an ongoing piece of work to transition service users on long-term temporary contracts to permanent contracts.
- 1.3 The percentage of service users who reported finding it easy to find information about the services they receive climbed to 69.5% in 2022/2023, up from 57.7% in the previous year and higher than the national average of 67.2%.

Children's

- 1.4 The percentage of Tameside children meeting the expected level in phonics decoding was 75% in 2023, up from 72% in 2022 but below the national average of 79%.
- 1.5 81.1% of three and four year-olds placed in Early Years settings that are rated Good or Outstanding by Ofsted in the Autumn term, down from 92% in the previous Autumn term.
- 1.6 Provisional Key Stage 2 figures for 2023 show no improvement in outcomes, with the percentage of pupils meeting expected standards remaining at 57% compared to the national average of 59%. Looking specifically at reading, the percentage of Tameside pupils meeting the expected standard has fallen from 76% in 2022 to 72% in 2023, again below the national average of 73%.
- 1.7 Demand for Children's Social Care has increased significantly; the service conducted 1,229 child and family assessments in Quarter 3, an increase of 25.5% on the same quarter last year.
- 1.8 There has also been an increase in the number of domestic abuse incidents reported to Children's Social Care 876 incidents were reported in Quarter 3, up 13.9% from the 769 incidents reported to the service in the same quarter last year.
- 1.9 The number of Tameside children and young people aged 10 to 17 years old, who enter the criminal justice system for the first time has increased significantly over the previous year. In October 2022- Sept 2023 there were 59 young people (a rate of 257 per 100,000 10-17 year olds) compared to 39 young people in October 2021- Sept 2022 (a rate of 170 per 100,000 10-17 year olds). This is partly attributed to the renewed focus of GMP as part of their improvement plan, to conduct more stop and searches, make more arrests, and detect more crime. Further analysis is required to truly appreciate the opportunities to reverse this trend. NB - Despite a change in data source from the PNC to local CMS, Tameside YJS can be confident data is accurate due to previous and ongoing data checks.

Place

- 1.10 The median annual gross income of full-time workers living in Tameside was £30,909 in 2023, below the national average of £35,100. The percentage increase in Tameside median wages was 6.1% from the 2022 figure, compared to a headline Consumer Price Index (CPI) annual inflation rate of 8.7% (Office for National Statistics consumer inflation estimates, April 2023).

- 1.11 The percentage of Tameside residents in employment in the 12 months to June 2023 was 71.3%, down from 75.8% in the 12 months to June 2022 and below the national average employment rate of 75.8%.
- 1.12 The number of Tameside residents receiving Universal Credit is increasing, with 28,498 residents with open cases in October 2023, up 10.4% on the same month in 2022. In the same month, 38% of Universal Credit recipients were in work, down from 39% on October 2022 and below the national average of 38.7%.
- 1.13 Business demography figures for 2022 reveal that 13% of Tameside businesses were new businesses opened that year, down from 13.32% in 2021 but above the national average of 11.65% of businesses.
- 1.14 The percentage of Tameside residents working in skilled employment (standard occupation classifications 1, 2, 3, and 5) has fallen slightly, from 50.8% in the 12 months to June 2022 to 50.4% in the 12 months to June 2023. Tameside residents are significantly less likely to work in skilled employment than across England, with the national average sitting at 61.3%.
- 1.15 The rate at which working age residents started and completed apprenticeships in 2022/2023 were both higher than the national averages, with 114.2 starts and 56.6 achievements per 10,000 residents aged 16-64 compared to 94.7 and 45.5 nationally.
- 1.16 Housebuilding in Tameside has accelerated year-on-year, with the rate of net new homes per 10,000 residents of 20.1 in 2022/2023 (467 net new homes completed), up from 18.2 in 2021/2022 (421 net new homes). Nationally, the average rate of new homes completed per 10,000 residents was 41.1, but there are several projects in work across Tameside which will deliver on much of the borough's housing need.
- 1.17 Conversely, however, the rate of net new affordable homes decreased over the same period. In 2022/2023 there were 3.5 new affordable homes per 10,000 residents (82 homes) compared to 4.6 (107 homes) the previous year. The rate at which affordable homes are built in Tameside is significantly below the national rate of 11.1 per 10,000 residents.
- 1.18 The number of households homeless or at risk of homelessness, and consequently owed a prevention or relief duty from the Council was 3.43 per 1,000 chargeable dwellings in Quarter 1 of 2023/2024, up from 2.99 in Quarter 1 of the previous year and higher than the national average of 2.98 per 1,000 chargeable dwellings.

Public Health

- 1.19 Provisional figures show that the percentage of new mothers who were smoking at the time of delivery was 6.7% in Quarter 3, less than half of the 15.0% recorded in the previous Quarter 3. This is the first time the rate of smoking at time of delivery has been below 7%.
- 1.20 The Office for National Statistics have published their 2023 personal wellbeing estimates, which showed a fall in the average rating out of ten that Tameside residents gave for happiness (7.48 in 2022 to 7.36), life satisfaction (7.62 to 7.32), and the feeling that life is worthwhile (7.85 to 7.74), in line with decreases reported across the country.

2 CORPORATE HEALTH SCORECARD

- 2.1 The corporate health scorecard, **Appendix 2**, contains a range of measures for tracking the short to medium term health and levels of activity across the organisation.

Governance

- 2.2 The organisation saw 6,489 full-time equivalent (FTE) work days lost to sickness in Quarter 2, up 108% on Quarter 1 and 30.6% higher than Quarter 1 of the previous year.
- 2.3 As of the end of Quarter 3, the Council had 2,576 FTE positions and 2,814 people on payroll excluding casual roles.
- 2.4 Spend on agency staffing continues to rise, with £2,383,562 spent on agency staff in Quarter 3, up 5.2% (£118,317) since Quarter 2 and an increase of 32% (£578,086) on Quarter 3 last year.

Resources

- 2.5 The forecast underlying overspend against budgets for the 2023/24 financial year was £11.997m as at period 8 (November 2023), a reduction on the previous month's forecast due to the implementation of recovery plan actions. These figures aren't directly comparable to previous financial years due to changes in the reporting process.
- 2.6 Savings continue to be made across the organisation, with £2.783m of cumulative savings being made from the start of the financial year to the end of November 2023 (period 8). The forecast for total savings that will be made over the financial year is £7.121m as of the end of November 2023 (period 8), down from a maximum forecast savings of £10.073m estimated in July 2023 (period 4).

Place

- 2.7 The volume of calls into the Council's contact centre remained relatively stable throughout 2023, varying between around 5,800 and 6,400, before falling to 5,292 in November and then further to 3,837 in December. While the Christmas closure can be attributed to some of the decrease in volume seen in December, contact centre staff did observe a lower number of average daily calls in the month.

Adults' Services

- 2.8 The percentage of service users classed as receiving community-based services fell from 77.75% in Quarter 1 to 74.55% in Quarter 2, with a further decrease expected in Quarter 3. This is due to an ongoing piece of work to convert the contracts of service users on long-term temporary residential contracts (which are classed as community-based as the residents are expected to return to the community within relatively short timescales) to permanent contracts. Therefore this observed decrease in the use of community based services is administrative and is not indicative of a change in the actual services received by Tameside residents.
- 2.9 The percentage of residential and nursing home placements and homecare provisions outside of the borough boundary jumped from September to October, with residential/nursing placements rising from 12.79% in September to 16.15% in October, and the percentage of homecare provisions rising from 0.97% to 1.44%. As of December 2023, 16.29% of residential/nursing placements and 1.33% of homecare provisions are located outside the borough boundary. This increase in out of borough placements is a result of changes to how Mental Health cases are recorded in the Council's systems, resulting in Mental Health cases being included in these statistics for the first time.

Children's Services

- 2.10 The number of children receiving elective at-home education was 291 in December, up 36% from the same month the previous year, when 214 children were educated at home.
- 2.11 The number of open child protection cases per 10,000 residents under the age of 18 has increased over the last quarter, rising by 18.6% from 59 per 10,000 in September to 70 per 10,000 in December.

Tameside Provider Partnership

- 2.12 The percentage of specialist appointments for cancer held after a wait of two weeks or less fell over the second half of 2023 from a high of 93.8% in June to a low of 83.2% in August, recovering slightly to 86.1% in November. The total number of cancer specialist appointments remained relatively stable throughout this period, sitting at approximately 1,000 each month, with 1,025 appointments held in November.

3 RECOMMENDATIONS

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

Directorate	Theme	Outcome	Metric Reference	Metric	Previous Position	Current Position	National Average	Period	Progress	Targets	
										Apr 2025	Apr 2030
Adults	Independence & Dignity in Older Age	Increase the number of people helped to live at home	ID1	Funded Permanent 65+ in residential/nursing homes per 10k	152.8 (Q2 2022/23)	181.6	N/A	Q2 2023/24	↑	585.6	Only those in most in need access residential/nursing care at the right point for them
		Reduce hospital admissions due to falls	ID2	Emergency admissions for falls 65+ per 100k	2189	1989	2100	2021/2022	↓	1875.57	Emergency falls in the 65+ age group are low
		Increase levels of self-care / social prescribing	ID3	% service users who find it easy to find information	57.7%	69.5%	67.2%	2022/2023	↑	78.6%	Tameside and Glossop is a place where people are supported to self care
		Good' and 'Outstanding' social care settings	ID4	CQC Audit Results: % care home beds good or outstanding	68.7%	72.1%	N/A	Ad Hoc	↑	80%	All residential/nursing settings are rated good or outstanding
		Prevention support outside the care system	ID5	Number of people supported outside the social care system with prevention based services	4355 (Q2 2022/23)	4166	N/A	Q2 2023/24	↓	7500	All people are supported to remain in the community
Children's	Very Best Start	Improve school readiness	V2 (LUI) (GMM)	% achieving a 'good' level of development	66.9% (2019)	60.1%	65.20%	2022	↓	75%	All children start school ready to learn
			V3 (LUI)	% achieving expected level in Phonics decoding	72.0%	75%	79%	2023	↑		
		Children attending 'good' and 'outstanding' early years settings	V4	% 3 & 4 year olds at 'good' or 'outstanding' EY settings	92.0% (Autumn 22/23)	81.1%	N/A	Autumn Term 2023/24	↓	98%	All children to attend good or outstanding early years settings
		Take up nursery at 2 Years	V5 (GMFT)	2 year olds in funded early education- % of DfE Target	90% (Autumn 22/23)	90%	N/A	Autumn Term 2023/24	↔	95%	All eligible 2 year olds benefit from funded early years education
			A1	% students achieving KS2 expected standard	57%	57%	59%	2023 (provisional)	↔	70%	All children to be provided with the opportunity to achieve their full educational potential
	Aspirations and Hope	Reading / Writing / Maths at Key Stage 2	A1	% students achieving KS2 expected standard	57%	57%	59%	2023 (provisional)	↔	70%	All children to be provided with the opportunity to achieve their full educational potential
		Key Stage 4 attainment	A2	Average attainment 8 score	45.2	43.2	46.3	2023	↓	50	
			A3	% achieving Grade 4 or above in English & Maths GCSEs	65.2%	61.1%	65.1%	2023	↓	70%	
		Young people going into higher education	A4 (LUI)	% Key Stage 4 going into/remaining in education	86.2%	82.8%	86.2%	2022	↓	90%	All young people going into/remaining in further education after KS4
		Children attending 'good' and 'outstanding' schools	A5 (LUI)	% Primary schools 'good' & 'outstanding'	94.7%	93.4%	90.8%	Ad Hoc	↓	95%	All children attending a good or outstanding primary school
			A6 (LUI)	% Secondary schools 'good' & 'outstanding'	62.5%	62.5%	82.7%	Ad Hoc	↔	80%	All children attending a good or outstanding secondary school
		Proportion of children with good reading skills	A7 (LUI)	% Key Stage 2 achieving expected reading standard	76%	72%	73%	2023 (provisional)	↓	80%	All children to be provided with the opportunity to achieve their full educational potential
		Promote a whole system approach and Improving wellbeing and resilience	A8 (LUI) (GMM) (LGI)	Secondary Fixed Term Exclusions	24.34% (Aut + Spr 21/22)	21.12%	N/A	2022/23 Aut + Spr Terms)	↓		
	Resilient Families and Supportive Networks	Early Help Intervention	R1	Child and Family Assessments completed each quarter	979 (Q3 22/23)	1229	N/A	Q3 2023/2024	↑		All vulnerable families receive the help they need
		Reduce the number of first time entrants into Youth Justice	R2	First Time Entrants into Youth Justice aged 10-17, rate per 100k	169 (Oct 21-Sep 22)	257	N/A	October 2022 - September 2023	↑	212.9	No young people entering the youth justice system
Increased levels of fostering and adoption		R3	% Cared for children adopted each quarter	1.67 (Q3 22/23)%	1.72%	N/A	Q3 2023/2024	↑	18.60%	All looked after children provided with the opportunity to be adopted, where its of benefit to the young person, within the year	
Improve the quality of social care practice		R4	Children's Services Audits Rated 'Good' & 'Outstanding', Year to Date	32% (Jul 22)	16%	N/A	45108	↓	50%	All Children Social Care audits rated good or outstanding	
Nurturing Communities	Reduce victims of domestic abuse	N11	Domestic Abuse Incidents reported to Children's Services	769 (Q3 22/23)	876	N/A	Q3 2023/2024	↑			
Place	Work, Skills, and Enterprise	Increase median resident earnings	W1 (LUI) (GMM)	Median Annual Income, Full-Time Workers	£29,129	£30,909	£35,100	2023	↑	£27,492	The median annual income to be in line with the England average
			W2 (LUI) (GMM)	Percentage in Employment (Rolling 12 Month Period)	75.8% (Jul 21- Jun 22)	71.3%	75.8%	July 2022 - June 2023	↓	78%	All people who can work are in work
		Increase the working age population in employment	W3	Job Density (Ratio of Total Jobs to Residents Aged 16-64)	0.56	0.57	0.86	2021	↑		
			W4	Universal Credit Recipients	25,805 (Oct 22)	28,498	N/A	45200	↑		
		Increase the number of people earning above the Living Wage	W5 (LUI) (GMM)	Universal Credit Recipients in Employment	39.0% (Oct 22)	38.0%	38.7%	45200	↓		
			W6 (LGI)	New enterprises (percentage of total businesses)	13.32%	13.00%	11.65%	2022	↓	18.97%	Tameside is recognised as a vibrant economy where entrepreneurs are supported to start new businesses
		Increase number of enterprise / business start-ups	W7	Business Rate Taxbase: Total Rateable Value	£149,003,883 (Nov 22)	£147,909,252	N/A	45231	↓		

Directorate	Theme	Outcome	Metric Reference	Metric	Previous Position	Current Position	National Average	Period	Progress	Targets			
										Apr 2025	Apr 2030		
		Working age population with at least Level 3 skills	W8 (LUI)	Regional Gross Value Added Per Head (Balanced): NW Current Prices	£15,617.50	£14,991.41	N/A	2021	↓	54.90%	Higher proportion of Tameside's population have Level 3 skills than the national average		
			W9 (LUI) (LGI)	Percentage of population with at least level 3 skills	48.6%	48.9%	61.3%	2021	↑				
			W10 (LUI)	Proportion of employed residents in skilled employment (SOC 1-3, 5)	50.8% (Jul 21-Jun 22)	50.4%	61.3%	July 2022 - June 2023	↓				
			W11 (LUI)	Number of apprenticeships started per 10,000 residents aged 16-64	127.6 (1,800)	114.2 (1,650)	94.7 (337,140)	2022/2023	↓				
			W12 (LUI)	Number of apprenticeship achievements per 10,000 residents aged 16-64	47.5 (670)	56.6 (820)	45.5 (162,320)	2022/2023	↑				
		Infrastructure and Environment	Improve air quality	I1 (GMM)	Particulate Matter Pollution in the Air (PM2.5, ug/m^3)	7.67	7.67	7.79	2022	↔	6	Air quality to be good and at least be in line with the UK average	
				I2 (GMM)	Territorial Carbon Dioxide Emissions (kilotonnes)	733.5	795.4	N/A	2021	↑			
				I3	Trees Planted Annually	16095	977	N/A	2022/2023	↓			
			Increase the number of net additional dwellings	I4 (LUI)	Net Additional Dwellings per 10,000 Residents	18.2 (421)	20.1 (467)	41.1 (234,397)	2022/2023	↑	41.5	All households to have access to high quality internet services	
				I5 (LGI)	New Affordable Homes per 10,000 Residents	4.6 (107)	3.5 (82)	11.1 (63,605)	2022/2023	↓			
	Increase the number of affordable homes		I6	Maximum Mean Download Speed	103.6 (Q3 22/23)	176.8	136.8	Q3 2023/2024	↑	41.5	All households to have access to high quality internet services		
			I7 (GMFT)	Premises with Superfast-Capable (30Mbps) Network Infrastructure	99.5% (Q3 22/23)	99.5%	98.1%	Q3 2023/2024	↔				
	Digital inclusion		I8 (LUI)	Premises with Gigabit-Capable Network Infrastructure	80.8% (Q3 22/23)	88.5%	80.7%	Q3 2023/2024	↑	57.78%	All household waste recycled where possible		
			I9 (LGI)	Percentage of household waste recycled	47.2%	52.6%	42.5%	2021/2022	↑				
			I10 (LUI)	% population walking / cycling 3+ times a week	34.3%	35.2%	45.8%	2022 (Nov to Nov)	↑				
	Nurturing Communities	Reduce victims of domestic abuse	N1	Rate of DABs (formerly PPis) per 1000	24.8 (Q2 22/23)	25.3	N/A	Q2 2023/2024	↑	25.1	Tameside has low rates of domestic abuse		
			N2	Street counts & estimates of rough sleepers	0.48 per 10k Households	0.40 per 10k Households	1.31 per 10K Households	2022	↓				
		Reduce the number of rough sleepers/homelessness	N3	Households owed a prevention or relief duty per 1,000 Chargeable Dwellings	2.99 (Q1 22/23)	3.43	2.98	Q1 2023/2024	↑	2	Nobody sleeping rough on the streets of Tameside		
			N6 (GMM)	Crime Rate per 1,000 residents	10.6 (Oct 22)	9.5	N/A	45200	↓				
	Population Health	Very Best Start	Reduce rate of smoking at time of delivery	V1	% Smoking at time of delivery	15.0% (Q3 22/23)	6.7%	N/A	Q3 2023/2024 (provisional)	↓	10.50%	All expectant mothers to be supported to be smoke free at the time of delivery	
V6 (LUI) (GMM) (LGI)				% of children in year 6 who are overweight or obese	39.4%	38.0%	36.6%	2023	↓				
Aspirations and Hope		Promote a whole system approach and Improving wellbeing and resilience	A9 (LUI)	Mean worthwhile ratings (adults 16+)	7.85	7.74	7.73	2022/2023	↓	8.5	All residents 16+ feel that the things they do in life are worthwhile		
			N4 (LUI)	Mean life satisfaction ratings (adults 16+)	7.62	7.32	7.44	2022/2023	↓				
Nurturing Communities		Improve satisfaction with local community	N5 (GMFT) (GMM)	Mean GM life satisfaction score, Y10 Students	6.02	6.13	N/A	2022	↑	8.5	Maintain mean life satisfaction at 8.5		
			N7	Deaths due to suicide- rate per 100,000	8.2	7.0	10.4	2019-2021	↓				
		Increase access, choice, and control in emotional and mental self-care and wellbeing	N8	NHS Talking Therapies (Formerly IAPT) Referrals	2,020 (Q2 22/23)	2,135	N/A	Q2 2023/2024	↑			12383.4	Everyone has access to good quality mental health services
			L1 (LUI)	Healthy Life Expectancy at birth	M- 61.9 years, F- 58.7 years	M- 61.6 years, F- 58.2 years	M- 63.1 years, F- 63.9 years	2018-2020	↓				
Longer & Healthier Lives		Increase physical and mental healthy life expectancy	L2 (LUI)	Under-75 mortality rate form cardiovascular diseases considered preventable	41.6	46.0	30.2	2021	↑	Male - 61.2 years, Female - 62.3 years	Healthy life expectancy to be in line with the England average		
			L3 (LUI) (GMM)	Mean happiness ratings (adults 16+)	7.48	7.36	7.38	2022/2023	↓				
	Improve the wellbeing of our population							7.52	Maintain mean happiness ratings above 8				



Directorate	Theme	Outcome	Metric Reference	Metric	Previous Position	Current Position	National Average	Period	Progress	Targets	
										Apr 2025	Apr 2030
		Smoking prevalence	L4 (LUI) (GMM) (LGI)	Prevalence of smoking, 18+. Survey Data	19.2%	20.2%	12.7%	2022	↑	11%	Tameside and Glossop are smoke free areas
		Increase levels of physical activity	L5 (LGI)	% of population 'inactive' (<30m exercise a week)	32.4% (Nov 20 - Nov 21)	30.6%	25.8%	Nov 2021 - Nov 2022	↓	25.20%	All residents are physical active where possible
			L6 (LUI) (GMM) (LGI)	% adults (18+) classified as overweight or obese	70.3%	69.2%	63.8%	2021/2022	↓		
		Reduce drug and alcohol related harm	L8 (LGI)	Admission rate for alcohol related harm per 100k (Broad Definition)	1820	2085	1734	2021/2022	↑	2250	Alcohol harm rates are low and support is available
			L9	Deaths from drug misuse per 100k	5.6	8.8	5	2018-2020	↑	4	Drug misuse rates are low and support is available

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Directorate	Portfolio	Area	Metric Number	Metric	Details	Previous Value	Current Value	Period	Direction of Travel	Performance Threshold	Tracking	Commentary	
Governance	Finance, Resources, and Transformation	Workforce	C1	FTE (Full Time Equivalent) Positions	The number of job positions that are full time or equivalent at the end of each quarter	2,574	2,576	Q3 2023/2024	↑			This metric is being re-developed to more accurately report absence days across quarters.	
	Finance, Resources, and Transformation		C2	Headcount on Payroll	The total number of individuals on TMBC payroll at the end of each quarter, including those in part-time roles	2,812	2,814	Q3 2023/2024	↑				
	Finance, Resources, and Transformation		C3	FTE Days Lost to Sickness		3,119	6,489	Q2 2023/2024	↑				
	Finance, Resources, and Transformation		C4	HR Caseload		293	357	Q3 2023/2024	↑				
	Finance, Resources, and Transformation		C5	Training Episodes per FTE							Not Available		
	Finance, Resources, and Transformation		F4	Agency Staffing Spend	Quarterly spend on agency staff across the organisation	£2,265,245	£2,383,562	Q3 2023/2024	↑				
	Finance, Resources, and Transformation	Data Requests	C9	FOI (Freedom of Information) Requests Received		111	62	Dec 2023	↓				
	Finance, Resources, and Transformation		C10	FOI Requests Completed in Time Limit		78%	86%	Nov 2023	↑				
	Finance, Resources, and Transformation		C11	SARs (Subject Access Requests) Received		32	15	Dec 2023	↓				
	Finance, Resources, and Transformation		C12	SARs Completed in Time Limit	SARs must be completed within one calendar month, so the exact number of days can vary. If requests are complex this can be extended by a further 2 calendar months	100%	91%	Nov 2023	↓				
	Finance, Resources, and Transformation	Consultation	C13	Consultations Open	The number of TMBC consultations open within the month. This only includes consultations produced centrally.	17	17	Dec 2023	↔				
	Finance, Resources, and Transformation		C14	Responses to Consultations Closed	The number of responses to any consultations which closed within the month This only includes consultations produced centrally.	346	0	Dec 2023	↓				
	Finance, Resources, and Transformation	Contact	C18	Page Views on Website		309,990	264,140	Dec 2023	↓				
	Finance, Resources, and Transformation		C20	Social Media Engagements (Facebook, Twitter, and Instagram)		82,074	55,789	Dec 2023	↓				
	Finance, Resources, and Transformation	Complaints	C21	Stage 1 Complaints Received		59	49	Dec 2023	↓				
	Finance, Resources, and Transformation		C22	Stage 1 Complaints Responded to in Timescale		84%	63%	Nov 2023	↓				
	Finance, Resources, and Transformation		C23	Local Government Ombudsman Investigations	Complainants have up to 12 months from the date their issue started to ask for LGO intervention	0	0	Dec 2023	↔				
	Finance, Resources, and Transformation	Audit	C24	Audit Reports Produced		0	3	Dec 2023	↑			This data is not available for months where no audit reports were produced.	
	Finance, Resources, and Transformation		C25	Audit Reports Including Action Plans Containing High Level Recommendations		-	33%	Dec 2023	-				
	Resources: Ashley Hughes	Finance, Resources, and Transformation	Revenue	F1	Income from Council Tax		£11,927,109.78	£11,614,495.77	Dec 2023	↓			Council Tax income is lower in February and March each year as the majority of residents pay over 10 months annually.
		Finance, Resources, and Transformation		F2	Income from Business Rates		£3,903,958.06	£3,649,751.86	Dec 2023	↓			
		Finance, Resources, and Transformation	Exchequer Contact	C17	Calls to Exchequer		8,690	7,333	Dec 2023	↓			
		Finance, Resources, and Transformation	Finance	F3	Net Budget Overspend Forecast	Forecast unmitigated overspend on budget for the year	£13,007,000	£11,997,000	Nov 2023	↓			The forecast overspend without mitigation measures. This data is not comparable with previous financial years due to changes in the reporting process.
		Finance, Resources, and Transformation		F5	Savings Delivered	Cumulative savings delivered to date	£2,457,000	£2,783,000	Nov 2023	↑			Cumulative savings delivered over the 2023/2024 financial year.

Directorate	Portfolio	Area	Metric Number	Metric	Details	Previous Value	Current Value	Period	Direction of Travel	Performance Threshold	Tracking	Commentary	
Finance, Resources, and Transformation	Finance, Resources, and Transformation		F6	Savings Forecast	Forecast savings delivered for the year	£7,121,000	£7,121,000	Nov 2023	↔			Forecast total savings to be delivered over the 2023/2024 financial year.	
	Finance, Resources, and Transformation	Procurement	C6	Invoices Paid within 30 Days	Retrospective Orders are those for which the payment order is raised after the invoice date has already passed.	98.0%	96.7%	Dec 2023	↓				
	Finance, Resources, and Transformation		C7	Retrospective Orders		20.8%	13.5%	2022/2023	↓				
	Finance, Resources, and Transformation		C8	Orders Placed with Local Companies		27.53%	18.40%	Dec 2023	↓				
	Finance, Resources, and Transformation	IT	C26	IT Support Tickets	Support tickets resolved without IT staff adding any notes or replies	3,839	3,565	Apr 2023	↓				Indicator not updated due to data quality issues.
	Finance, Resources, and Transformation		C27	Tickets Resolved at First Contact		44.13%	40.81%	Apr 2023	↓			Indicator not updated due to data quality issues.	
	Finance, Resources, and Transformation		C28	Tickets Resolved after 48+ Hours		2.27%	6.26%	Apr 2023	↑			Indicator not updated due to data quality issues.	
	Finance, Resources, and Transformation		C29	Average Ticket Resolution Time		4h 16m 24s	10h 59m 1s	Apr 2023	↑			Indicator not updated due to data quality issues.	
	Place: Julian Jackson	Adult Social Care, Homelessness, and Inclusivity	Homelessness	O1 (LGI)	Households in Temporary Accommodation		516	476	2022/2023	↓			The total number of placements throughout the year.
Planning, Transport, and Connectivity		Engineering	O2	24 Month Bridge and Retaining Wall Inspections Completed		100%	91%	2022/2023	↓				
Planning, Transport, and Connectivity			O3	Critical and High Risk Gully Locations Cleansed Within Timescales		100%	100%	2022/2023	↔				
Planning, Transport, and Connectivity			O4 (LGI)	Emergency Road Repairs Completed in 24 Hours		100%	98%	2022/2023	↓				
Climate Emergency and Environmental Services		Food Hygiene	O5	Food Hygiene Inspections & Audits Completed		344	717	2022/2023	↑				
Climate Emergency and Environmental Services		Waste Services	O6	Household Waste Sent for Recycling		49.3%	52.6%	2021/2022	↑				
Climate Emergency and Environmental Services			O7 (LGI)	Total Collected Waste Sent for Recycling		43.6%	48.1%	2021/2022	↑				
Climate Emergency and Environmental Services			O8 (LGI)	Total Collected Waste (Tonnes)		86,690	82,799	2021/2022	↓				
Planning, Transport, and Connectivity		Planning	G1 (LGI)	Planning Decisions Made on Time		97%	93%	Q3 2023	↓				
Planning, Transport, and Connectivity			G2	Enforcement Notices Issued		0	0	Dec 2023	↔				
Finance, Resources, and Transformation		Contact Centre	C15	Calls to Contact Centre		5,292	3,837	Dec 2023	↓			The volume of calls received is expected to be lower every December, both due to the Council's Christmas closure and also due to a lower average number of daily calls	
Finance, Resources, and Transformation			C16	Calls to Contact Centre Considered "Unavoidable"	Unavoidable calls are those where the information or service the customer needed couldn't be reached online or through other self serve methods	91.8%	91.5%	Dec 2023	↓				
Adults' Services: Stephanie Butterworth	Adult Social Care, Homelessness, and Inclusivity	Assessments & Reviews	A1	Contacts Resolved at Contact Stage		54.9%	50.8%	Mar 2023	↓			This data is currently unavailable due to an ongoing review of the contacts process.	
	Adult Social Care, Homelessness, and Inclusivity		A2 (LGI)	Median Days Between Assessment and First Service Provision		20	13	Oct 2022	↓			This data is currently unavailable.	
	Adult Social Care, Homelessness, and Inclusivity		A3	Annual Reviews Overdue		-	52.7%	Oct 2023				These values remain provisional for three months. Previous values are accurate as of the current reporting period. No data is available for July or September 2023.	
	Adult Social Care, Homelessness, and Inclusivity	Service Users	A4	Service Users in Community Based Services		77.75%	74.55%	Q2 2023/2024	↓				
	Adult Social Care, Homelessness, and Inclusivity		A5	Percentage of Residential/Nursing Placements Out of Borough		16.62%	16.29%	Dec 2023	↓				

Directorate	Portfolio	Area	Metric Number	Metric	Details	Previous Value	Current Value	Period	Direction of Travel	Performance Threshold	Tracking	Commentary
	Adult Social Care, Homelessness, and Inclusivity		A6	Percentage of Home Care Provisions Out of Borough	Homecare provisions include care given to those living in Extra Care Housing and Supported Accomodation, a small number of whom live out of the borough.	1.36%	1.33%	Dec 2023	↓			
	Adult Social Care, Homelessness, and Inclusivity		A7	65+ Permanent Residential Care Users per 10,000		136.8	147.1	Q2 2023/2024	↑			
	Adult Social Care, Homelessness, and Inclusivity		A8	65+ Permanent Nursing Care Users per 10,000		34.8	34.5	Q2 2023/2024	↓			
Children's Services: Allison Parkinson	Children and Families	Education	CS1	Children Missing From Education		127	139	Dec 2023	↑			
	Children and Families		CS2	Children Receiving Elective Home Education		278	291	Dec 2023	↑			
	Children and Families	Social Workers and Screenings	CS3	Children Experiencing 3+ Social Worker Changes in Last 12 Months		33%	36%	Dec 2023	↑			
	Children and Families		CS4	Screenings Rated Red Progressed Within 24 Working Hours		100%	98%	Dec 2023	↓			
	Children and Families	Missing Incidents	CS5	Missing Incidents with Return Home Interview Within 72 Hours (cumulative YTD)		47.4%	45.4%	Dec 2023	↓			
	Children and Families	Contacts, Referrals, and Assessments	CS6	Contacts Received Each Month		1526	1239	Dec 2023	↓			
	Children and Families		CS7	Children In Need- Rate per 10,000 Under 18s		446	476	Dec 2023	↑			
	Children and Families		CS8	Referrals With Decision Made Within 24 Hours		43%	56%	Dec 2023	↑			
	Children and Families		CS9	Re-Referrals Within 12 Months		17%	21%	Dec 2023	↑			
	Children and Families		CS10	Child and Family Assessments Completed Within 45 Days		79%	92%	Dec 2023	↑			
	Children and Families	Child Protection	CS11	Child Protection Cases- Rate per 10,000 Under 18s		61	70	Dec 2023	↑			
	Children and Families		CS12	Initial Child Protection Conferences Held Under 15 Working Days		95.0%	96.0%	Dec 2023	↑			
	Children and Families		CS13 (LGI)	Child Protection Open for Over 2 Years		1.6%	1.4%	Dec 2023	↓			
	Children and Families		CS14 (LGI)	Child Protection Plan Reviews in Timescale		99%	99%	Dec 2023	↔			
	Children and Families	Cared For Children and Care Leavers	CS15 (LGI)	Cared for Children- Rate per 10,000 Under 18s		125	124	Dec 2023	↓			
	Children and Families		CS16	Reviews in Timescale (YTD)		85%	87%	Dec 2023	↑			Year to Date
	Children and Families		CS17	Children With 3+ Placements in 12 Months		10.0%	9.4%	Dec 2023	↓			
	Children and Families		CS18	Children Placed Out of Borough		41.8%	41.6%	Dec 2023	↓			
	Children and Families		CS19 (LGI)	Care Leavers with a Pathway Plan in Place		87%	91%	Dec 2023	↑			
Tameside Provider Partnership: Debbie Watson	Population Health and Wellbeing	Accident and Emergency	H1	Total A&E Attendances	Including type 1 attendances (hospital emergency department) and type 3 (walk-in centre).	11,765	11,945	Nov 2023	↑			
	Population Health and Wellbeing		H2	Patients Admitted, Transferred, or Discharged Within 4 Hours		65.9%	65.4%	Nov 2023	↓			
	Population Health and Wellbeing	Cancer Referrals	H3	Cancer Specialist Appointments		990	1,025	Nov 2023	↑			

Directorate	Portfolio	Area	Metric Number	Metric	Details	Previous Value	Current Value	Period	Direction of Travel	Performance Threshold	Tracking	Commentary
	Population Health and Wellbeing		H4	Waits of 2 Weeks or Less		89.6%	86.1%	Nov 2023	↓			
	Population Health and Wellbeing	General Practice	H5	GPs Surgeries CQC Rated Good or Outstanding		97.1%	97.1%	Ad Hoc	↔			

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

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

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

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Agenda Item 10

Report to :	JOINT MEETING EXECUTIVE CABINET / OVERVIEW PANEL
Date :	14 February 2024
Report of:	Councillor Gerald P. Cooney – Executive Leader. Sandra Stewart – Chief Executive.
Subject :	CORPORATE PLAN 2024-27.
Report Summary :	<p>Tameside Council's current corporate plan was agreed pre-Covid-19 and the cost-of-living crisis. Reflecting on those significant events and other changes it is timely to undertake a review and refresh of the corporate plan. This report summarises the process undertaken for that review and refresh.</p> <p>The current early draft new Tameside Council Corporate Plan 2024-27 is attached at Appendix 1.</p> <p>The new strategic performance and delivery framework agreed by Executive Cabinet in September sets the context for the Corporate Plan and is attached at Appendix 2 for information.</p>
Recommendations :	Executive Cabinet to recommend to Council sign off of a new Corporate Plan for the period 2024-27.
Links to Corporate Plan:	A review and refresh of the corporate plan is part of this report.
Policy Implications :	The report has policy implications across the council in that it outlines a new corporate plan and associated priorities. All services need to reflect on the new plan and respond accordingly when developing new strategies, plans and services.
Financial Implications : (Authorised by the statutory Section 151 Officer)	<p>The report provides an initial draft of the Council's Corporate Plan for the period 2024 to 2027.</p> <p>There are no direct financial implications arising from the report at this stage as the plan requires further internal stakeholder engagement and dialogue alongside colleagues from the Local Government Association via the peer challenge that is taking place in January 2024.</p> <p>The plan is then subject to revision and a subsequent Executive Cabinet report for approval at a later date.</p> <p>The corporate plan is the framework on which the Council's Medium Term Financial Strategy (MTFS) will be built on. Resources will be aligned to priorities and outcomes in the revised plan to ensure the Council delivers its objectives.</p> <p>Any related additional investment that is aligned to the approved priorities within the plan will require robust business cases. These will need to clearly demonstrate affordability and return on the proposed investment, the details of which will be set out in the financial implications of the corresponding Executive Cabinet report.</p> <p>No expenditure that results from decisions can have an adverse impact to the General Fund. Investment must support the Council's ongoing financial sustainability.</p>
Legal Implications : (Authorised by the Borough	A clearly understood and effectively implemented corporate plan to good governance and the achievement of better outcomes.

Solicitor)

Risk Management : The absence of such a plan risks service failure for residents and reputational damage for the council.

Access to Information : The background papers relating to this report can be inspected by contacting Simon Brunet, Head of Policy, Performance, Communications and Scrutiny.

 Telephone:0161 342 3542

 e-mail: simon.brunet@tameside.gov.uk

1. CURRENT PLAN

- 1.1 Tameside Council's current corporate plan was agreed in 2019 as a joint plan between Tameside Council and Tameside & Glossop Clinical Commissioning Group (CCG). Priorities were arranged across the life course with a heavy focus on health and wellbeing. The plan was well adopted by the workforce, being cited as the start point for strategy and service development. The current Corporate Plan can be viewed here: [Our People Our Place Our Plan – Corporate Plan for Tameside & Glossop](#)

2. DEVELOPING A NEW PLAN

- 2.1 The current live plan was agreed pre-Covid-19 and the cost-of-living crisis. The CCG was disbanded in 2022 and became part of the Greater Manchester Integrated Care (GMIC). There have also been significant leadership changes at the council – both political and officer – since the plan was agreed. Reflecting on those significant events and other changes it was agreed to undertake a review and refresh of the corporate plan in 2023 with an ambition to have a new plan in place by the start of the 2024 municipal year.
- 2.2 The evidence gathering stage has been completed and a new set of proposed aims, objectives and priorities developed by officers. The next stage is for Executive Cabinet to review, comment and amend. It is also proposed to get some LGA support to review the draft for discussion – through a facilitated workshop and then the LGA peer challenge. Once these stages are completed it is proposed to bring a further report brought to outline a process to finalise and agree the new corporate plan.

3. EVIDENCE SOURCES

- 3.1 The development of the proposed new corporate plan has been informed by a range of evidence sources. Both quantitative and qualitative. The main sources are summarised below.
- Inequalities Reference Group – reports on key issues such as digital access, language barriers, hearing the voices of young people and those with learning disabilities, mental wellbeing.
 - Service user and community advocacy groups such as the Maternity Voices Partnerships (MVP); Independent Advisory Group (IAG); Community Champions, Caribbean and African Health Network (CAHN); Diversity Matters North-West (DMNW); LGBT Foundation, Manchester Pride (All Equals Charter), People First Tameside (PFT); Infinity Initiatives.
 - Tameside Poverty Truth Commission.
 - Partnership Engagement Network – outputs from a range of engagement exercises.
 - Big Conversation – outputs from a range of service specific consultations.
 - Tameside Insight Survey – accessing information; climate change and the environment; town centres; services that are important to residents, feelings about access, concerns for the future (e.g., jobs, opportunities for young people, cost of living); impact of cost of living; and employment.
 - Greater Manchester Insight Survey (Tameside results)
 - Strategic Neighbourhood Forums – topics including litter campaign; domestic abuse; Equality Strategy; Family Hubs; Early Help Strategy; fostering; corporate parent; Helping Hand Warm Hubs; Building Resilience Anti-Poverty Strategy; and Ashton, Stalybridge and Hyde town centres.
 - Youth Council and Children in Care Council.
 - Joint Strategic Needs Assessment (JSNA).
 - Thematic needs assessments – e.g. Poverty Needs Assessment; Ageing Well Needs Assessment; Children and Young People Needs Assessment.
 - Census 2021 results.
 - Data from national systems such as ONS, NOMIS and Fingertips.
 - Service performance data.

- Strategy development and supporting evidence – e.g. Early Help Strategy; Building Resilience – Tackling Poverty in Tameside; Equality Strategy; Community Safety Strategy; Inclusive Growth Strategy; Climate Change and Environment Strategy; Housing Strategy; Health and Wellbeing Strategy / Locality Plan; and Children and Young People’s Plan.
- Greater Manchester Strategy.
- Greater Manchester Integrated Care Partnership Strategy.
- Greater Manchester Police and Crime Partnership.
- Election 2023 (all out) and ongoing conversations between elected members and residents.
- Scrutiny – outputs from the Scrutiny activity across the three panels and Overview.
- Service feedback – learning from formal complaints, service satisfaction information and feedback from elected members.
- Local Government and Social Care Ombudsman (LGSCO) – learning from public interest reports, in-focus reports and good practice guides.
- Ofsted / DfE – outputs from inspections, annual conversation and improvement advisor support.
- Reports from the Local Government Association (LGA).
- Benchmarking and learning opportunities such as Customer Service Excellence (CSE).

3.3 The new Office for Local Government (Oflog) being established by the Department for Levelling Up, Housing and Communities (DLUHC) will provide a further evidence base and framework for the ongoing reporting against the corporate plan and future development of key programmes of work. Similarly, the monitoring and delivery of the corporate plan will be informed by the new Best Value Duty statutory guidance being develop by DLUHC.

4. OBJECTIVES AND PRIORITIES

4.1 The evidence sources outlined above identified a range of objectives and priorities that officers recommend should be reflected in the new plan. These are a mix of key issues identified from data such as needs assessments; through feedback from residents, elected members and partners; and areas for action in key strategies.

4.2 A tiered approach is proposed as shown below.

Vision <i>“A place where everyone can achieve their hopes and ambitions”</i>
Priorities (see below)
Objectives (see below)
Strategies (list on the website alongside the corporate plan)
Key Delivery Projects (listed within the corporate plan document)

4.3 The **five priorities** are:

- Best start in life.
- Opportunity to learn and earn.
- Safe, green and supportive communities.
- Healthy and active lives.
- Financially sustainable public services (underpinning priority).

4.4 The **24 objectives** are:

BEST START IN LIFE:

- Enhance early years' health, support and childcare provisions.

- Support parents and carers with parenting skills and resources.
- Promote child protection and safeguarding measures, and support cared for children.
- Reduce child poverty and improve child and family social support systems.
- Promote early intervention and support for children with additional needs.
- Strengthen partnerships with educational institutions and community organizations.

OPPORTUNITY TO LEARN AND EARN:

- Promote lifelong learning and upskilling programs for adults.
- Ensure all children have a high quality, enjoyable education that enables them to achieve their full potential.
- Provide the infrastructure and support for local businesses to create job opportunities.
- Enhance digital skills and access to technology for all residents.
- Encourage entrepreneurship and supporting business growth and social enterprises.
- Promote fair wages and equitable employment practices.

SAFE, GREEN AND SUPPORTIVE COMMUNITIES:

- Enhance community safety through crime prevention initiatives.
- Champion and deliver environmental sustainability including waste reduction, recycling and reuse.
- Improve access to housing – including affordable housing and homelessness support.
- Invest in community infrastructure and facilities.
- Enhance town centres and other public spaces.
- Target the key drivers of inequality in Tameside.

HEALTHY AND ACTIVE LIVES:

- Enhance access to and quality of adult social care.
- Support people to be as resilient and independent as possible.
- Improve mental health services and support networks.
- Encourage healthy choices and behaviours.
- Enhance healthcare access and promote preventive care.
- Address health inequalities and improve health outcomes for all residents.

4.5 All the above is supported by three cross-cutting approaches.

- Reformed and modernised enabling services.
- Early intervention, prevention and resilience – individuals, families and communities.
- Evidence based decision making – voice, demographics, equalities and finance.

4.6 A draft corporate plan document for discussion – based on the above – for member input is attached at **Appendix 1**.

5. WIDER CONTEXT

5.1 The corporate plan does not sit, or operate, in isolation. It nests within a wider regional and local framework. It has relevance to, and aligns with, regional work such as the Greater Manchester Strategy 2021-31; the Greater Manchester Integrated Care Partnership Strategy 2023-28; and Greater Manchester Standing Together Police and Crime Plan 2022-25.

5.2 The new corporate plan will set the context for council's approach to service development and delivery. It will be supported by a number of key strategies and plans. These include, but aren't limited to, the Inclusive Growth Strategy 2021-26; Building Resilience: Tackling Poverty in Tameside 2023-27; Community Safety Strategy 2021-24; Housing Strategy 2021-26; Early Help Strategy 2023-26; and Climate Change and Environment Strategy 2021-26. These strategies and plans operate as place based approaches and articulate shared objectives that are overseen

through forums such as the Tameside Provider Partnership (TPP), the Tameside Health and Wellbeing Board (HWBB) and the Tameside Inclusive Growth Board.

- 5.3 Likewise, delivery against the priorities is enabled through a range of key projects and initiatives. These include, but aren't limited to, Ashton Public Realm; Hyde Town Centre Masterplan; Stalybridge Strategic Plan; Family Hubs; Improvement Plan for Children's Services; Hawthorns School; Adolescent Hub; cultural framework; Places for Everyone; anti-social behaviour policy and action plan; Real Living Wage Foundation accreditation.
- 5.4 Monitoring and reporting on delivery of the corporate plan will be through progress updates on the key projects and a refreshed corporate plan scorecard. These will be reported publicly through democratic channels such as the Executive Cabinet and Overview and Scrutiny Panels, and communications channels such as press releases, the Citizen and social media.
- 5.5 The delivery of the new corporate plan will be supported by the new strategic performance and delivery framework agreed by the Executive Cabinet in September 2023 and attached at **Appendix 2**.

6. RECOMMENDATIONS

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

CORPORATE PLAN 2024-27

CONTENTS:

1. FOREWORD
 2. CONTEXT
 3. OUR VISION, PRIORITIES & OBJECTIVES
 4. PRIORITY DELIVERY PROJECTS
 5. EVIDENCE
 6. KEEPING RESIDENTS INFORMED ON PROGRESS (incl. performance measures)
 7. FEEDBACK
 8. APPENDIX 1 – PROJECTS
 9. APPENDIX 2 – PERFORMANCE INDICATORS
-

1. FOREWORD

Welcome to the new Corporate Plan for Tameside Council.

Our new plan is an unashamedly ambitious document that aims to build an energy in our communities and a confidence in our residents that we are delivering for Tameside. It will provide the foundations for a broad agenda to take the fight to the cost-of-living crisis, encourage jobs and business growth, reduce economic and health inequalities and give all our residents the best start in life and the opportunity to thrive.

The Covid-19 pandemic, followed immediately by the cost-of-living crisis, has exposed and exacerbated deep structural inequalities that need to be tackled. For too long the story of Tameside, and Britain as a whole, for some of our most vulnerable communities has been characterised by low wages, unaffordable and poor-quality housing, inadequate social security, poor health outcomes, and insecure employment. The urgency with which we need to act means we cannot wait for national government to save the day. We can, and must, roll up our sleeves and make a difference ourselves.

This plan sets what we believe are the key priorities to make that difference. Importantly, we also state how we will do it with clear and transparent reporting that will demonstrate our progress. We do not want these to be empty words on a page but a commitment to the residents of Tameside that their elected representatives have listened to the concerns they report to us and will leave no stone unturned to improve their lives, be they young, old or anything in between.

In particular, I want to highlight a few key areas that our Corporate Plan focuses on.

Thanks to our commitment to Inclusive Growth, we have greenlit a range of exciting and ambitious public development projects across Tameside that will provide a springboard for further opportunities to generate employment, investment and improved public spaces. We will be paying special attention to our town centres, investing in them to be the revitalised hearts of our communities.

But these efforts to reinvigorate local communities will be in vain if we do not then keep them clean and safe. Therefore, we are also prioritising increased efforts on working with partners, such as community groups and Greater Manchester Police, to address anti-social behaviour, fly-tipping and other activities that can blight people's lives. We also recognise the need to act now on the climate change and biodiversity emergencies. We want Tameside Council to play a community leadership role on these critical issues and will strive to ensure that making the environmentally friendly choice is an option available to everyone, not just a luxury for the more affluent.

The move from local Clinical Commissioning Groups (CCGs) to a Greater Manchester Integrated Care system opens up some really exciting options to work together to plan and deliver health and social care that puts the needs and quality of life of our residents at the front and centre.

Children's Services require further improvement and is a major priority for the council. A refreshed Improvement Plan is now in place and the service has the skills, capacity and leadership to make significant change. Adults are preparing for a new regulatory framework from the Care Quality Commission (CQC) while dealing with an ageing population. The latter means we have to do whatever we can to help people live at home – which means better outcomes for them and enables us to help more people.

Despite the shared challenges we face, we have an incredibly exciting opportunity ahead of us to build back better, fairer and greener. I truly believe that this can be Tameside's time, and I have every faith that this Corporate Plan and the dedication of council staff, partners and communities will turn that hope into a reality for us all.

Cllr Gerald P. Cooney
Executive Leader
Tameside Council

2. CONTEXT

The borough of Tameside consists of nine towns, with a mix of historic market towns, and urban and rural landscapes. We are home to a population of nearly a quarter of a million residents across 100,000 households. Our population is predominantly White British; however, Tameside has experienced growth in diversity and is home to many communities, with significant populations of those with Pakistani, Bangladeshi and Indian heritage; and increasingly from African and Caribbean heritage. Similarly, there is a wide array of languages spoken within the borough, with household languages other than English including Urdu, Polish, Bengali and Portuguese.

Most residents enjoy a good standard of living, with over 95% of our primary schools being rated "Good" or better by Ofsted, a wide range of cultural and leisure activities, and a comparatively low level of crime compared to the GM average (26,151 recorded crimes in 2022, compared to a GM average of 33,835). However, there are areas of deprivation within the borough. Life expectancy in the most affluent areas is 8.7 years longer for men and 7.9 years longer for women than those in the most deprived. Net household income (after housing costs) varies from £17,100 in the most deprived areas and £29,100 in the most affluent.

Tameside has a rich industrial history, playing a vital role in the cotton and coal industries of the 19th and early 20th centuries. Today we are home to a range of industries, the main areas of employment being retail, human and health activities, and construction, with digital industries as a priority growth area. Employment in the borough is comparatively high compared to Greater Manchester, with 55.8% of the population in employment compared to the 54.6% GM average, however the quality of employment is low, with Tameside having the lowest portion of jobs in Great Manchester paying the Living Wage.

We have an ageing population; since the 2011 census there has been 0% population change in those aged 0-49, but a 16% increase in those aged 50+; our highest proportion of residents are between 50-54, compared to the England average of 30-34.

3. OUR VISION, PRIORITIES AND OBJECTIVES

VISION:

“A place where everyone can achieve their hopes and ambitions”.

PRIORITIES:

- Best start in life.
- Opportunity to learn and earn.
- Safe, green and supportive communities.
- Healthy and active lives.
- Financially sustainable public services (underpinning priority).

Best start in life:

Objectives:

- Enhance early years' health, support and childcare provisions and prioritise early identification of those needs
- Support parents and carers with parenting skills and resources.
- Promote child protection and safeguarding measures, and support cared for children.
- Reduce child poverty and improve child and family social support systems.
- Promote early intervention and support for children with additional needs.
- Strengthen partnerships with educational institutions and community organizations through collaboration and sharing information

Opportunity to learn and earn:

Objectives:

- Ensure all children have a high quality, enjoyable and inclusive education that enables them to achieve their full potential.
- Promote lifelong learning and upskilling programs for adults.
- Provide the infrastructure and support for local businesses to create job opportunities.
- Enhance digital skills and access to technology for all residents.
- Encourage entrepreneurship and support business growth and social enterprises.
- Promote fair wages and equitable employment practices.

Safe, green and supportive communities:

Objectives:

- Enhance community safety through crime prevention initiatives.
- Champion and deliver environmental sustainability including waste reduction, recycling and reuse.
- Increase the supply of high-quality, affordable homes and improve the housing circumstances of those most in need
- Invest in community infrastructure and facilities.
- Design sustainable town centres and other public spaces based around resident needs

Healthy and active lives

Objectives:

- Develop system-wide responses to reduce health inequalities and improve health outcomes for all residents.
- Support people to be as resilient and independent as possible.
- Enhance access to and quality of care for those who need it
- Provide early support for children and adults at risk of poor mental health and loneliness
- Encourage and support people towards more healthy behaviours.
- Enhance and promote preventative care.

All of the above is supported by three cross-cutting approaches:

- Reformed and modernised enabling services.
- Early intervention, prevention and resilience – individuals, families and communities.
- Evidence based decision making – voice, demographics, equalities and finance.

The Corporate Plan is also supported by a number of important thematic strategies. Examples of these are listed below with a full list of the latest versions on our website [here](#)

- Medium Term Financial Strategy (MTF)
- Inclusive Growth Strategy.
- Housing Strategy.
- Children and Young People’s Plan.
- Early Help Strategy.
- Foster Friendly Employer Policy.
- Equality Strategy.
- Poverty Strategy.
- Health and Wellbeing Strategy (incl. the Locality Plan).
- Adult Social Care Strategy.
- Carers Strategy.
- Local Plan (and Places for Everyone)
- Ashton Public Realm Strategy.
- Ashton Mayoral Development Zone (MDZ) Framework.
- Hyde Masterplan.
- Godley Green Garden Village outline planning application.

4. PRIORITY PROJECTS

As part of the Corporate Plan, we have developed a number of priority projects. These projects are those that are seen as key to delivering on the ambitions set out above and explain what the council is trying to achieve. Some examples of the projects are listed below with the full list at **Appendix 1**.

- Children’s Social Care Improvement Plan
- SEND Improvement Plan (and Written Statement of Action)
- Adolescence Hub and SHIFT (child exploitation)
- Quality of practice in adults and preparing for CQC.
- Living Well at Home
- Workforce Strategy

We will provide regular updates on these projects via formal reports to meetings in public, press releases, the website, the Citizen, social media and bespoke updates as required.

5. EVIDENCE

To develop our vision and priorities we have used evidence from a variety of sources.

Statistics about our communities.	Information from the many conversations we have with residents & their communities.	Performance data about who uses services & how they work for residents & communities.
Census 2021 Needs Assessments National Datasets Performance information from our services Data from other agencies e.g. Police or Health	Surveys Resident's views of our services Focus Groups Partnership Engagement Network Conversations with Elected Members Service User Panels	Adult Care Children's Social Care Housing and Homelessness Welfare Rights Schools Libraries Waste Management Trading Standards Planning

6. KEEPING RESIDENTS INFORMED OF PROGRESS

We want to be transparent about how we are performing against the objectives set out in this plan. We will therefore publish and monitor a basket of performance indicators (measures of data that we track over time) to check that we are moving in the right direction, at the right speed and can compare our performance with others. A table of the performance measures that support the Corporate Plan can be found at [Appendix 2](#).

Updates performance against these indicators can be found on our website [here](#)

We will also provide more descriptive progress updates on the Priority Projects mentioned above and new ones as they develop. These can be found on our website [here](#)

Additionally, our Overview and Scrutiny Committees challenge the performance of Council services and local partnerships, including local health services and crime and disorder issues. Reports from Scrutiny can be found [here](#)

7. FEEDBACK

Another important part of meeting the priorities set out in this plan is for people and communities to have more say in the way the services they use are delivered by the Council. Having empowered and resilient communities, drives accountability within services and ensures that residents needs are met.

Over recent years we have taken significant steps as a Council to improve the way we consult and engage with citizens, and to ensure that consultations have a real impact on the way changes in this city are being delivered. In 2022, for example, we had 21 engagement projects on our Big Conversation platform, commissioned an independent organisation to survey more than 5000 resident's views of the Council's performance and ran three Partnership Engagement Network events, discussing a range of topics as well as a range of other events and panels specific to different areas of work.

Tameside Councillors are also keen to hear from residents, especially on local issues. As more people are struggling with the cost of living, being open and responsive to your needs is more important than ever.

Despite this, we want to hear from even more people and a broader range of people. Anyone interested in giving their views can visit:

Surveys asking for resident's opinion on proposals - [The Big Conversation in Tameside](#).

The opportunity to give views on topics through a combination of presentations and structured workshops and discussions - [Tameside Partnership Engagement Network \(PEN\)](#)

(1) <u>CORPORATE PLAN</u>	
(2) <u>KEY DELIVERY PROJECTS</u> E.g., Godley Green, Family Hubs, Hawthorns School, Ashton Mayoral Development Zone.	(3) <u>KEY STRATEGIES</u> E.g., Inclusive Growth, Early Help, Environment & Climate, Housing, Older People, Community Safety.
(4) <u>CORPORATE PLAN – ORGANISATIONAL HEALTH SCORECARD</u> Service measures linked to key delivery projects (2), external assurance frameworks and local priorities.	
(5) <u>BUSINESS PLANS</u> Strategic (2) and operational (8)	(6) <u>THEMATIC STRATEGIES</u>
(7) <u>SERVICE SCORECARDS</u> <ul style="list-style-type: none"> a) Children & Families (incl. education); b) Adults & Older People; c) Place – Community (incl. poverty); d) Place – Operations (incl. environment); e) Place – Growth (incl. housing, employment, skills, investment, strategic transport); f) Population Health (linked to JSNA) g) Corporate (incl. finance, governance, exchequer, workforce, IT) 	
(8) <u>SERVICE PLANS</u> (incl. service risks to feed into directorate and corporate risk register)	
(9) <u>MY PERFORMANCE (staff appraisal and development)</u>	
<i>Underpinned by evidence & learning from:</i>	
(10) <u>INSIGHT & INTELLIGENCE</u> Needs Assessments – JSNA & thematic needs assessments - e.g., DA, Poverty, CYP, Older People, and pharmacy. Thematic / bespoke analysis and tools – e.g., Census, Strategic Tools, poverty monitor, DA dashboard. Voice – e.g., PEN, Big Conversation, complaints, LISTENing, experts by experience (e.g., MVP, CiCC, Autism).	
(11) <u>CHALLENGE & BENCHMARKING</u> Inspection and oversight – Best Value duty, Oflog, Ofsted, CQC etc. Peer Review – LGA, ADCS, ADAS etc. External learning – LGSCO, GM, CIPFA, CSE, APSE etc. Assurance – Risk Management, Internal and External Audit, Audit Panel, Overview and Scrutiny Panels.	

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Report to:	JOINT MEETING EXECUTIVE CABINET / OVERVIEW PANEL
Date:	14 February 2024
Executive Member:	Councillor Vimal Choksi, Executive Member (Town Centres, Communities)
Reporting Officer:	Julian Jackson – Director of Place
Subject:	HYDE TOWN CENTRE - MASTERPLAN AND HIGH STREET ACCELERATOR PROGRAMME
Report Summary:	<p>The report provides an update on the final Hyde Town Centre Masterplan including the results of the public consultation. Along with Hattersley and Godley Green, Hyde Town Centre is one of Greater Manchester's Growth Locations known as Hyde Triangle. The town centre Masterplan is a key component in ensuring that these major drivers for change support the wider regeneration of Hyde.</p> <p>The Council has recently been successful in its nomination for Hyde to be part of the Government's High Street Accelerator Programme including to establish a Partnership that will kickstart actions identified in the Masterplan.</p>
Recommendations:	<p>That Executive Cabinet be recommended to:</p> <ul style="list-style-type: none">(i) Note the findings of the 4-week public consultation;(ii) Note the next steps for delivery and implementation of the Accelerator Programme and UKSPF;(iii) Approve to adopt the Masterplan for Hyde. The Masterplan will steer regeneration in the town and will be a material consideration in determining planning applications in the town;(iv) Approve the establishment of the Hyde Town Centre Accelerator Programme Delivery Group (the Accelerator Partnership), subject to advertising the position for independent chair, and by repurposing the existing Hyde Town Centre Delivery Group. The Partnership will be responsible for the submission of an expression of interest to apply for up to £500,000 of green space improvement projects.
Corporate Plan:	The proposals support the key aims of the Corporate Plan to ensure modern infrastructure and a sustainable environment that works for all generations and future generations. The proposed measures shall contribute to delivering corporate priorities – housing, economic growth and employment opportunities
Policy Implications:	The proposals support the policy aims and delivery of the Council's Inclusive Growth Strategy (2021). In light of the recent impacts from the COVID-19 pandemic and the generally poorly performing town centres, the regeneration of Tameside's town centres is essential for a range of social and economic reasons in order to create sustainable communities and thriving and vibrant town centres. The recommendations of this report will assist with the delivery of this

objective and will bring in new people, inward investment, businesses and jobs.

The proposals support the adopted Carbon Reduction and Environment Strategy 2021-2026. The focal points of the Strategy are all very much relevant to town centres and include Greenspace & Biodiversity, Homes Workspaces & Council Buildings, Influencing Others, Reducing Consumption & Producing Sustainably and Travel & Transport. The recommendations of this report will assist with the delivery of these areas of focus and will ensure that town centre regeneration has sustainability at the forefront of any proposals related to new developments.

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

The report provides an update on the on the final Hyde Town Centre Masterplan with a recommendation to approve to adopt the Masterplan for Hyde.

The Council will be allocated £237,000 with the initial £50,000 allocated and spend in the 2023/24 financial year and the remaining £187,000 allocated in the 2024/25 financial year. The required approval to accept this grant funding has been included within the Month 9 revenue monitoring report. Request for the grant to be added onto the Council's Capital Programme will be included as part of the Period 10 Strategic Capital Monitoring Report.

There may be further funding available for the Council to apply for up to £500,000 to be used for greening projects on the high street. An expression of interest to apply for this funding must be submitted to the Department for Levelling Up, Housing and Communities by 1 March 2024.

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

The adoption of the Hyde Town Centre Masterplan is noted and must continue to reviewed to ensure that is fit for purpose and complies with all relevant legislation.

In respect of the grant funding, the Council must put in place a robust system of checks and measures to ensure continuing compliance with the terms of the grant and that if there are any issues they are escalated and dealt with in a timely fashion.

Risk Management:

Associated risks are set out at Section 6.

Background Information:

The background papers relating to this report can be inspected by contacting Damien Cutting – Economic Growth Lead



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1. INTRODUCTION

- 1.1 Hyde Triangle is identified as an area for growth within the Tameside Inclusive Growth Strategy and is one of the Greater Manchester Growth Locations. Hyde Triangle which includes the recently approved Godley Green Garden Village planning application for 2,150 new homes, Hattersley, and Hyde Town Centre which collectively will act as key drivers for change and supporting the wider regeneration of Hyde.
- 1.2 Town centres are in a period of transition as a result of changing shopping and working patterns exacerbated by the COVID-19 pandemic and the current cost of living crisis as well as the global climate emergency. This has required town centres to take a fresh look at their image, functionality and environments in order to build-in resilience to shifts in economic and climate conditions, while adapting to societal and cultural shifts brought about by technology and education. Hyde is no exception and there is a need to embrace, sometimes bold, changes in the landscape and function of the town centre to meet with its future needs.
- 1.3 The town centre Masterplan for Hyde is well timed, as it creates the platform to exploit what communities want and need from their urban centres. People are now working from home and studies show they tend to visit independent shops rather than the traditional anchor stores. People want more from their town centre than just places to shop; they want to be entertained and a location to meet friends and socialise. Towns with a higher amounts of office spaces and residential generate more footfall than those without, towns also need a programme of events to offer a variety of entertainment and a diverse F&B offer with a strong evening economy. The 'offer' from retail needs to match a changing demographic; one that has a growing elderly population in addition to a cost of living crisis. The offer needs to recognise that people are no longer looking for just 'goods', instead favouring experiences; something that's reflected in the general market buoyancy of leisure, sports, travel, café culture, and events.
- 1.4 The Hyde Town Centre Masterplan will support delivery of the Tameside Corporate Plan, Tameside Inclusive Growth Strategy and both regional and national priorities, helping to secure much needed investment in the Town Centre.
- 1.5 A procurement exercise was completed via STaR utilising an open tender process on The Chest portal. Following this process GL Hearn and Hemingway Design were selected as the consultant team for the Masterplan.
- 1.6 The Hyde Town Centre Masterplan sets out a 15 to 20 year programme with short term, medium term and long-term actions that if delivered comprehensively will achieve a more vibrant, well connected and prosperous town centre for residents within the locality as well as to seek to attract more people to the town.
- 1.7 Tameside Council participated in the successful Government's High Street Task Force programme. Based on local demographics, the Government identified Hyde as the town that would benefit from additional resource in the form of town centre experts who were appointed to provide expertise to the Council in identifying barriers to regeneration and opportunities for unlocking these barriers. The programme has now come to an end, although recommendations from Task force experts have been incorporated into the Masterplan development framework and delivery strategy.
- 1.8 More recently, Tameside were identified as a chosen authority to benefit from the Government's High Street Accelerator Programme. Hyde was nominated as the town that would participate in this programme and provides a natural progression from the High Street Task Force work that was undertaken. There will be £237,000 of seed funding to establish a Vision and Accelerator Partnership for the town followed by the opportunity to submit an expression of interest to apply for up to £500,000 for green space improvement projects in the town. The funding is an opportunity to support the delivery of key actions identified in the

town centre Masterplan and kickstart regeneration in the town centre.

2. COMMUNITY ENGAGEMENT

- 2.1 Following the success of the fact-finding exercise, over 1600 people responded with their views and thoughts on the draft vision and Masterplan for Hyde Town Centre. The focus of this phase of the consultation was set out into two key sections: to understand the public's views on the Masterplan vision and vision principles and to better understand people's thoughts on key interventions proposed within the Masterplan. The information received has informed the final vision, principles that are detailed in Section 3.
- 2.2 The questionnaire took around 20 minutes to complete, and the majority of respondents completed the whole questionnaire showing the appetite and desire for improvements within Hyde. 56% of respondents support the Vision statement outlined opposite with 30% not sure and only 14% not supporting it. The public survey received the greatest response from those aged between 45-54years old. Under 25s make up for 5% of survey responses.
- 2.3 Drop-in sessions were held in the Clarendon Shopping Centre during the week and at the weekend. The sessions were used to discuss the proposals with members of the local community, answer any questions or concerns they may have, and to incorporate feedback from these sessions into the final Masterplan. In addition, officers and members of the consultant team regularly presented proposals and ideas at the Hyde Town Centre Delivery Group and Hyde Together CIC meetings.
- 2.4 A key focus of the consultation was understanding residents support for the key vision principles that are proposed to support the overall delivery of the Masterplan vision. All vision principles were positively received by the public with all receiving over 66% support. The most positive response from the public was for the principle of Celebrating Hyde by bringing heritage buildings into use, improving the look and feel of the town centre with high quality public and shopfront improvements. This principle received over 88% positive response. The second most positive response was for enhancing placemaking, character and the environment which focuses on creating improved public spaces that are safe, attractive and inclusive, and provide opportunities to host cultural and community events and celebrations. This principle received 79% positive support. The principle to encourage more sustainable and healthy ways to travel by creating a walkable and cycle friendly town centre received the lowest support with just over 65% and over 20% of people saying they didn't support it.
- 2.5 The final section of the consultation focussed on key interventions that were proposed for the wider Masterplan framework. Respondents were asked to rank the intervention from 1 to 10 with indicating that they feel it is an essential idea for Hyde and 1 representing that it is unnecessary in their opinion. The average score was taken for all questions as well as mapping the percentage of respondents within each grading band.
- 2.6 Re-purposing the town hall and creating a new public realm space on Market Square received the strongest positive response. Whereas the suggestion of reducing vehicular movement within key areas of the town centre received the lowest average rating at only 5.6 where respondents on the survey and in the drop in events, highlighted concerns with the proposal to close Market Street in front of the Town Hall to traffic and diverting traffic around the rear of the Town Hall. Concerns related to the impact of diverting traffic to other areas of the town and potential congestion this could cause. The strength of opinion around the potential pedestrianisation of Market Street has led to refinement and design alterations for the area that consider how improvements to pedestrian safety in the area could be made, but still maintain two-way traffic for the majority of days.
- 2.7 In general, the feedback and consultation responses re-enforced the draft Masterplan ideas and vision for Hyde particularly around the proposed role for Hyde Town Hall, principles to

re-develop Market Square and the potential for new town centre living. Other recurring messages within the consultation feedback included a strong public support for the former Hyde Library Building, the desire to improve links to Hyde Park and the need to support existing community groups.

3. HYDE TOWN CENTRE MASTERPLAN

Opportunities for Change

3.1 The town centre has several positive characteristics, notably: a number of significant historic buildings and cultural attractions; a large town centre square; areas of green spaces close to the town centre core and the historic street frontages of Market Street which help to define key routes and spaces. The work also explored Hyde's weaknesses including: the number of large and "big box" building forms which are out-of-scale with the historic town centre; a proliferation of surface car parking at key arrival points which leads to a visual dominance of vehicles and traffic dominated environments; and a busy road network surrounding the town centre core, which creates barriers to pedestrian movement, isolating areas of the town and encourages car use.

In considering the above, the key opportunities and challenges identified by the Masterplan include:

- Positively changing the perceptions of the town centre, in order to encourage higher footfall within the town centre and therefore improving its longer term sustainability as a key local centre. To do this the report recommends establishing high quality events and activities in the centre including temporary pop ups or 'meanwhile' uses to demonstrate change is happening.
- The opportunity to redevelop and diversify Council-owned assets to best effect. This includes making the most of the significant heritage and cultural assets that exist in the town centre such as the Town Hall.
- Improving place-making, sense of place and public realm experience. Providing better amenity and experience will encourage people of all ages to visit and spend their leisure time in Hyde Town Centre.
- Ensuring that the town centre is accessible by all modes of transport. This must focus on sustainable modes of transport such as walking and cycling. Similarly, improved access by bus and rail should also be incorporated into the Framework, including better public realm and connections from existing bus and rail facilities. Car parking should be considered across the town centre and future provision and demand assessed in the context of climate change and sustainability targets, co-locating facilities in multi-storey parking where possible.
- Supporting existing retailers and traders, by consolidating and enhancing the retail offer and responding to existing challenges and future trends to ensure a vibrant town centre for the existing community and future generations to enjoy.

3.2 The opportunity to utilise available development sites within the town centre and the potential of brownfield land and conflicting town centre land uses to contribute towards growth targets including the delivery of new homes. Introducing a mix of new uses and diversifying the traditional retail offer through a mix of complementary alternative uses including food and drink, commercial, residential, as well as range of amenities and services. In doing so, improving and enhancing the night-time economy and broadening the overall leisure, food & beverage opportunities within the town with a focus on families. Delivering a quality town centre living offer to diversify the housing stock and to provide an alternative for those wanting to experience the new amenities in the town centre. This will appeal to a new sociodemographic and create a critical mass of new population who will provide footfall to support the night-time economy and invest in their local high street.

Vision and Development Principles

3.3 The combination of findings from the early stage fact finding exercise and the formal public

consultation, have shaped the proposals, vision and objectives within the final Masterplan included in **Appendix A**.

3.4 The creation of a clear vision helps to communicate the values and ideas which will drive the future development of Hyde where *'Hyde Town Centre will become a place known for its beating independent cultural heart, with a culturally focused, reimagined Town Hall and a rejuvenated market square that encourages socialising and events. High quality sustainable town centre homes, independent retail and great transport links will allow Hyde to flourish and find its own unique identity within the context of Greater Manchester and the North West'*.

3.5 The vision will inform the development of aims and objectives for the area which respond to current and anticipated needs. The feedback from engagement with the local community has been considered and has shaped the vision, development principles and designs for key areas of the town centre. The vision for Hyde Town Centre is mapped out to provide a future path for growth and regeneration.

3.6 Key development principles are set out to guide new development and deliver this vision.

A. Celebrate & enhance Hyde's culture & heritage.

3.7 The best of Hyde will be celebrated and given a new lease of life by bringing buildings back to life through creative re-use and enhancements of façades and shopfronts. Well designed and contextually driven public realm design will provide the backdrop, bringing pride back to the town's streets and landmarks bringing animation and creativity into the town centre.

B. Create a safe, desirable & healthy place to live.

3.8 Putting people at the heart of transformation, Hyde will provide new high-quality homes for all. Supported by first-class public services and excellent transport links, the proposals will build diverse, healthy, sustainable communities within the town centre.

C. Enhance active travel connectivity & better integration of vehicles.

3.9 The Masterplan seeks to enhance connectivity across the town centre, provide wider access to more sustainable and healthy ways to travel, and create a safer town centre. It strives to improve connectivity between the town centre and surrounding community assets, creating a walkable/cycle friendly town. Borough wide connectivity is also key to build upon the area's strategic location within Tameside and close to Manchester and the Peak District.

D. Create a vibrant, diverse & sustainable town centre.

3.10 The proposals will consolidate, enhance and diversify the town centre encouraging people to live, work and visit Hyde. Building on the town's strengths, the offer will expand beyond purely retail; encouraging people to stay longer and experience more that the town has to offer creating a more robust high street that can withstand changes to the economy.

E. Enhance character, placemaking & the environment.

3.11 A key aim of the Masterplan is to ensure that new public realm interventions create successful public spaces which are attractive, inclusive, easy to navigate and safe. This will help to increase footfall and encourage people to explore, rest and interact Hyde.

F. Unlocking the town centre edges

3.12 The potential of the unforgotten edges of the town centre, currently dominated by vehicles and low quality land uses, will be realised by introducing new and enhancing existing connections. Redeveloping these areas will provide the space for the town to grow into, bringing greater diversity and vibrancy to the town centre. They will become welcoming gateways, setting the tone for an attractive, vibrant and green town centre.

3.13 The illustrative Masterplan demonstrates how areas of development and public realm intervention will come together as a holistic strategy that responds to the key objectives defined as part of the analytical stages of the Masterplan design process and reinforced

through community engagement, showing how the areas of change could be developed over the next 20 years.

Town Centre Core

- 3.14 The Town Centre core is the heart of the town and contains the markets, shopping centre, town hall and market square. This is the historical centre and has been the focal point of the town for over 200 years.
- 3.15 The aim of the Masterplan is to create a town centre that the community is proud of and one that attracts visitors on a regional level. To achieve this the centre must evolve. It must provide an experience, it must improve its Food and Beverage (F&B) offer, it must improve its appearance and it must be a place that people enjoy visiting. Achieving these objectives will increase footfall and stay duration, which will have a positive impact on retail viability, ensuring that vacant units are kept to a minimum.
- 3.16 A summary of the key interventions relating to the town centre core include:
- Re-purposing the Town Hall as a regionally significant cultural destination. Improve accessibility across the town centre, encouraging active travel. Stretford Public Hall is used as a precedent of a similar scheme.
 - Reducing pedestrian conflict in key areas of the town centre, creating a safe, attractive public realm. Reducing the width of the carriageway on Market Street would enable greater connectivity across the town. There would be the opportunity to close Market Street in front of the Town Hall for ad hoc events.
 - Re-development of the Clarendon Shopping Centre, helping to improve permeability of visitors through the town centre and considering its offer and how it interacts with the neighbouring streets.
 - Bring back into use prominent vacant buildings for meanwhile uses such as the former HSBC bank on Market Square.
 - Improve the appearance of shop frontages and signage, particularly on Market Square and Market Street.
 - Improving Market Square appearance and function. New high quality materials will create a setting appropriate for its adjacency to the town hall and these materials should continue across Market Street to help create one coordinated and de-fragmented plaza. Permanent market stalls should be removed on Market Square and replaced with a more flexible provision. This would clear space allocated along the shopping centre frontage to allow for spill out from the retail units as well as create a space that is more welcoming to visitors, reduces anti-social behaviour and provides an attractive space for events.
 - Areas of planting (preferably in raised beds to avoid damage from pedestrians) should define a central flexible space and guide pedestrian movement, while also adding green infrastructure to the town centre. Public realm upgrades to Market Square will prioritise the use of the square for cultural events, festival, pop-ups, and placemaking activities that bring vibrancy, excitement, and diversity to the town.
 - Relocation of the existing indoor and outdoor market facilities into new, flexible units on Market Place, diversifying their offer within a prime location.
 - Bring forward the former Hyde Library site for redevelopment. This site is currently being marketed for sale with a closing date for schemes and offers of 28 March 2024. The preference is that the building be retained and converted for residential purposes, but in the event that this is not possible, a façade retention scheme should be investigated, again to facilitate a residential scheme.
 - The proposed new arrangement of the shopping centre creates an open avenue linking the Town Hall to this site both visually and physically. Our Masterplan identifies this area as a key development site. A new multi-storey or decked car park is included in the proposal for this site.
 - Consider key development sites within the town centre to create attractive gateways

- into the area and diversify the town centre offer.
- Create a stronger identity for the town centre.

3.17 The development framework (Section 7 of the Masterplan) describes the key areas of change identifying opportunities to enhance and re-animate parts of the town centre through appropriate interventions and re-development. The development framework proposes the creation of distinct zones, highlighting the different characters of the town and clustering economic activity of similar uses. The aim is to provide an enriched and diverse experience in Hyde Town Centre.

Western Residential

3.18 The area west of the town centre that currently consists of a mix of residential and semi-industrial buildings. This area also contains significant assets such as the railway station and Peak Forest Canal making it a strategically important area of the town that is not reflected within its current land use and condition.

Southern Residential

3.19 This southern fringe lacks a clear identity due to its mix of architectural styles and diverse land use. Its current dominant use is residential but suffers from a fragmented grain due to ad-hoc 20th century developments that ignore the local character and street structure.

Northern Development Zone

3.20 A key area of the town due its proximity to the core and location of the bus station. The current land use is a mix of office space, semi-industrial and retail. This area also contains one of the key gateway site and must be passed through to reach Hyde Park.

4. HYDE TOWN CENTRE ACCELERATOR PROGRAMME

4.1 The objective of the High Street Accelerators Pilot Programme is for local stakeholders to work in partnership to support the long-term revival and regeneration of declining high streets. At its core, a High Street Accelerator is a partnership intended to empower and incentivise residents, businesses, community groups and other stakeholders to work together with the local authority to develop and deliver a long-term vision to revive and regenerate the high street.

4.2 Following the successful involvement of the High Street Task Force, Hyde has been nominated as the town centre for the Accelerator Programme. Running until March 2025, the aim of the programme is to offer local places the initial support and seed funding to establish the partnership structures and begin delivering projects, but a crucial component of the programme will be assisting partnerships to transition into a durable and long-lasting structure. The Programme will therefore also support each Accelerator to explore funding options that may help the partnership transition towards a financially sustainable model.

4.3 Initial seed funding of £237,000 will be made available to all local authority Partnerships taking part in the programme. The funding is to be used to establish a vision and Partnership for Hyde. Tameside is in a fortunate position in having recently established a Town Centre Delivery Group as well as an agreed vision outlined in this report as part of the Masterplanning process. It is for the Partnership to agree how this funding will be spent.

4.4 It is proposed that the existing Hyde Town Centre Delivery Group membership is incorporated into the Hyde Accelerator Programme Delivery Group, with responsibility for oversight, delivery and performance management of the Accelerator Pilot Programme. A non-local authority Chair of the group will be appointed and the Council will act as Treasurer. The Group will also change to a delivery body with decision-making powers. A draft Terms of Reference is included in **Appendix 3** of this report.

4.5 Each Accelerator pilot will also be able to apply for up to £500,000 of additional funding (majority capital funding) to be used for greening projects within the Town Centre. An expression of interest to apply for this funding must be submitted to the Department for Levelling Up, Housing and Communities by 1 March 2024. The Accelerator Programme Delivery Group will need to agree the basis for the submission.

5. DELIVERY AND IMPLEMENTATION

5.1 This Masterplan has been created with emphasis placed on delivering an aspirational place which retains the inherent character of Hyde to encourage a tangible sense of civic pride. It is targeted towards deliverable and place focussed interventions which will deliver a vision that meets the needs of the existing and future communities within the town. The goal is to attract investment, improve the quality of life for the people who currently and will, one day, live and work there as well as positively contribute to the town’s economic, cultural and social well-being in providing long term opportunities and brighter futures for everyone.

5.2 There are a number of proposals which can be delivered in a short-term (1-2 years). These proposals have a relatively low cost and also carry a low planning risk, this includes public realm improvements and the provision of tree planting and street furniture. Whilst funding already secured, such as UKSPF and the Accelerator Programme, will support the delivery of some of the identified short-term goals, further external funding will be required to deliver the wider programme. Several proposals will involve a longer timescale, given the nature and scale of the development involved, such as the redevelopment of the Clarendon Shopping Centre, and schemes that will require land assembly or acquisition. A full list of proposals for delivery can be viewed in Section 8 of the Masterplan.

5.3 In respect of UKSPF, the Council appointed external consultants to undertake a study of the town’s market provision. The study recommended improvements to Hyde outdoor market including the removal of the outdoor market stalls and replacement of a flexible provision as outlined and approved in the Executive Cabinet report 25 January 2023 ([Item 12](#)). As part of UKSPF, the Council are also working with the Hyde Delivery Group to identify opportunities to deliver additional community space within a vacant town centre unit.

5.4 The Accelerator Programme will also seek to deliver on some of the short term proposals identified in the Masterplan. In the immediacy, the Council will be allocated £237,000 with the initial £50,000 allocated and spend in the 2023/24 financial year and the remaining £187,000 allocated in the 2024/25 financial year. The required approvals to accept this funding will be included in the Period 9 2023/24 Forecast Outturn – Revenue and Capital Report. As per 4.5 above, an expression of interest to apply for up to up to £500,000 for greening projects within the Town Centre will then need to be submitted by 1 March 2024. The Accelerator Programme Delivery Group will determine how this funding will be utilised but could include further detailed landscaping designs and options for green space improvements in the town, events, improvements to existing town centre green spaces, and opportunities for improvements to shop frontages.

6. RISK MANAGEMENT

6.1 The main project risks associated with delivery of the Hyde Masterplan and Accelerator Programme have been identified in the table below.

Risk Area	Detail	RAG Rating	Mitigation	RAG Rating
Programme	Lack of time to establish Accelerator Partnership		Repurposing of the existing Hyde Delivery Group and adoption of	

	and Vision in line with government timescales.		the Hyde Town Centre Masterplan vision.	
Programme	Lack of resource capacity to undertake workstreams in line with expectations.		Apply adequate resource to the project to ensure programme adherence.	
Programme	Delivery of key actions within the Masterplan		Identify further funding streams and support Partnership to deliver	
Procurement	Lack of capacity in the consultancy sector to undertake any required works.		Early engagement with STaR procurement to understand the most appropriate procurement routes.	
Financial	Conditions attached to funding agreement may not be acceptable.		Early engagement with DLUHC in relation to terms of conditions.	
Financial	Insufficient budget to complete the scope of works required.		Early engagement with internal Council teams and external partners to clearly understand requirements.	

7. CONCLUSION AND NEXT STEPS

- 7.1 Hyde's role in the Greater Manchester Growth Location places the town as an important strategic proposition within the Eastern Growth Cluster. The recent approval for 2,150 new homes as part of Godley Green Garden Village will provide much needed footfall to the town centre but it is vital that Hyde town centre has the right offer and services to meet the needs of existing residents and new residents to the area to ensure that they choose Hyde over alternative destinations.
- 7.2 The Hyde Town Centre Masterplan is the first step towards regenerating Hyde. Whilst there is no significant pot of funding identified for regenerating the town, there are a number of stepping stones that are being put in place to ensure the ground work is in place if and when other funding opportunities do become available. Hyde also has a number of assets including the Town Hall, Market Square and the Clarendon Shopping Centre, all of which are identified for improvement in the Masterplan. The Council will continue to engage with the new shopping centre owners in respect of their ambitions for the centre and how the authority are able to support bringing these ambitions into play.
- 7.3 UK Shared Prosperity Funding and the more recent High Street Accelerator Funding will enable the Council and local community to begin to implement some of the actions identified in the Masterplan with a view to raising the profile of the town to attract further public and private investment. There is a concrete ambition from the local community to support the regeneration of the town and the Hyde Town Centre Delivery Group and community groups like Hyde Together CIC will work with the Council to ensure that a collaborative approach is achieved. The Accelerator Programme Delivery Group will be fundamental to this.

8. RECOMMENDATIONS

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



LET'S TALK ABOUT HYDE

A Masterplan for Hyde Town Centre

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01

Introduction

“Hyde now presented with an opportunity to radically rethink the purpose of the town centre and how it will serve the local community. The masterplan will help identify opportunities to improve the area you live, shop and visit with friends and family.”

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Hyde Town Centre, like many town centres, has suffered and continues to suffer from competition from other town and city centres, as well as out of town offers. Hyde needs a proactive masterplan and resulting investment to compete with other Manchester suburbs, and to help build an identity that positively responds to competition, the changing patterns of consumer behaviour, and the needs and desires of the local and regional community.

The UK’s town centres have traditionally been places where people live, work and socialise. However, over the decades they became home to sprawling shopping centres and as a result, town centre high streets have were overtaken by mainstream retailers. This is sadly often at the expense of the real social importance of town centres - green spaces, generous public realm for social interaction, entertainment, nightlife, leisure, non-retail workplaces and homes.

Town centres are in a period of transition as a result of changing shopping and working patterns acerbated by the COVID-19 pandemic and the current cost of living crisis as well as the global climate emergency.

This has required town centres to take a fresh look at their image, functionality and environments in order to build-in resilience to shifts in economic and climate conditions, while adapting to societal and cultural shifts brought about by technology and education.

Hyde is no exception and there is a need to embrace, sometimes bold, changes in the landscape and function of the town centre to meet with its future needs.

This masterplan comes at a perfect time to exploit what communities want and need from their urban centres. More people are working from home and studies show, they tend to visit their local centre on a more regular basis.

Independent shops rather than the traditional anchor stores are now more successful, people want more from their town centre than just places to shop; they want to be entertained and a location to meet friends and socialise, towns with a higher amounts of office spaces generate more footfall that those without, towns need a programme of events to offer a variety of entertainment, there needs to be a diverse F&B offer with a strong evening economy.

We believe the future is bright for our town centres, for they are the beating heart of the community. We believe that recent store closures and the number of vacant shops nationwide does not mean town centres are dying, but that consumer behaviours are shifting.

The ‘offer’ from retail needs to match a changing demographic that has a maturing taste and understanding about the values of disposable income. It needs to recognise that people are eschewing ‘goods’ in favour of experiences; something that’s reflected in the general market buoyancy of leisure, sports, travel, café culture, and events.



We believe the future is bright for our town centres, for they are the beating heart of the community.

This masterplan will play a critical role in changing the external perception of the town centre while creating the framework for it to grow and flourish.

HemingwayDesign and WSP have been appointed by Tameside Metropolitan Borough Council to deliver a strategic masterplan that sets out an ambitious vision for the future of Hyde Town Centre.

Based on feedback from the community and stakeholders the masterplan has identified what makes Hyde different and celebrates its uniqueness to help create a place that people want to visit. The masterplan vision will:

- Celebrate the character of Hyde as a place, including preserving and enhancing its outstanding heritage assets;
- Make the town centre a child and family-friendly place;
- Support existing businesses and traders in revitalising the retail offer in the town;
- Providing places for independents, entrepreneurs and artisans to flourish;
- Increase the potential for Hyde Town Centre to provide a focus as a service centre for the growing population and diversity of the town and its wider hinterland
- Enhance the attractiveness of the town centre and encourage visitors to lengthen the stay

- Strengthen the role as an opportunity for increasing the residential offer within and adjoining the town centre.
- Realise the opportunity for development and regeneration of the vacant buildings and underused sites.
- Consider options for increasing the potential for size and type of office facilities
- Consider the opportunity to strengthen the culture and creative facilities

In short, it must provide the best for all the people of the town and the wider borough, a development built to last that future generations can be proud of. The town centre will embody a new sense of pride for local residents.

Transformation at this scale must be managed and takes time. Delivery of this ambitious masterplan proposes a series of ideas and principles to maximise benefits to Hyde Town Centre whilst also aiming to minimise negative impacts. It is important to provide the right conditions that will get the town centre back to its former glory, support the growth of local businesses, provide the right infrastructure, deliver quality spaces and places and set the groundwork that encourages the right type of future development and investment to come forward.



A Masterplan will help to encourage future high quality investment into the heart of the town and support Tameside Council's ambitions to transform Hyde



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Hyde is located in the south of the Borough, neighbouring Woodley in Stockport to the south, Denton to the west, Dukinfield to the north and Longdendale and Hattersley to the east. The M67 dissects Hyde, acting as both an asset and barrier for access into the town centre and growth.

The study boundary reflects the definition of Hyde Town Centre and retail core as defined in the draft Hyde Supplementary Planning Document however it has been extended to capture wider parts of the town centre. These additional areas are considered important in creating a strong holistic vision as well as including key opportunities and assets of the town. The area includes the core retail area and the wider town centre and all major routes leading to it. To the north the

area is bounded by the motorway, adjacent to which is the bus station. On the eastern boundary the railway station is situated, two major convenience stores and the Peak Forest Canal. This area includes the main pedestrian route from the station to the core town centre retail area. The eastern edge of the town centre also connects to the Peak Forest Park, a major open space asset.

Market Street presents a cohesive townscape and there are a number of independent stores situated along the route. It connects to Union Street which accommodates the vacant former Library Building that remains in Council ownership and presents an opportunity for residential development.

Focus will centre around strategic green infrastructure and movement in and around Hyde

Union Street and Clark Way form the eastern boundary of the town centre and consists of a typical mix of fractured town centre zones uses, such as community services, residential and larger format retail space and associated car parking. The work in developing this masterplan also considers the wider town and regional context, particularly the role of the town in the region and the strategic green infrastructure and movement into and around the town centre.



01. Understanding the site

The first stage of our methodology was to gain a comprehensive understanding of the town and its community. This was achieved through a series of site visits, reviews of policy and adopted strategies and desktop data collation.

With the baseline information gathered the team then carried out an intense analysis of the data and our findings to identify all the constraints and opportunities associated with regenerating the town centre.

02. Speaking to the community

Analysing plans and reports was valuable and provided a practical insight into the area but speaking with the community and spending time in the area was invaluable to our understanding of the issues and identifying possible solutions. An online survey was created for people to leave comments about the town and to advise us on what is special about Hyde, how it feels to be a resident, its problems and solution.

03. Vision & Objectives

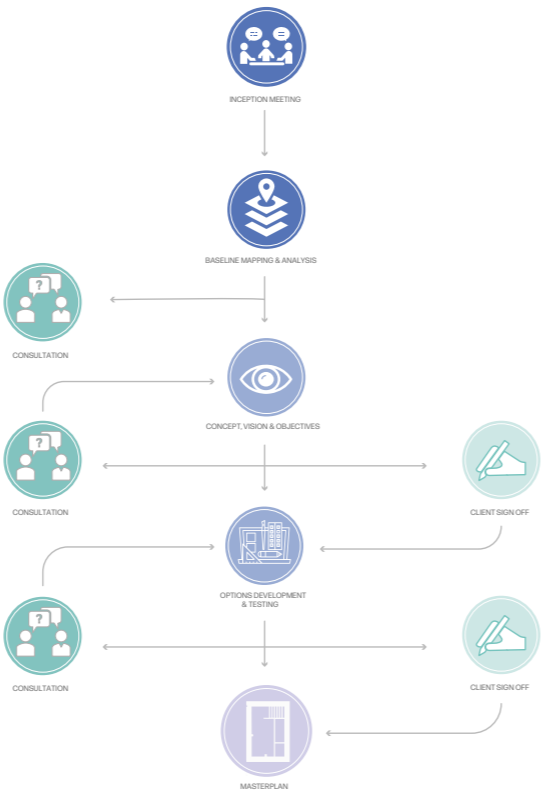
The results from the first two stages, including all community feedback, were evaluated and, in combination with the TMBC's initial brief and adopted planning strategies, used to confirm a vision for the masterplan. Design principles were defined that, when applied, ensured the project objectives are achieved.

04. Option Testing

In this phase we explored the methods and prepared a range of outline proposals that will achieve the project objectives. The options tested were a condensed version of the final masterplan; a series of plans that communicated the proposals and aspirations and acted as a catalyst to encourage comments and feedback.

05. The Masterplan

The final masterplan chapter contains a set of robust proposals that are based on the findings from the previous stages and the stakeholder's needs and aspirations. The proposals have been shaped through rigorous testing and consultation. The framework principles, defined at stage 3, will have informed all design decisions and led to a set of plans, diagrams and images that combined meet the objectives and vision.



02

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**Strategic
Regeneration**

Strategic Context

Tameside forms part of the Greater Manchester sub-region, which is home to approximately 2.8 million residents and is made up of 9 authorities. The sub-region benefits from a strategic location adjacent to major cities including Liverpool, Manchester and Leeds, infrastructure connectivity including Manchester Airport and its location on the strategic road and rail network, providing connectivity to the rest of the UK.

Tameside's position, with its proximity to key economic growth drivers, leisure and recreation offers makes the borough an ideal location for businesses. In particular businesses looking for links and ease of access to markets and skills bases across the north as well as for skilled workers wanting to live within commutable distance of Manchester, Liverpool and Leeds, whilst enjoying an excellent quality of life afforded by its close links with the Peak District.



Strategic Context



Caption

Caption

Page 324

Tameside and its main town centres have become a focus for regenerative investment in recent years with a number of planned areas of growth. There are currently a number of ambitious plans for high levels of development and growth within the vicinity of Hyde Town Centre.

Hyde Town Centre falls within the Hyde Triangle Located to the eastern edge of the Greater Manchester City Region. The Hyde Growth Triangle (HGT) is a key strategic growth opportunity focused around the transformational Godley Green Garden Village site. The HGT will maximise the economic growth opportunity presented by the scale of the Godley Green development site, to build on the lessons learned throughout the award winning housing led regeneration of Hattersley, to use the long term development of 2,150 houses in between Hyde Town Centre and Hattersley to drive innovation, increase high skill, high wage employment in sustainable growth sectors such as net zero technologies and modern construction techniques, to revitalise Hyde Town Centre by creating and to better link Hattersley to Hyde Town Centre through clear active travel routes.



Planning Policy Context

The Development Plan for Tameside is made up of the:

Saved Policies from the Unitary Development Plan (2004)

The Greater Manchester Joint Waste Development Plan Document (adopted April 2012)

The Greater Manchester Joint Minerals Development Plan Document (adopted April 2013)

Unitary Development Plan (UDP) : November 2004

The UDP sets out a framework for development within Tameside. The plan was adopted in 2004, however under the Planning and Compulsory Purchase Act 2004, the Council was able to 'save' the policies within the Development Plan in 2007 and therefore secure their continued use. The plan recognises the importance of retail uses within Hyde outlining that town centres remain the focus for shopping and related activities.

Policy S1 supports improvement and investment schemes where necessary to support and develop Hyde in its role as a district centre.

'The Council will identify and implement improvement and investment schemes, where necessary, to support and develop the role of Ashton-under-Lyne as the Borough's sub-regional shopping centre, of Hyde as a large district centre, of Denton, Droylsden and Stalybridge as district centres, and of Mossley and Hattersley as small district centres, each with their own identity.

These will include measures to enhance the environmental quality and appearance of the centres, to support and develop their role in providing office and other employment, to improve their accessibility by public transport and for pedestrians, and to make them safer by designing out crime. Improvements will be designed to provide for high-quality townscape, sensitive to people's needs and respecting the character of surroundings.'

Under policy S2, the Development Plan outlines its support for retail development within the town centre, stating that, 'the council will permit new retail developments within the Borough's town centres.'

Similarly, Clarendon shopping centre is allocated as a primary shopping area. Policy S4 aims to ensure the retention of retail uses within these areas. The policy outlines that change of use of retail premises to non-retail premises will not be permitted whereby it would 'create an imbalance or dominant grouping of non-retail uses in any particular area.'

Policy 1.7 also outlines its support for the role of town centres and their role as being 'focal points' for retail, leisure, commercial, administrative and cultural activities. The policy seeks to ensure that there is access to a variety of services for the entire community.

Finally, Policy 1.9 of the UDP outlines the objective of reducing the need to travel longer distances to employment and other services. It states, 'Opportunities wherever possible to retain and increase the availability of local employment, shopping and leisure facilities throughout the Borough.'



Planning Policy Context

National Planning Policy Framework (NPPF) : July 2021

The National Planning Policy Framework is the overarching planning policy and is a material consideration in planning decisions across England. The NPPF outlines its support for the role of planning in facilitating sustainable development. Para 86 of the NPPF supports the role of towns outlining that, 'Planning policies and decisions should support the role that town centres play at the heart of local communities, by taking a positive approach to their growth, management and adaptation.'

Planning policies should:

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1. Define a network and hierarchy of town centres and promote their long-term vitality and viability- by allowing them to grow and diversify in a way that can respond to rapid changes in the retail and leisure industries, allows a suitable mix of uses (including housing) and reflects their distinctive characters;
 2. Define the extent of town centres and primary shopping areas, and make clear the range of uses permitted in such locations, as part of a positive strategy for the future of each centre;
 3. Retain and enhance existing markets and where appropriate, re-introduce or create new ones
 4. Allocate a range of suitable sites in town centres to meet the scale and type of development likely to be needed, looking at least ten years ahead. Meeting anticipated needs for retail, leisure, office and other main town centre uses over this period should not be compromised by limited site availability, so town centre boundaries should be kept under review where necessary.

5. Where suitable and viable town centre sites are not available for main town centre uses, allocate appropriate edge of centre sites that are well connected to the town centre. If sufficient edge of centre sites cannot be identified, policies should explain how identified needs can be met in other accessible locations that are well connected to the town centre; and;
6. Recognise that residential development often plays an important role in ensuring the vitality of centres and encourage residential development on appropriate sites.'

Para 88 of the NPPF supports the vitality of town centres outlining that planning policies should 'support the role of town centres play at the heart of local communities, by taking a positive approach to their growth, management and adaptation.' The policy further mentions retaining and enhancing existing markets and where appropriate reintroducing and creating new ones alongside outlining the role of residential development plays in ensuring the vitality of town centres.

Draft Places for Everyone: August 2021

The draft Places for Everyone is a joint development plan between the nine Greater Manchester local authorities and sets out a development strategy until 2037. The plan aims to achieve inclusive growth throughout the Greater Manchester region. Greater Manchester is a diverse region, which plays an important role in the economic fabric in the north, contributing to 40% of the total economic output. The draft plan outlines an overall vision for Greater Manchester, stating that:

'Our vision is to make Greater Manchester one of the best places in the world to grow up, get on and grow old:'

- A place where all children are given the best start in life and young people grow up inspired to exceed expectations.
- A place where people are proud to live, with a decent home, fulfilling job, and stress-free journeys the norm. But if you need a helping hand you'll get it.
- A place where ideas and invention, with a modern and productive economy that draws in investment, visitors and talent
- A place where people live healthy lives and older people are valued
- A place at the forefront of action on climate change with clean air and a flourishing natural environment
- A place where all voices are heard and where, working together, we can shape our future.'

The development within Hyde Town Centre will help the Council in achieving this vision and aid in the facilitation of development within the town centre of Hyde.

Furthermore, Policy JP-J 1 supports the economic development of Hyde, and other towns within the Greater Manchester area, the policy seeks to obtain a 'thriving, inclusive and productive economy.' Outlining that

'There will be an emphasis on:

1. Maintaining a very high level of economic diversity across our boroughs
2. Facilitating the development of high value clusters in prime sectors such as
 - Advanced Manufacturing
 - Digital and cyber
 - Health innovation, including life sciences
 - Low carbon goods and services
 - Business, financial & professional services
 - Logistics

3. Making the most of major assets of the sub-region, such as:

- The high concentration and range of research assets
 - The large pool of graduates
 - Highly productive businesses in every sector of our economy
 - Exiting transport infrastructure such as Manchester Airport, Manchester Ship Canal, public transport networks and the motorway network
 - Major proposed transport improvements such as HS2 and northern Powerhouse Rail
4. Grasping the economic opportunities from the global transition
 5. Providing high-quality sustainable living environments that will help to attract and retain skilled workers
 6. Supporting local job growth, by seeking agreement with employers and developers, including housebuilders, to enter into local labour and training agreements through planning obligations and other mechanisms where appropriate...'

Finally, policy JP-P 3 aims to ensure the retention and development of cultural facilities throughout both cities and towns. Para 1 of this policy seeks to protect existing heritage, cultural and community venues. Similarly, para 3 aims to 'promote new or enhanced existing, locally distinctive clusters of cultural facilities, especially where they can provide an anchor for local regeneration and town centre renewal.'

Draft Hyde Supplementary Document: April 2011

The Draft Hyde Supplementary Document provides further development guidance in relation to developments within Hyde. There are a number of policies which are

Planning Policy Context

relevant to this Masterplan. Firstly, policy HYD4 aims to ensure high quality design to any public realm improvements to Market Street, the policy states: 'Public realm improvements should include the following elements:

- Apply a palette of materials that complements/ aligns with the 'new' market square
- Use street trees within the design to 'green' and soften the street environment
- Install parallel on-street parking bays within the public realm where appropriate
- Widened walkway
- Install raised & wide pedestrian crossings
- Remove/ minimise street clutter; and Allow appropriate uses to spill into the street.'

Paragraph 7.7 of the document goes on to outline design considerations in relation to any Market Square development. This includes: the improvement of the Clarendon Square gateway and visibility of units, ensuring the market is not the dominant feature of the square and applying a shared surface over Market Street to better link the Town Hall which sits opposite.

Policy HYD 5 builds on the previous policy outlining principles which should be followed for any Market Street development, this includes:

- Fronting onto Market Street and other primary frontages
- Blank façades will not be acceptable
- Aligning with urban grain (exceptions for some large scale development)
- Plots/ widths align with existing buildings
- Storey heights align with existing buildings (unless demonstrated would provide positive contribution to street scene

- Materials should align with dominant materials used on Market Street
- Town centre uses will be supported (retail, cafés, restaurants, office, residential and leisure)
- Business uses should be located in properties north of Union Street.

There are a number of other policies which are relevant to this masterplan, these are outlined below.

- Policy HYD1- Residential Development
- Policy HYD2- Office/ Commercial Developments
- Policy HYD 10- Development Principles for Clarendon's Northern Area

Tameside Town Centres Framework: February 2022

The Tameside Town Centres Framework provides an overarching strategy for all Town Centres within Tameside. The framework seeks to take a holistic approach to the future of town centres considering people, place, environment, transport and movement, economy, housing, health and well-being. The framework actively supports the development of Hyde Town Centre stating that

'There is a significant opportunity for Tameside's town centres to rebuild and reinvent themselves as the heart of their communities with an increased focus on heritage and built form, culture, health, education, housing, leisure, arts and retail.'

The framework outlines key strategic priorities for all the town centres, these are:

- Environment and Healthy Places
- Transport and Movement
- Retail and Leisure
- Markets
- Commercial
- Marketing and Promotion

- Collaboration
- Housing
- Employment and Skills

The masterplan will ensure that the strategic priorities are delivered within Hyde and ensure there is an holistic approach to development within the centre of Hyde.

Topic 4: Town Centres and Retail

This topic paper is part of the Preferred Option Local Development Framework- Core Strategy.

The document outlines the historical context of Hyde, setting out its expansion during the industrial revolution. Similarly, highlighting the effect Crown Point had on the retail expenditure within Hyde. It is evident that the topic paper is supportive of future development within the centre of Hyde, given the recommendations made within the documents referenced. Specific reference is made to the retail sector, this is outlined in para 7.10

'Hyde should therefore focus on improving its retail offer through the regenerating its existing retail premises/ floorspace and the general retail environment.'

However, there is also recognition that other non-retail uses compliment the existing retail uses and provide diversity within the town centre.

Whilst reference is made to the increasing of floorspace within town centres, it is noted that focus should also be on improving the retail environment and 'enhancing and promoting niche elements of the centre and regenerating floor space.' Similarly, it is stated that high-quality design is needed, to ensure an attractive, usable and welcoming environment, aiding the future prosperity of town centres.



03

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Understanding Hyde

The Market Square, created in the 1800s and operational in its original form for over 100 years, is still the focus of the town centre.

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Although Hyde dates back to the 13th Century, as part of the grounds of Newton Hall, and grew to a small settlement focussed around Red Pump Street and Gee Cross by the end of the 18th Century, the Hyde we know today is a result of the industrial revolution. As with many of the Greater Manchester towns, Hyde population growth is associated with the cotton industry. In its 19th Century prime, Hyde contained 40 cotton mills. The streets of Hyde, civic buildings and original terraced housing stock were all built to house and support the mill workers. The Peak Forest Canal was also constructed during the industrial revolution to facilitate transport of the cotton goods.

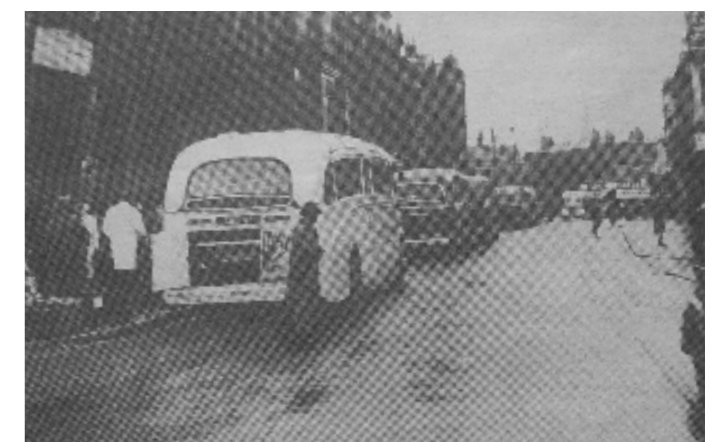
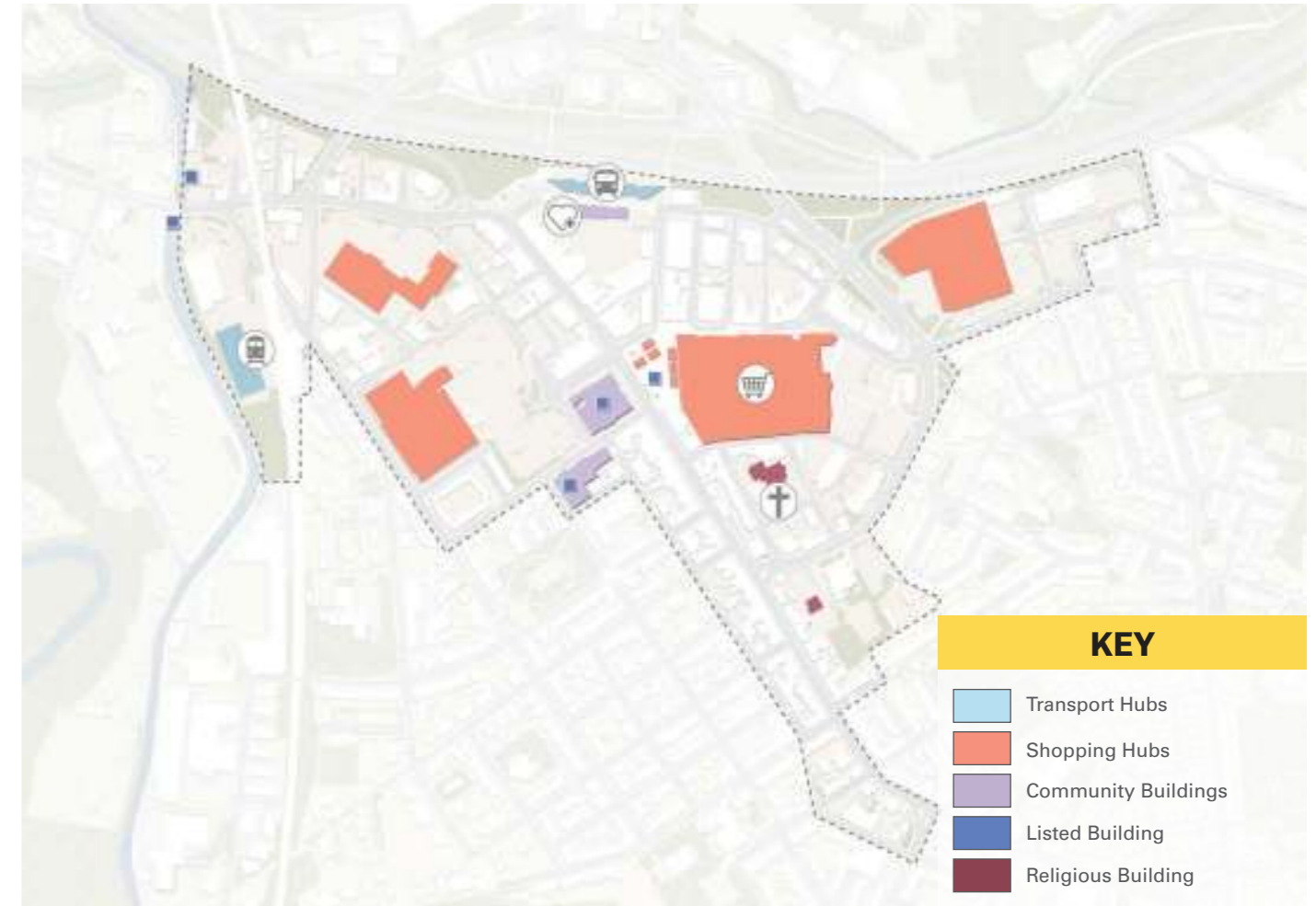
Hyde's identity changed during the 20th Century. The end of the industrial revolution required its residents to find a new purpose and its excellent transport infrastructure made travelling to Manchester accessible to everyone. Hyde therefore became a main commuter town to Manchester.

Hyde today still relies on elements of its heritage. The market square and the adjacent

town hall are still the focus of the town centre, Hyde Park and the Peak Forest Canal are still valued leisure locations, and scattered historic buildings add character to the built environment.

Market Street and Market Square have historically been the retail core of Hyde while Corporation Street its civic core, and the original location of the police station and post office. The Market Square, created in the 1800s and operational in its original form for over 100 years, is still the focus of the town centre.

The Clarendon Shopping Centre, located on the site of the original market, opened in the 1960s and was Tameside's second largest shopping and became a regional attraction. The traditional market stalls were separated into two areas; the indoor market located within the shopping centre, and the outdoor market located in the external market square located between the shopping centre and the town hall. The societal changes of the 21st century has seen footfall reduced with Hyde Town Centre resulting in the closure a retail units and a gradually failing market offer.

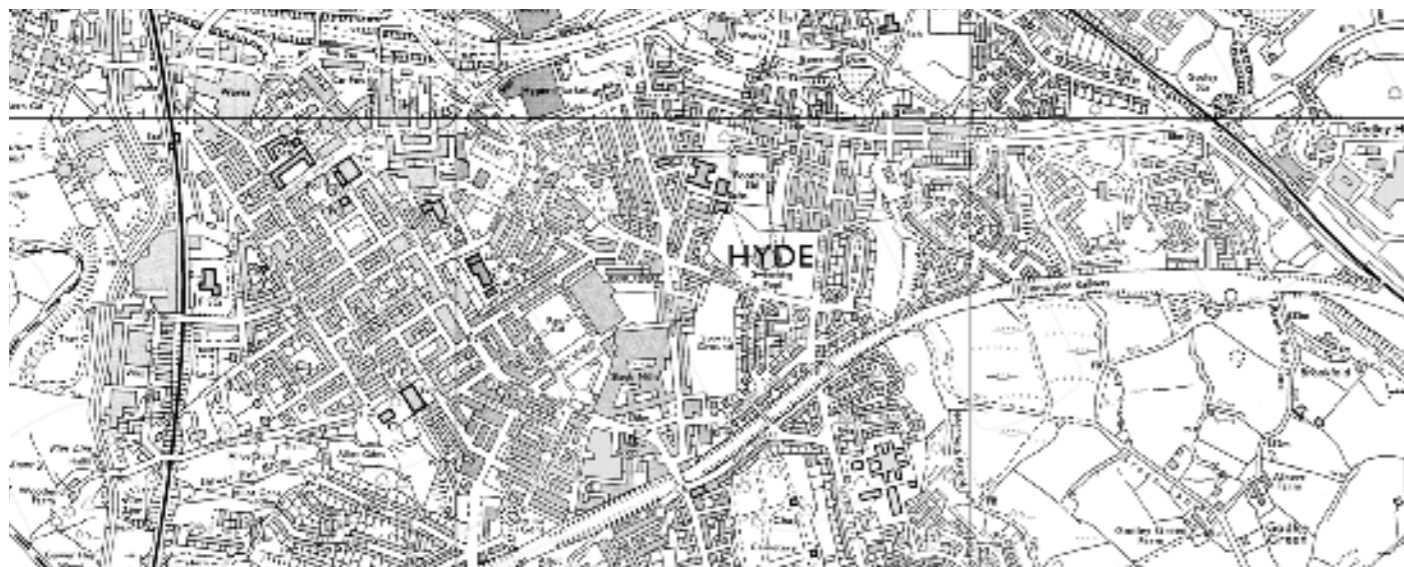




1910s



1970s



1990s



The Grade 2 listed bus shelter at Market Square are still a prominent feature in the town centre today



Performance of the Town Centre

Transport & Movement

Whilst the town centre is accessible, the location and setting of the public transport connections offer poor sense of arrival with limited wayfinding or landmarks to easily orientate yourself.

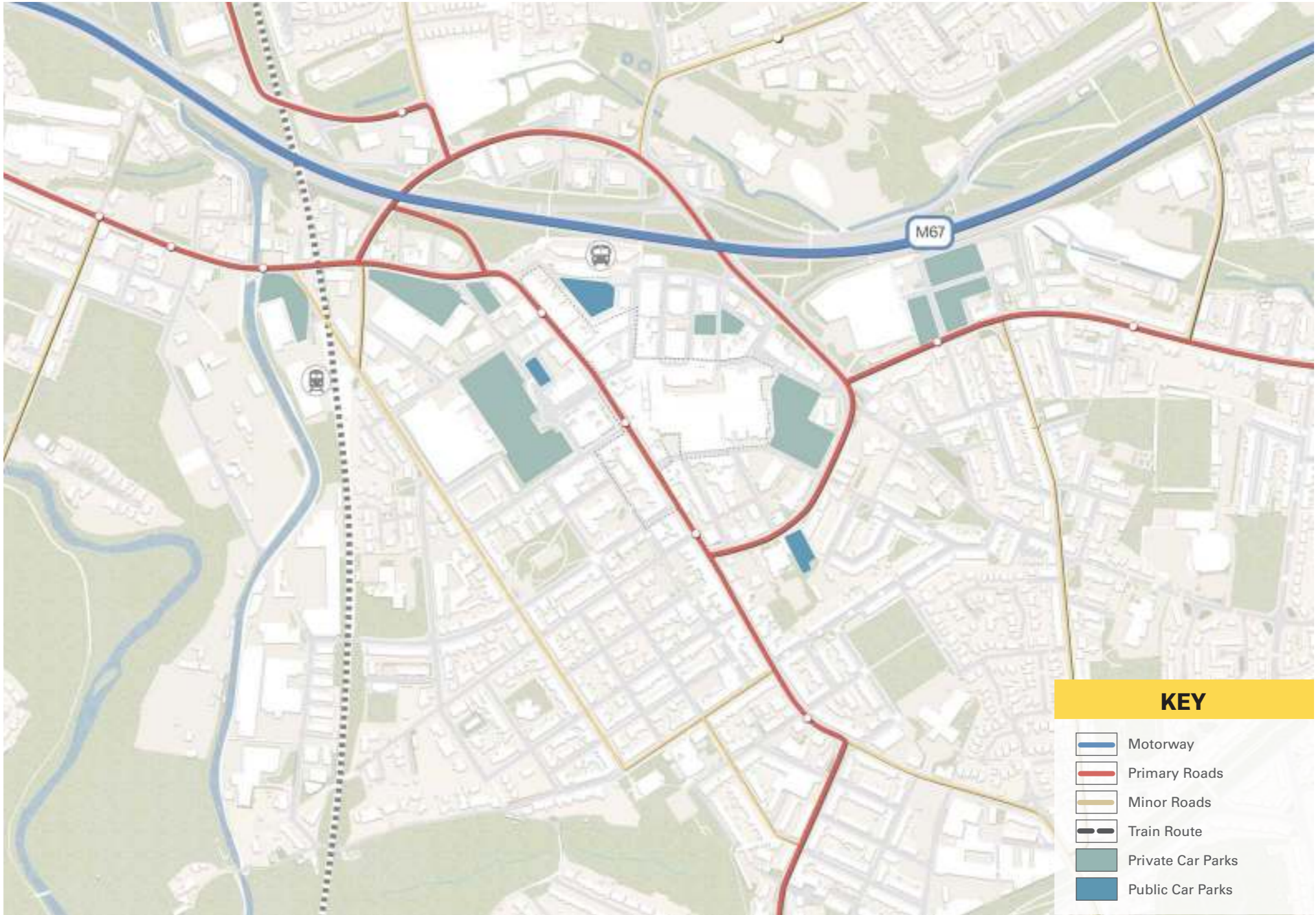
The town centre, as a whole, is compact and easily walkable, but poor quality public realm does not create an easily legible pedestrian realm.

Hyde is connected to Manchester City Centre and the local train network and Hyde Central station is located approximately 500m west of the town centre.

The town is bordered to the north by the M67 and to the west by Union Street which link Hyde into the wider road network in the north west. A network of A, B and local roads form a grid within the town centre, with Market Street being the main road running through the town.

This road runs directly through the town centre and forms a barrier and conflict for pedestrians accessing the town centre from the Asda car park, rail station and also separates the shopping core from the town hall, theatre and other cultural assets.

This barrier is emphasised by the number of accident hotspots identified along the length of the road.



30 mins
via A628 to the Peak District National Park

M67/A560
Direct links around North West

20 mins
via road to the Manchester

20 mins
via train to Manchester



Footfall & Retail Offer

At present, Hyde Town Centre has good connections to the strategic road network and rail links to Manchester, and onward destinations via Hyde Central Station. It is also served by effective bus routes. However, there are several transport and movement challenges.

The three main points of arrival into the town centre do not feel like key gateways that present Hyde as a modern, vibrant and accessible town.

By Bus

Arrival by bus is typically via the bus station located adjacent between the Clarendon Medical Centre and the M67. It is a heavily constrained footprint, with poor and very limited public realm, and poorly connected to the wider town centre via the unattractive route along Clarendon St. There is no space to pause, orientate yourself, or to wait for a friend. This contributes to the lack of intuitive way-finding that should encourage pedestrians into the heart of the town centre.

By Car

By car, the largest car parks are found on the eastern and western periphery of the town centre off Union Street or at the Asda superstore. If arriving from the M67 likely route is along Clark Way into the surface level car parks to the east.

Here, the sense of arrival is poor. The town centre presents inactive façades and backs of buildings. The town centre feels like it is turning its back on you rather than welcome you in.

By Rail

Arrival by train possibly provides the poorest sense of arrival into the town centre. Hyde Central train station is located about 500m west of the town centre, but as you disembark the train you find yourself in a mixed residential/light industrial area with limited wayfinding and landmarks to orientate yourself. The rear of the Asda Superstore is dominant and combined with other inappropriate town centre land uses in this area does not provide a welcoming sense of arrival or attractive route into the town centre.

“The relatively new town centre bus station is a good quality facility, but feels disconnected from the town centre”



“The town centre is traditional and is overshadowed by other towns in the borough. It is characterised by a modest shopping centre and a large linear high street. However, having a shopping centre with a positive asset manager is a big bonus for Hyde.”

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Footfall & Retail Offer

In recent years, Hyde Town Centre has suffered from declining footfall and a decrease in the market share of comparison goods. Previously, the town was very vibrant and benefited from loyal shoppers; however, a perfect storm with the introduction of out-of-town retail parks, superstores such as Asda and Morrisons, the closure of High Street names alongside the broader macro trends of a shift to online retail, has badly impacted the town centre.

The high street is currently overstocked in terms of retail quantum, has an over-supply of lower value shops, and a lack of quality food and beverage outlets. In the context of the above, there is therefore a need to create a broader offer to entice people back

into the town centre, to address the lack of an evening economy and to return the town centre as a place for families to spend valuable quality time together.

Footfall data was collected for Hyde between 2019-2021. The data shows that daily footfall for Hyde has generally been lower than pre-pandemic levels, this was especially true between mid-March and September. It was only during October did the average daily footfall reach 2020 and 2019 levels. The highest daily footfall was during the winter months in November, December until March.

In regards to hourly footfall, the highest footfall is achieved between 3-5 in afternoon. After 5, there is a significant decrease in footfall which continues until 6 in the morning whereby it starts to increase.



“According to CoStar, vacancy rates for retail units across Tameside are at 1.9%, this is compared to Hyde which has a vacancy rate of 2.69% which has increased since the first quarter of 2022.”

The hourly footfall has not reached pre-pandemic levels and suggests a decrease in weekday late afternoon traffic and commuter traffic. This could be down to a number of factors not least that many people and employers have allowed employees to work from home since the Covid pandemic in 2020. Given that a large majority of those residing in Hyde commute to Manchester, this could have resulted in lower footfall.

The majority of shops and services are located on Market street. The street has a large number and variety of independent retailers including a convenience store, bridal shop, pet shop and electronics shop. There is also a large number of food takeaway outlets and other services including hairdressers, opticians, bank and estate agents. Vacancy rates for Market

Street are around 4.8%, this has increased from 0.5% during the last quarter of 2021.

The Clarendon Shopping Centre is located off Market Street, adjacent to the civic square. The shopping centre sits in the heart of Hyde and contains a variety of both retail and food outlets, including Costa Coffee and Greggs. The shopping centre also boasts an indoor market too, which hosts 70 stalls and is open 6 days a week. According to CoStar the retail vacancy rate for the shopping centre has dropped by 3.7% since last year, most notable with B&M recently relocating out of the shopping centre.

Hyde Town Centre’s land-use arrangement is fragmented without clear zonal layout. This results in an incoherent urban fabric containing land-use that is inappropriate for a successful town centre.

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Land - Use

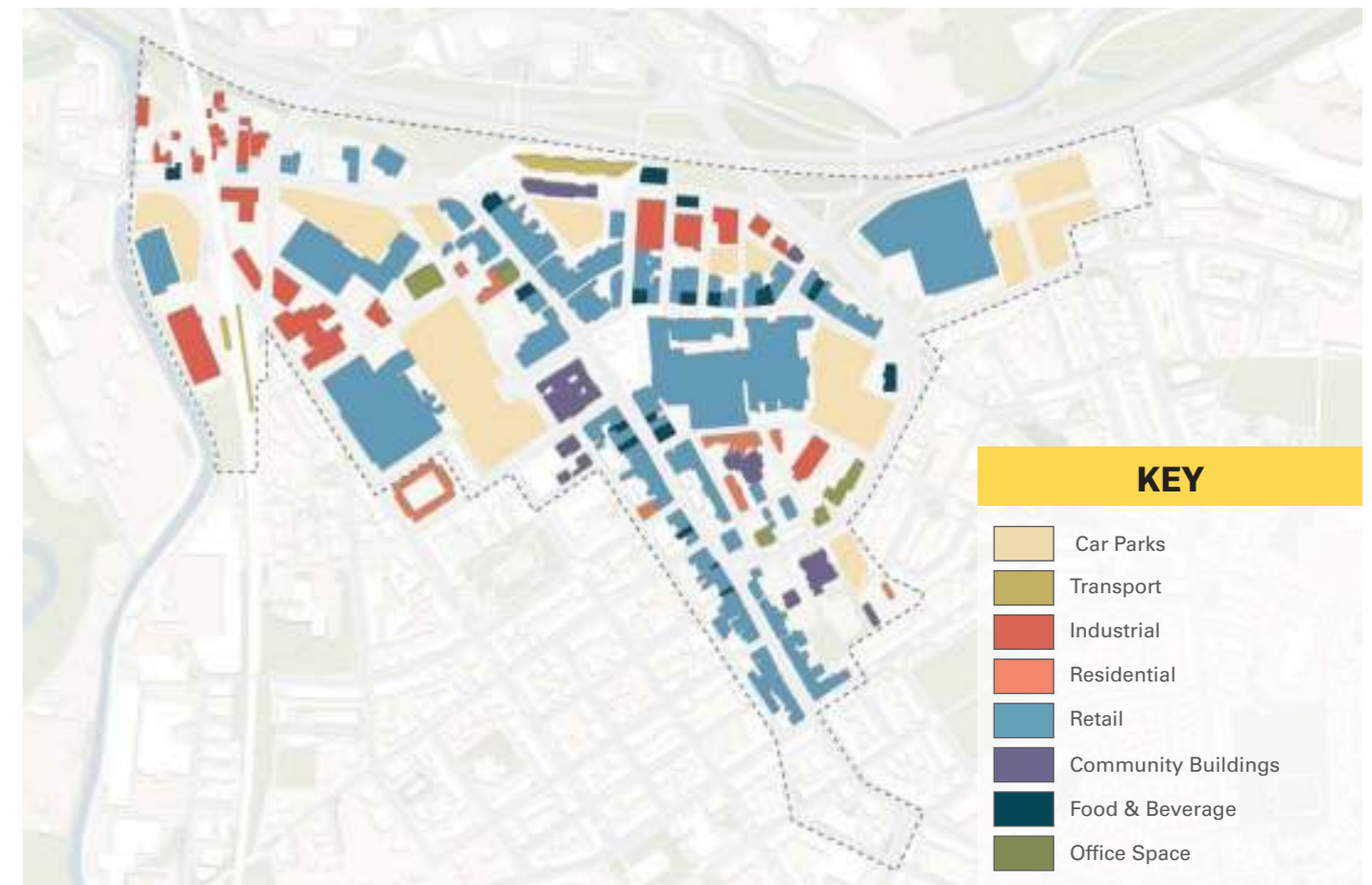
This is specifically apparent at the connection from the train station to the retail core. What should be a pleasant and safe route, providing a sense of arrival, is hampered by the location of semi-industrial units that detract from the streetscape and provide no natural surveillance or active frontages. The zones to the south and north of the Clarendon Centre sees a disjointed mix of residential, employment, semi-industrial which again does not positively contribute to placemaking.

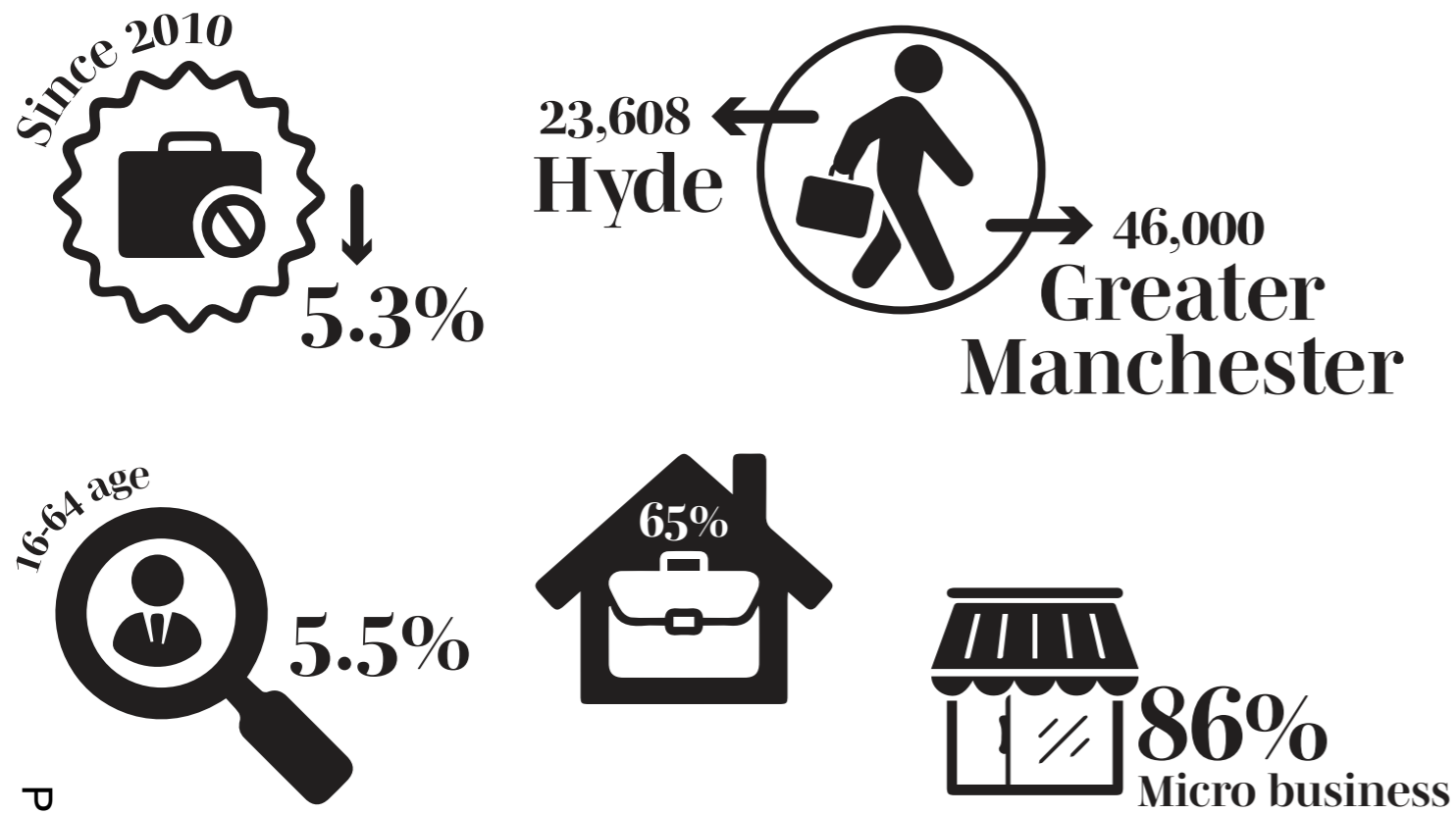
Hyde does have a strong civic and retail core though. The historic trading areas around Market Street and Market Place have been retained and positively influenced by the neighbouring Town Hall and other buildings of historical and architectural importance. This is most apparent along Corporation Street, where the Festival Theatre, Post

Office building and the Islamic Centre all offer community facilities in a desirable setting.

Moving away from the town centre to the urban fringe the retail gradually reduces and transitions to a predominantly residential offer, with the exception of the western edge where we see larger scale industrial buildings fronting on to one of the town’s biggest assets, the Canal. Small pockets of newly built homes are of good quality but they are surrounded by transport infrastructure and semi industrial buildings that do not create an attractive environment for families.

Office space is dotted around the town centre and provides the town centre with regular footfall throughout the week. This office space would generally fall within the Class C category and isn’t of a quality that would attract new employers and employees to Hyde.





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Employment

Within the overall northwest of England, there are over 3 million economically active people, with only 242,499 people unemployed. Census 2011 data outlines that there are 17,924 economically active people within Hyde, with 8,338 economically inactive, including those who are retired and those studying. In terms of earnings full-time workers in Tameside earn on average £527 a week (gross) this is lower than the UK average of £613.1 a week. According to Census 2011 data 23,608 people commute into Hyde to work, with 46,000 people leaving Hyde to other parts of Manchester to work. Given the proximity of Hyde to the centre of Manchester, this is to be expected. Not only does Hyde sit off the M60 motorway, but it also has frequent bus and rail services to Manchester City Centre and other parts of Greater Manchester.

The changes in Gross Value Added (GVA) per head by sectors in Tameside between

2001 to 2020 have been fairly dramatic. From research, it is evident that the "Health" sector (254%) has the most substantial growth, followed by the "Financial" (99%) and "Arts & Entertainment" (80%) sectors. Over the period 2001-2020, only the "Manufacturing" sector in Tameside experienced a decline in GVA growth per head. It should be noted that the Covid-19 Pandemic in 2020 has had a significant impact on the GVA growth of the "Health" sector in Tameside. There is an 18% GVA growth in this sector between 2019 and 2020. However, without accounting for the Pandemic period (2020), the "Health" sector is still the top growth sector in Tameside between 2001 to 2019, with 218% of GVA growth per head. Most of the industry sectors in Tameside have experienced a decline in GVA during the Pandemic in 2020. In particular, the "Accommodation & Food" sector has the most substantial decline in GVA per head in 2020.

We also considered the location quotient of the area. This data shows the employment structure of both the town of Hyde and the Town Centre area compared to the wider geography of Greater Manchester in 2021. The data for the Town Centre area takes the proxy of ward boundaries, which is "Hyde Godley" for Hyde Town Centre.

The data indicates that Hyde Town Centre has sectoral strengths in:

- Arts, entertainment and recreation;
- Wholesale and retail trade;
- Manufacturing; and
- Public administration and defence.

This is defined as having a higher number of businesses or employers categorised within these sectors compared to the local and indeed national average.

There are several sectors in the Town Centre which have lower representations in comparison to Greater Manchester. The following broad sectors have lower overall representation in the Town Centre economy:

- Construction;
- Information & communication;
- Administrative & support service;
- Financial & insurance activities;
- Real estate activities; and
- Professional, scientific & technical.

Given this employment structure and the nature of industries, this may indicate that the Town Centre will have higher demand in retail or industrial floorspace compared to offices.

It is also worth considering the trend of office property stock between 2001 to 2020 based on VOA statistics. This indicates that there is a substantial decrease (-61%) in the number of offices in the Hyde Town

Centre area since 2001. Moreover, there is a positive growth in office stock for all other local town centre comparators since 2001, in which Denton Town Centre has the most substantial growth (increased 60%). It should be noted that a significant drop in office stock in Hyde Town Centre took place from 2019 to 2020, with a 43% decrease occurring within a year. In comparison, a substantial increase in office stock in Ashton Town Centre (27%) occurred in the same period.

The latest unemployment data (April 2021 to March 2022) shows that the residents in Hyde has the lowest unemployment rate (3.5%) among local town comparators and the wider geographies (Tameside, Greater Manchester, England). The data of Universal Credit and Job Seekers Allowance (UCJSA) claimant is an alternative indicator of unemployment status in a given geography. The UCJSA claimant count data is available at the Ward level between 2011 to September 2022. 5.5% of residents aged 16-64 in Hyde Town Centre have claimed for USJSA in September 2022. This is lower than Ashton (9.1%) and Rochdale Town Centre (10.6%) but slightly higher than Denton Town Centre (4.3%). Between 2011 to 2022, the proportion of claimants among the comparators has reached its peak in 2020 due to the impacts of the Pandemic. In the past two years (2020 to 2022), the proportion of claimants has decreased to nearly the pre-pandemic level.

"The latest unemployment data (April 2021 to March 2022) shows that the residents in Hyde has the lowest unemployment rate (3.5%) among local town comparators and the wider geographies (Tameside, Greater Manchester, England)."

Performance of the Town Centre

Housing

Hyde’s housing market is facing some challenge as house prices have increased at a slower rate than some of its neighbouring towns within Greater Manchester, with sales and rental figures exhibiting lower values upon comparison.

Intervention in the housing market will be a key component of the regeneration of Hyde. Increasing and improving the residential offer will address the issue of under supply, and ensure provision of appropriate, quality, housing to meet current and future evidence-based needs for market and affordable housing. There is an opportunity to build apartments and higher density development close to key public transport nodes such as Hyde Central Station, and the opportunity to diversify tenure through offering Build to Rent product.

According to Rightmove the average selling price in Hyde for 2021 was £208,203. This was predominately made up of terraced properties with an average house price of £170,031. Semi-detached properties sold on average for £224,728 with detached properties averaging £382,900. In comparison the average sold price in Stalybridge was £218,141 over the last year. Similar to Hyde, the majority of sales were terraced properties selling on average of £175,78. Semi-detached properties sold on average of £221,385 with detached properties fetching £373,148. Overall, sold prices in Stalybridge over the last year were similar to the previous year and 20% up on the 2019 peak of £181,855.

In regard to tenure, in 2020 32.4% of people living in Tameside owned properties outright, with 34.23% owning with a mortgage, 14.19% were private rentals, with 19.18% being social rent. This is compared to

the English average which was 36% owning outright, 28% were owned with a mortgage or loan, 19% were privately rented and 17% were social rent.

In March 2022, The median house price of Hyde Town Centre (£165,000) is higher than Ashton (£131,000) and Rochdale Town Centre (£100,000) while slightly lower than Denton Town Centre (£167,000). At the town level of Hyde (including wards of Hyde Newton, Hyde Godley and Hyde Werneth), the median house price (£183,333) is similar to the average of Tameside (178,000) while lower than Greater Manchester (£200,000) and England (£270,000).

“Hyde is ideally placed to benefit from the rising residential values in Greater Manchester having a robust existing housing stock, close to facilities, as it has good road access and public transport.

The existing demand and values for properties in Hyde appears weak compared to other local town centres and whilst the masterplan must consider potential, major housing developments that may occur locally, it should also prioritise the existing residential areas / offer.”

Among other local town centre comparators, the growth of house price in Hyde Town Centre is lower than both Ashton (79%) and Denton Town Centres (82%) but higher than Rochdale Town Centre (33%) since 2011.

The median rents for Tameside is £625 per month, this is lower than the average of Greater Manchester (£695 per month) and England (£795 per month). The rents in Tameside have increased by 29%, which is lower than the growth at the level of Greater Manchester (40%) and England (38%) since 2011.

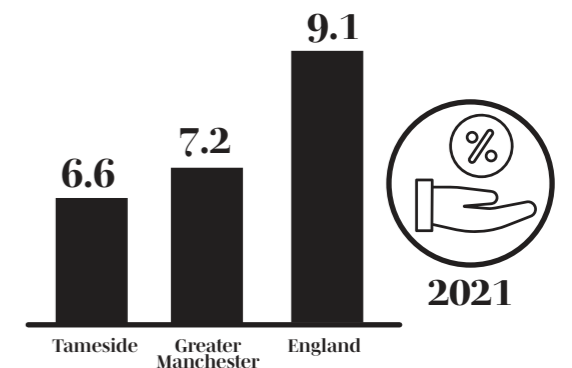
Our research also considered the workplace-based affordability ratio since 2001. The ratio is calculated by dividing the house price with workplace-based earnings. Data for Tameside is compared with the wider geographies of Greater Manchester and England.

There is a general trend of increasing affordability ratio for all comparators since 2012. The median affordability ratio for Tameside is 6.6 in 2021. This compares to Greater Manchester with 7.2 and England with 9.1 in the same year. That is to say, the current median house prices in Tameside are relatively affordable than Greater Manchester and England on average. When considering the lower quartile (LQ) workplace-based affordability ratio since 2001. The LQ house price in Tameside is slightly less affordable than the Greater Manchester average.

During the Pandemic period (2020 to 2021), both median and LQ affordability ratios have worsened. The latest data in 2021 shows that the affordability issue across all levels of comparators may lead to a growing demand for low-cost or rented housing products.



£165,000
Hyde Town Centre
£131,000
Ashton Town Centre



Hyde benefits from access to high quality recreational & green space to the north. Despite this, the public realm within the town centre is under performing and is dominated by street furniture, and, in some cases, with vehicular traffic.

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Public Realm & Open Space

The open space profile largely mirrors the borough’s average. There is a shortage of green amenity space within the town centre boundary, but this is to be expected considering its size. The issue is mitigated by the proximity of good quality amenity spaces just outside of the town centre boundary; Millennium Park and Hyde Park are easily accessible on foot and within a 5 minute walking range from the train station, bus station and shopping core. The residents of Hyde also have above average access to natural space that is located outside of the borough with the River Tame, Peak Forest Canal within 500m and the Peak District itself within 5km.

One area that Hyde does fall short in is the amount of formal play. The 2017 Open Space Assessment identified the following recommendations: “Opportunities to

improve existing facilities within the Newton and Gee Cross areas from LEAP (Local Equipped Area for Play) to NEAP (Neighbourhood Equipped Area for Play) or securing of new provision would aid in minimising gaps. Additionally the securing of replacement facilities within Hattersley would assist in providing more comprehensive cover.”

Although Hyde has these assets available to the residents and visitors, access and wayfinding is inadequate. The M67 severs Hyde Park from the south, and although footbridges area available, the unattractive and indirect pedestrian route restricts the number of ad-hoc visitor travelling from the town centre. Wayfinding also falls below acceptable standards. There is to inform town centre visitors of the accessible amenity spaces located around the town centre.



Public Realm

There are signs of an applied public realm strategy for Hyde Town Centre. Paving and street furniture, although in need of maintenance, are coordinated in terms of materials, colours and styles, resulting in a streetscape with a clear hierarchy although one that does not reflect the unique character of the town. A recent refurbishment of the market square and Town Hall curtilage sees natural stone paving and contemporary furniture. This higher quality treatment is an isolated example and creates a unique character for the square but one that is not duplicated in the surrounding streets.



Footpaths

The predominant footpath treatment is 450 x 450 concrete flags with block paving drainage channels and trims. Footpaths are typically edged with pre-cast concrete kerb. New paving outside the town hall and within the Market Square is formed from sawn cut sandstone in 450 x 900 units. Footpaths revert to tarmac as you start to travel away from the retail core.



Street Furniture

Street furniture can be split into two categories; around the Town Hall and Market Square the furniture is fabricated from stainless steel or mild steel with a stainless appearance. We also see new planters formed from polished granite. Along Market Place and Market Street the furniture typology is mild steel in a traditional form powder coated green.



Review of socio economic data allows us to gain a further insight into some of the challenges or indeed positive attributes for the area.

Where possible the data is reviewed at Borough and local level, to frame the economic context and provide a true picture of Hyde Together, this will dictate uses and opportunities to be brought forward and ensure the masterplan proposals are attuned.

Population

According to the mid-year data sets for 2021 published by the ONS, the population of Hyde is 38,956. 49% is male whilst 51% of the population is female. The population has increased by 15% since 2001. The population of Hyde Town Centre area specifically has risen by 17% which is a substantial rise in comparison to it's neighbours with Greater Manchester.

According to Census data, in 2020 60% of the population in Hyde were 18-64, with those 65 and over making up 16% of the

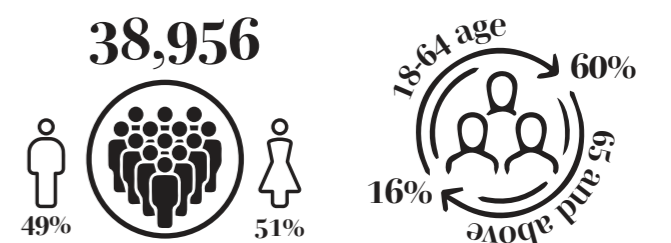
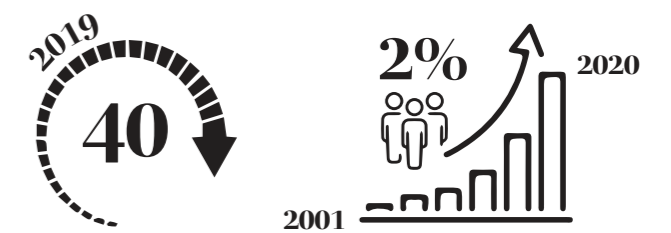
total population of Hyde. The median age of those living in Tameside in 2019 is 40, with a population density of 2,196.

Deprivation

The Index of Multiple Deprivation publishes data on the LSOAs, termed Lower-layered Super Out-put areas. These are small areas designated to be of similar population size, with an average of approximately 1,500 residents or 650 households, there are 32,844 LSOAs in England. In regard to income, Tameside is ranked 47th in terms of the 10% most deprived LSOAs in England. The median gross full-time income for residents in Tameside is £27,706, this is compared to the UK average salary which is £31,285.

Research suggests that all town centres within Tameside are subject to severely deprived conditions, but Hyde Town Centre is the worst in the borough, ranking within the 10% most deprived areas in England. In addition, Hyde Town Centre has experienced the greatest decline in its IMD Average rank in Tameside between 2015 and 2019, in relation to the rest of England .

“According to 2011 ONS date the population of Hyde is made up of 90% of people who identify as white, with around 17% of residents identifying as Asian/ Asian British”



Hyde today presents a mixed experience with areas of strong historic and architectural merit, local green infrastructure and a local cultural scene contrasted with a fragmented urban form, a dominance of highways infrastructure and impermeability to pedestrians.

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The most attractive areas of the town centre are where historic buildings are a focal point of the landscape, along with active frontages and activity but even in these areas, vehicles dominate the public realm reducing permeability and segregating areas of the town centre.

At face value, the town today has come to be defined more by the latter presented experience. Large scale modern developments, most notably the Clarendon Centre, Asda Superstore, Morrisons Superstore and B&M along with their associated car parking occupying a significant area of the town centre's core.

While both bring significant benefits to the economic vitality of the town centre they do have a negative impact on its appearance and its permeability, presenting large inactive façades and blocking some pedestrian desire lines.

Weaknesses:

- Vacant buildings
- Poor Public realm, leisure & evening offer
- Vehicular dominance
- Lack of identity
- Poor retail offer/diversity
- Land uses not appropriate for town centre
- Poor sense of arrival at key gateways
- Underutilised civic buildings
- Poor quality buildings and shop fronts
- Lack of Green infrastructure
- Frequency of connections to Manchester

Strengths:

- Historic Buildings
- Market Town History
- Location to Manchester
- Pro-active community & LA
- Diverse community
- Sustainable transport
- Wider developments
- Residential close to town centre
- Proximity to M67
- Local Green spaces
- Independent shops and wide range of services, cafes in town centres



Performance of the Town Centre

Another defining feature of Hyde Town Centre is its road network. The M67 and Union Way encircle the town centre core whilst Market Street, and its associated motorway traffic, bisects the heart of the town centre. Whilst this road network helps to ensure the town centre is easily accessible by car and facilitates movement around the town, improvements are needed to provide a better pedestrian and cycling experience and ensure physical barriers are minimised. This will further enhance the arrival experience into the town and the general perception of the place.

Clarendon Square is the main focal point of the public realm in Hyde Town Centre and went through a redesign in 2011. It is a busy space acting as a thoroughfare: providing access to the bus station, the high street: with shops and food outlets at its edges and as a location for the regular market. Its design though is at conflicts with the shopping centre and pedestrians using the space. The fixed market stalls dominate the space and when not in use appear untidy and negatively impact on the potential flexibility of the space. There is potential for enhancements such as a urban greening and upgrades to buildings and shop fronts which define the space. There are also some of vacant properties in and around the central spaces of the town.

Opportunities

- Re-use of vacant buildings at key locations could transform Town Centre.
- Opportunity to address the dominance of vehicles on Market Street creating a safer, more legible pedestrian realm.
- To create brand Hyde that builds on the areas heritage and past with a clear purpose and direction for its future as part of the Hyde triangle.

- Opportunity to capitalise on the existing community passion and investment.
- Improve key pedestrian corridors from sustainable transport links.
- Opportunity to revitalise and bring new uses to key civic buildings
- Create a flexible market square with a focus on an attractive market offer.
- Revitalise Hyde's market and shopping centre offer working with new owners (Martin Group)
- Creating a more varied town centre offer including leisure and F&B opportunities
- Consider a balanced land use mix into the town centre including residential and cultural uses.

Challenges

- Slow economic recovery resulting from COVID pandemic and increased pressure from cost of living crisis.
- Climate change and the need for adaptation and resilient response.
- Current local population with relatively low disposable income to be spent locally in the town centre.
- Current piecemeal land ownership prevents delivery of larger transformational development opportunities with land assembly required.
- Hyde finding its own place within Tameside and greater Manchester as a whole. Competition with other local centres.
- Negative perceptions
- Continued reliance on vehicular access and convenient parking within TC.
- Community and stakeholder backing
- Viability of development opportunities through financial constraints, investor interest and/or availability of grant funding.

Creating a more varied town centre offer including leisure and food and beverage opportunities will provide greater reasons to visit the area.



Performance of the Town Centre

Summary of Opportunities

The town centre has a number of positive characteristics, notably: a number of significant historic buildings and cultural attractions; a large town centre square; areas of green spaces close to the town centre core and the historic street frontages of Market Street which help to define key routes and spaces.

Unfortunately, there are also a series of identifiable negative influences on the character of the town centre, these include: large and “big box” building forms which are out-of-scale with the historic town centre; a proliferation of surface car parking at key arrival points which leads to visual dominance of vehicles and traffic-dominated environments; and a busy road network surrounding the town centre core, which creates some barriers to pedestrian movement, isolating areas of the town and encourages car use.

In summary, considering all the above, the key Opportunities and issues to be addressed through the Masterplan Development Framework for Hyde Town Centre are highlighted on the plan (following page) and include:

- Positively changing the perceptions of the town centre, through high quality events and activities in the centre including temporary pop ups or ‘meanwhile’ uses to demonstrate change is happening.
- The opportunity to redevelop and diversify Council-owned assets to best effect. This includes making the most of the significant heritage and cultural assets that exist in the town centre such

as the Town Hall.

- Improving place-making, sense of place and public realm experience. Providing better amenity and experience will encourage people of all ages to visit and spend their leisure time in Hyde Town Centre.
- Ensuring that the town centre is accessible by all modes of transport. This must focus on sustainable modes of transport such as walking and cycling, and that appropriate infrastructure is in place to accommodate this. Similarly, improved access by bus and rail should also be incorporated into the Framework, including better public realm and connections from existing bus and rail facilities. Car parking should be considered across the town centre and future provision and demand assessed in the context of climate change and sustainability targets, co-locating facilities in multi storey parking where possible.

Supporting existing retailers and traders, by consolidating and enhancing the retail offer and responding to existing challenges and future trends to ensure a vibrant town centre for the existing community and future generations to enjoy.



Meanwhile or pop up uses help to enliven spaces in the short term demonstrating change is possible and happening in an area

Summary of Opportunities

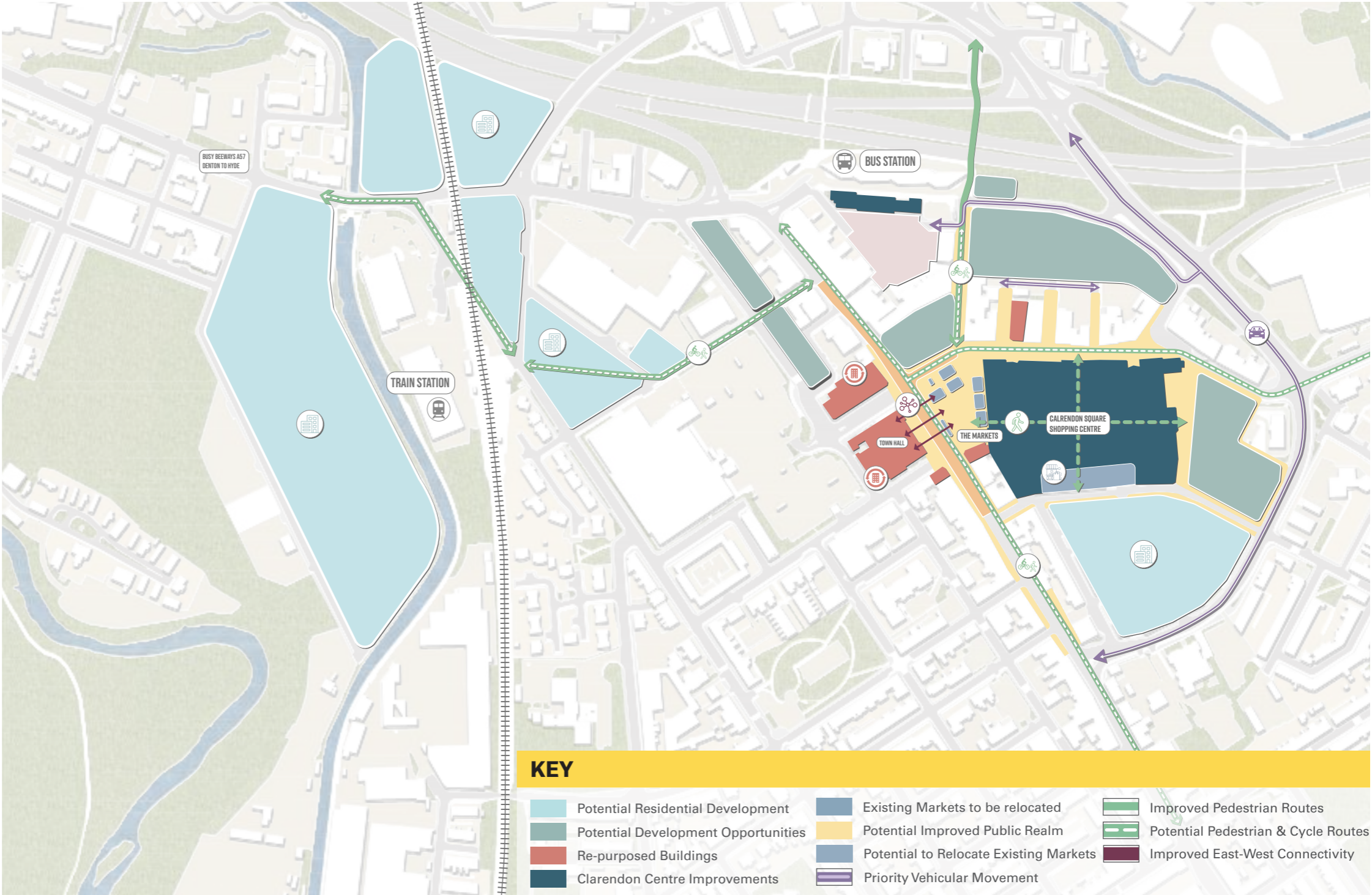
Supporting existing retailers and traders, by consolidating and enhancing the retail offer and responding to existing challenges and future trends to ensure a vibrant town centre for the existing community and future generations to enjoy.

The opportunity to utilise available development sites within the town centre and the potential of brownfield land and conflicting town centre land uses to contribute towards growth targets including the delivery of new homes.

Introducing a mix of new uses and diversifying the traditional retail offer through a mix of complementary alternative uses including food and drink, commercial, residential, as well as range of amenities and services.

In doing so, improving and enhancing the night-time economy and broadening the overall leisure, food & beverage opportunities within the town with a focus on families.

Delivering a quality town centre living offer to diversify the housing stock and to provide an alternative for those wanting to experience the new amenities in the town centre. This will appeal to a new socio-demographic and create a critical mass of new population who will provide footfall to support the night-time economy and invest in their local high street.



04

The Views of the Community

Consultation Strategy

Over 1500 people took part in the initial fact-finding exercise, contributing to shaping the future of Hyde town centre.

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Public Survey

Open from a four week period from the 5th of December 2022 to the 3rd January 2023, the initial fact-finding public online survey received 1,339 completions.

Pop-up Events

On Friday 9th December 2022, residents and visitors were invited to drop in to a pop-up shop located in the Clarendon Shopping centre to share their thoughts on the current town centre and desires for its future.

Workshops

The initial fact-finding exercise has been augmented by a series of workshops and one-to-one sessions with local stakeholders, community groups and individuals.

* pop-up shop * pop-up shop *

LET'S TALK ABOUT HYDE!

We are on a fact-finding mission and want to understand what you feel Hyde town centre needs to **make it a better place to live, work, shop, socialise and visit.**

Visit our pop-up shop located at **48-50 Rutherford Way, The Clarendon Square Shopping Centre** to share your thoughts with us.

* pop-up shop * pop-up shop *

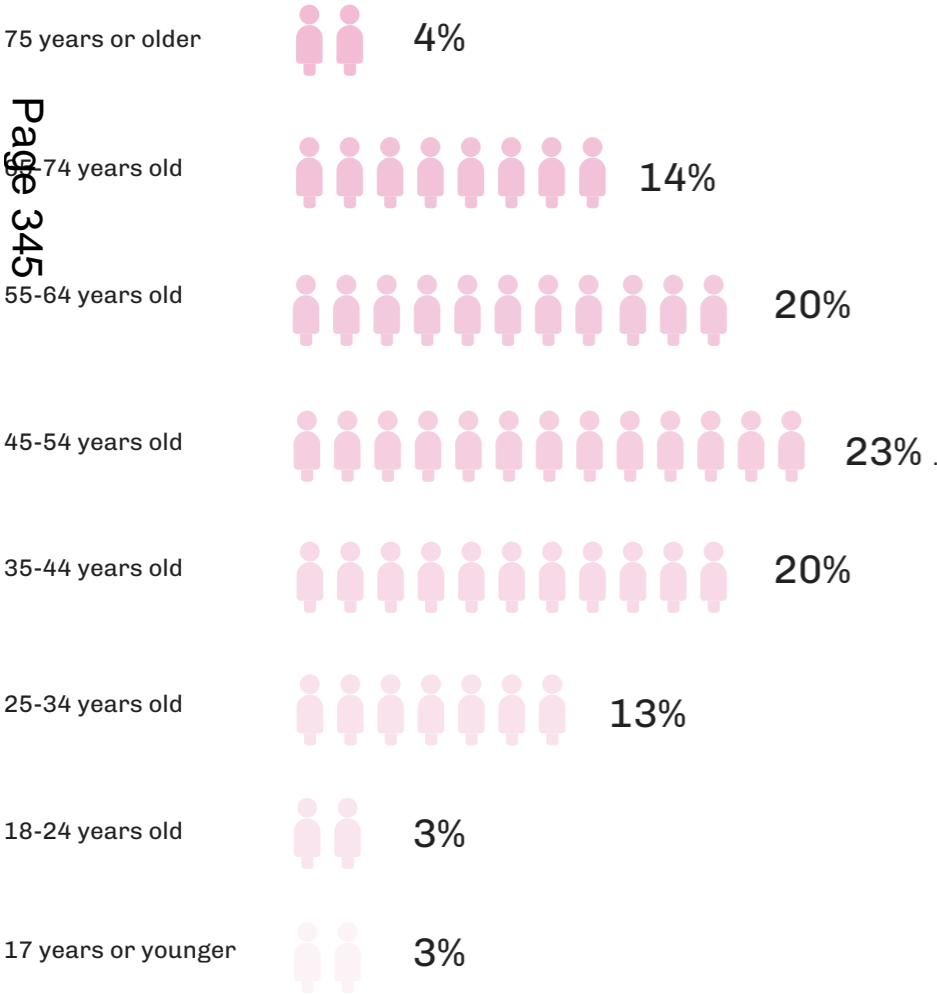


Consultation Results

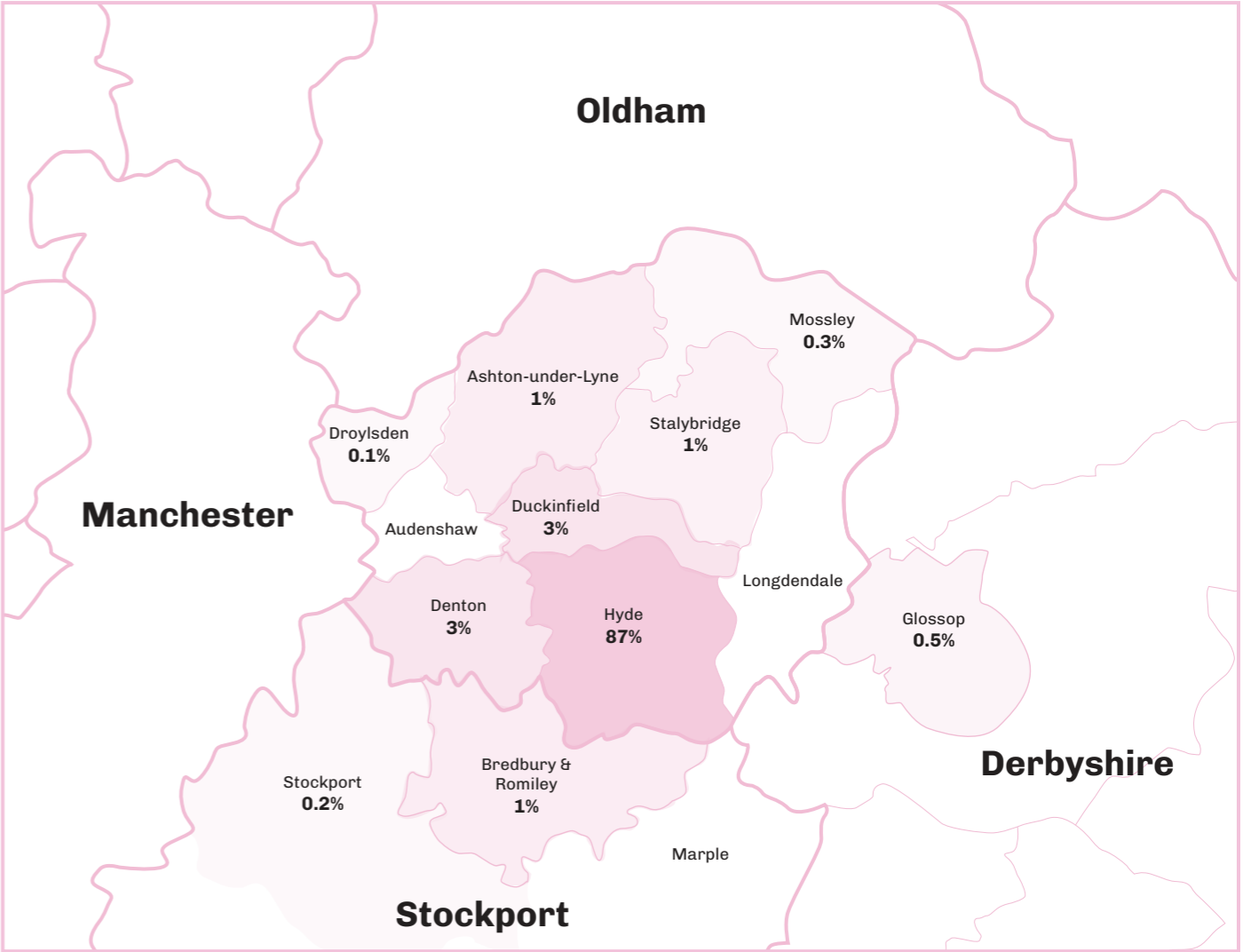
Demographics

The greatest response was from the 45-54 age range. 23% of respondents were within this range.

87% of survey respondents are Hyde (SK14) residents.



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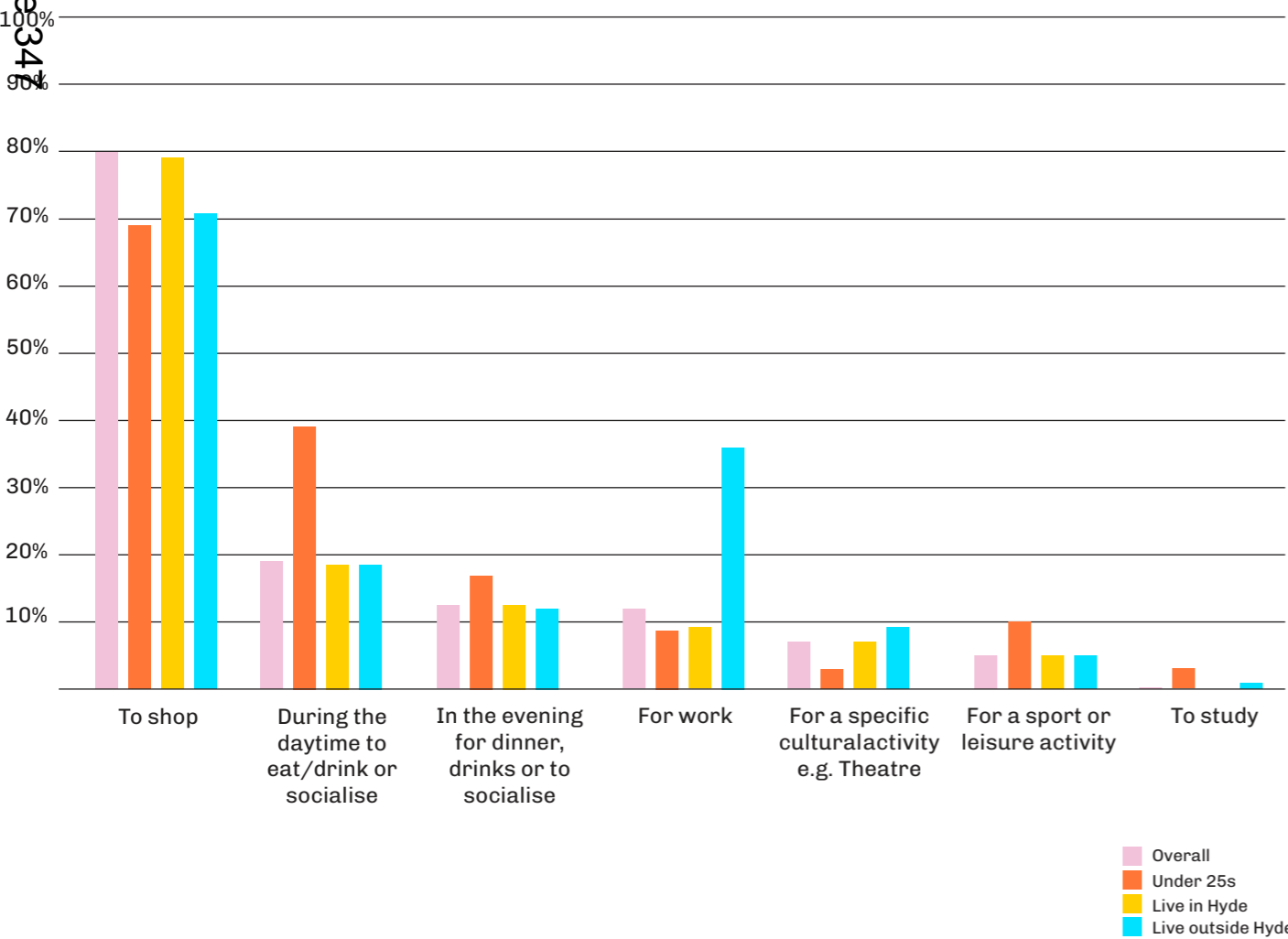
Visiting the town centre

80% of respondents state their main reason for visiting the town centre is to shop.

Fewer than 20% of respondents visit the town centre to eat, drink or socialise during the daytime, this drops to 13% in the evening.

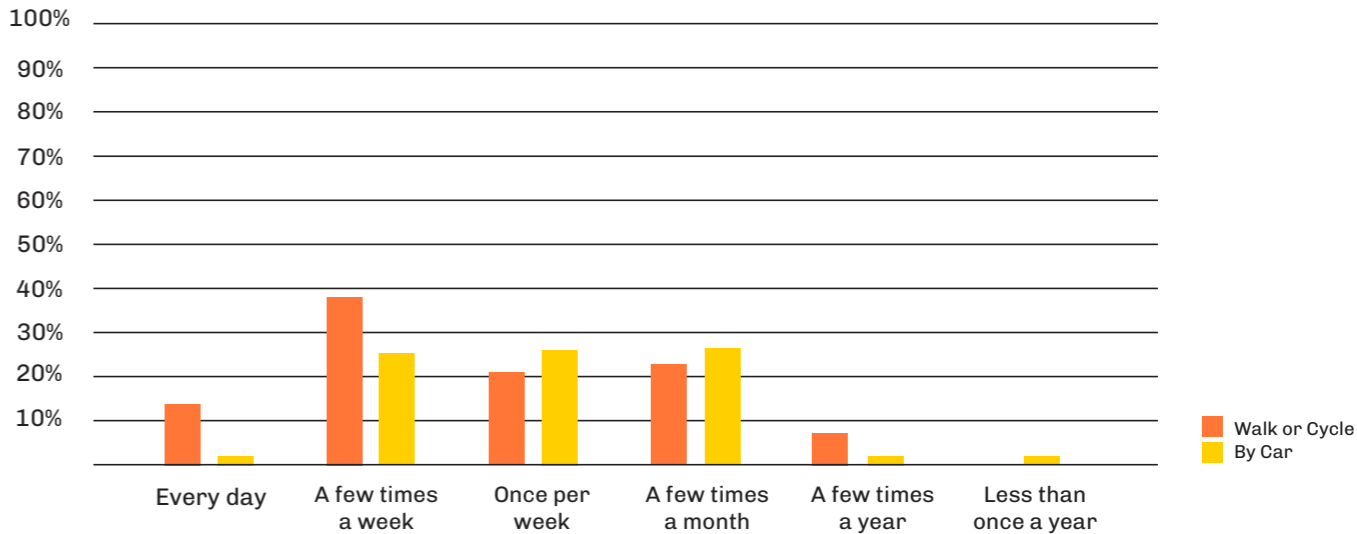
Under 25s are twice as likely to visit the town centre to eat, drink or socialise than other demographics.

What are your main reasons for visiting the town centre?
You can select up to three options:

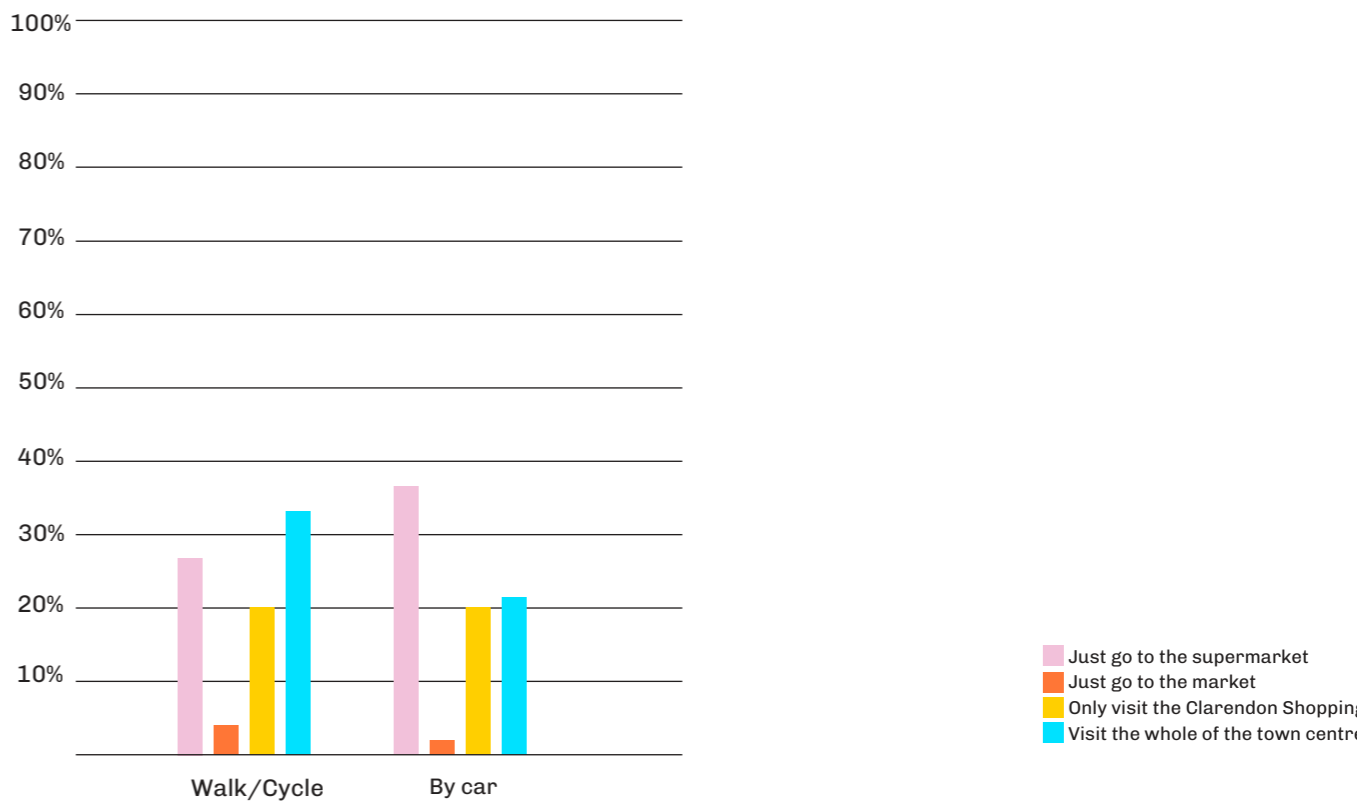


Residents that walk/cycle to the town centre, visit more often and are more likely to visit more of the town centre than those that drive and park.

Frequency of visit (Local residents)



Location of visit (Local residents)



Future

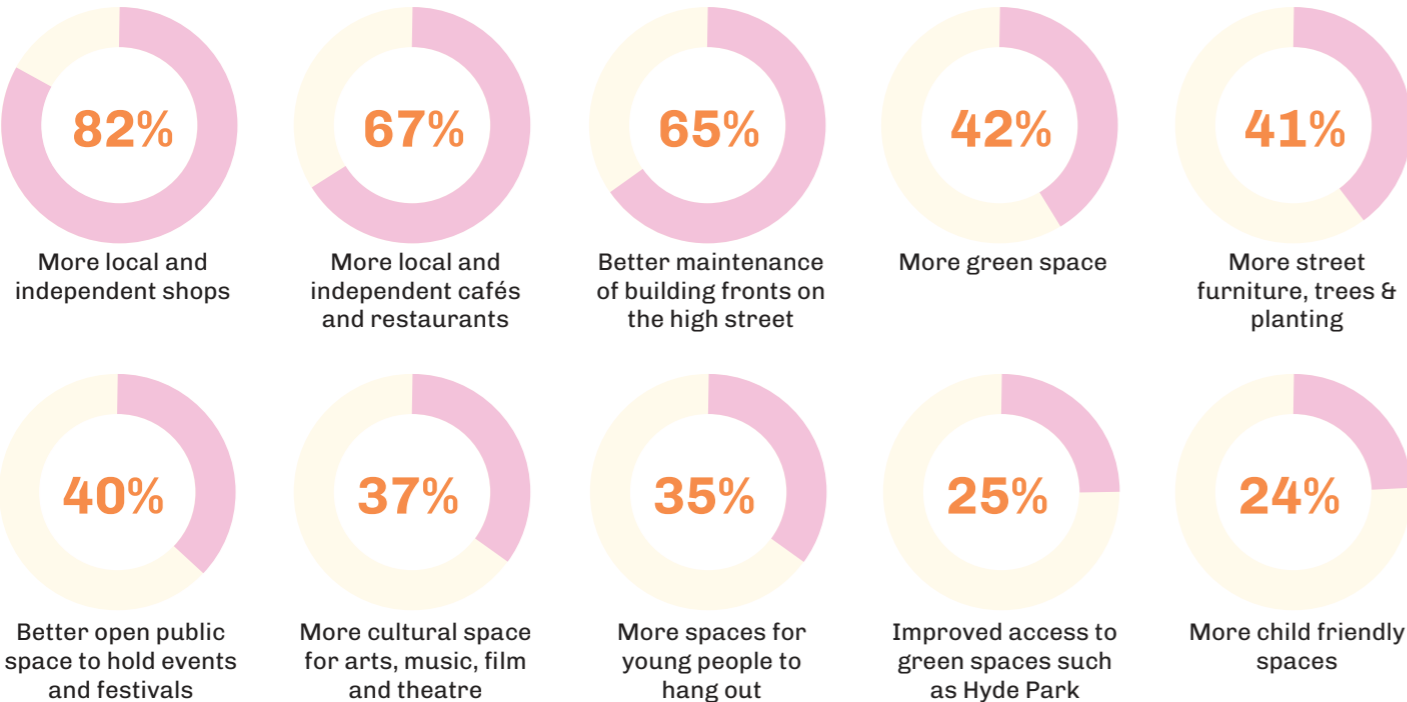
Top priorities include more local, independent shops, cafés and restaurants. Better maintenance of building fronts, more green space, planting/greenery, and street furniture, as well as better/more spaces for events, festivals, arts and cultural activity.

60% of under 25s expressed desire for 'more spaces for young people to hang out'. Under 25s also consider more cultural space, workspace, and better access for/via walking, cycling & public transport of higher priority than other age groups.

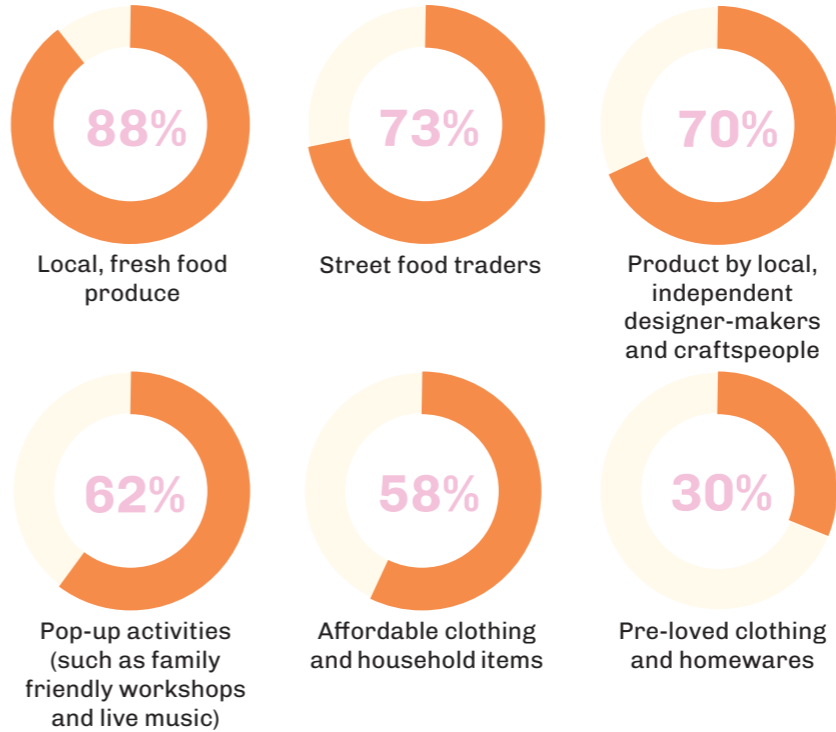
Local, fresh food produce, street food, independent designer-makers & craftspeople, as well as pop-up activities and entertainment are what respondents would like most from a modern market in Hyde Town Centre.

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What do you think Hyde Town Centre needs to make it a better place for everyone to enjoy in the future?



What would you like to see from a modern market in Hyde Town Centre?



Future

When asked "What would you do improve Hyde Town Centre", we had 1254 responses. Top priorities and common themes include:

- Celebrating and utilising historic buildings such as the Town Hall for cultural and community uses
- Improvements to Market Square including increasing planting/greenery & public furniture.
- Improving the market offer
- Creating more traffic-free areas
- Improving shop/building fronts
- Improving the cultural offer including more (a better range of) town centre events and activities
- Encouraging more small, independent businesses to establish in the town centre with incentives including reduced business rates.

The old library is crying out for being used, it could be a arts/music club for the local youths who have nowhere to go.

Create spaces for children and young people, encourage restaurateurs to open businesses in empty buildings, invest in small, independent businesses, add more green spaces

Improve all the areas/historical buildings/communal areas within the town centre that have remained derelict/empty for far too long but retaining their historical architecture. Provide incentives to attract/encourage quality, independent traders/shoppers back into the town, thereby making a visit to Hyde a worthwhile, attractive, pleasant experience. Improve/redevelop the barren/concrete spaces into attractive, communal, greenery areas for all to enjoy visiting, working and socialising.

Bring empty and derelict buildings back to life and offer people and businesses incentives to live and do business in the centre. You need people living centrally to support initial growth.

Invest in the empty historic buildings to create places for culture and events, improve the food, drink and retail offering with independent shops/restaurants in Clarendon square and on the high street. Make Hyde a nice place to go in the evening with bars/restaurants (this would also mean the need for improved lighting and later public transport coming out of the town centre). More people living in the centre would be good, however if new flats/accommodation were built I would want to ensure they are still affordable.

Pedestrianise the road in front of the town hall, develop the block of buildings between the Market Place and the bus station to open a thoroughfare for pedestrians. Move the hard standing stalls from in front of the shops to make the units more appealing to businesses and allow for outdoor cafe/restaurant seating.

I would complete remodel the shopping centre. Make it more visually appealing and enticing and fill the centre with interesting shops that are both popular chain and small businesses to attract all people. Introduce a better market that can facilitate farmers markets and foodie Fridays similar to Stalybridge and Stockport. Improve nightlife options, create a community like the one in Glossop and areas similar.

Create a 'quarter' for creative, independent artists / artisans, which offers incentives for local start-ups to be based and trade from there. Link this to the market as an outlet for their goods and products. Move traffic flows on Market Street to allow the Town Hall to be fully connected to the Square (maybe use Water Street / Corporation Street and redesign part of Asda Car park as main thoroughfare). Create walking, cycling and jogging trails to access the canal, the rail station, the TPT etc. and to create green corridors that are focused on the market square, to bring people to the town centre. Use brownfield sites to build good quality accessible housing for young professionals that can use public transport or bikes to access Manchester if wanted for employment opportunities, but who will be engaged in the 'quarter'.

Use the library building, its lovely and its sad to see it unused. Find a way to reroute the main road to bring the Town hall as part of the town centre and use empty retail units as pop ups to encourage better footfall.

The idea of street food on the markets with music would be brilliant just like foodie Friday in Stockport. More popular shops. The old HSBC bank would be an amazing restaurant with live music.

Make more streets traffic-free so that it's more pleasant to walk around. Get rid of all on-street car parking around the town centre. There are already plenty of nearby car-parks. Build cycling infrastructure to help people get to the town centre without needing a car, and to help them get around the town centre safely. Build walking/cycling infrastructure to connect to the canal, the river, and Hyde Park. Don't let beautiful buildings like the old library on Union Street go to ruin. If buildings like that are in use they will attract people to the town centre, but if the town centre is full of derelict buildings people will avoid it. More green space and child-friendly areas are needed in and near the town centre. If walking/cycling infrastructure was built there would be less need for as much car-parking, which would free up land for green space. Don't let any more big-box stores open in the region. It makes it difficult for small shops in the town centre to compete with them.

Add more greenery. Renovate Hyde library and make it a useful community space. Renovate dilapidated run-down buildings on main streets. Especially market street.

Get better links between Hyde's railway stations and the town centre and better parking provision outside the town centre, expanding pedestrianisation in the process

Open the Town hall as a hub for the whole community. Put on events for all ages, mixed and targeted. Ask them for their ideas. Cooking, art & music bring people together and let them have a say so they have a sense of ownership and PLEASE make Union Street library a part of the town again - it's a great building with loads of space to use for living, working, creativity and community life.

Improve marketing and promote the Theatre, shopping centre and other historic venues to improve foot fall modern activities such as music events, summer outdoor cinema, family festivals etc.. There are far too many takeaways and not enough restaurants for evening activities. No nice bars available like other locations. It looks run down and scruffy to visitors driving through.

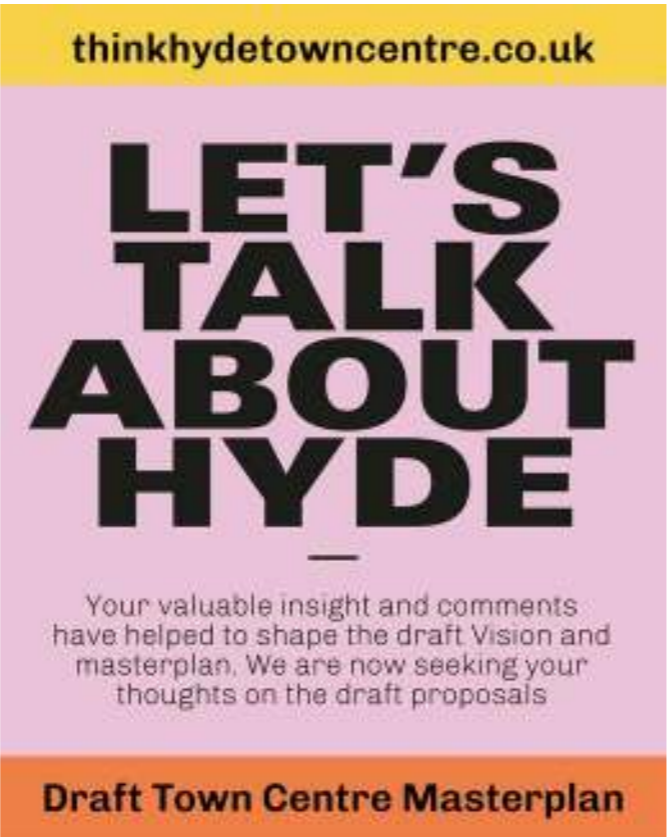
Following on from the success of our initial fact finding exercise, over 1600 people responded with their views and thoughts on the draft vision and masterplan for Hyde Town Centre.

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Between 12th June and 9th July residents, workers and visitors of Hyde were asked to respond to the draft vision and masterplan for Hyde Town Centre.

The draft Vision and masterplan was available to view online, at the indoor market, and at public consultation events in the Clarendon Centre on Friday 30th June and Saturday 1st July 2023.

The following results were taken on the 10th July 2023 at which time the survey had closed with a total of 1683 participants.



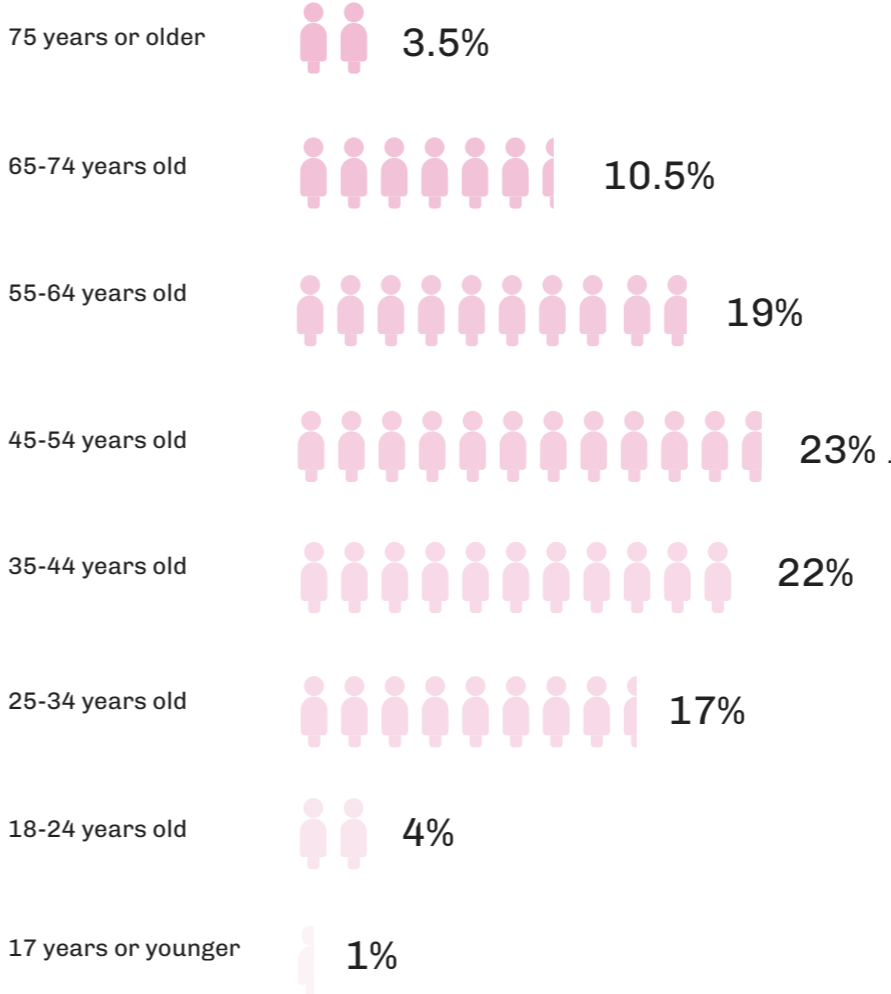
The focus of this phase of the consultation was set out into two key sections: to understand the public's views on the masterplan vision and vision principles and to better understand people's thoughts on key interventions proposed within the masterplan. The information received has allowed us to finalise the vision, principles and masterplan principles that are detailed in the following chapters.

56% of respondents support the Vision statement outlined opposite with 30% not sure and only 14% not supporting it.

The public survey received the greatest response from those aged between 45-54years old. Under 25s make up for 5% of survey responses.

The questionnaire took around 20 minutes to complete and the majority of respondents completed the whole questionnaire showing the appetite and desire for improvements within Hyde.

Which age bracket do you fall into?



A key focus of the consultation was understanding residents support for the key vision principles that we have proposed to support the overall delivery of the masterplan vision.

All vision principles were positively received by the public with all receiving over 66% support.

The most positive response from the public was for the principle of Celebrating Hyde by bringing heritage buildings into use, improving the look and feel of the town centre with high quality public and shopfront improvements. This principle received over 88% positive response.

The second most positive response was for enhancing placemaking, character and the environment which focuses on creating improved public spaces that are safe, attractive and inclusive, and provide opportunities to host cultural and community events and celebrations. This principle received 79% positive support.

The principle to encourage more sustainable and healthy ways to travel by creating a walkable and cycle friendly town centre received the lowest support with just over 65% and over 20% of people saying they didn't support it.

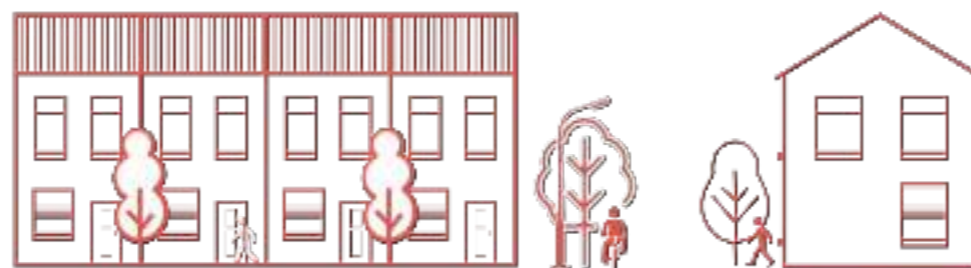
Celebrate & Enhance Hyde's Culture & Heritage



Create a Vibrant, Diverse & Sustainable Town Centre



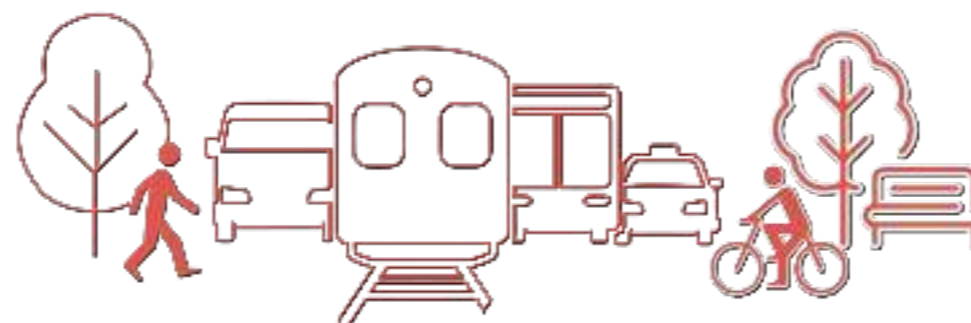
Create a Safe, Desirable & Healthy Place to Live



Enhance Character, Placemaking & the Environment



Enhance Active Travel Connectivity & Better integration of Vehicles



Unlocking the Town Centre Edges



The final section of the consultation focussed on key interventions that were proposed for the wider masterplan framework.

Respondents were asked to rank the intervention from 1 to 10 with indicating that they feel it is an essential idea for Hyde and 1 representing that it is unnecessary in their opinion.

The average score was taken for all questions as well as mapping the percentage of respondents within each grading band.

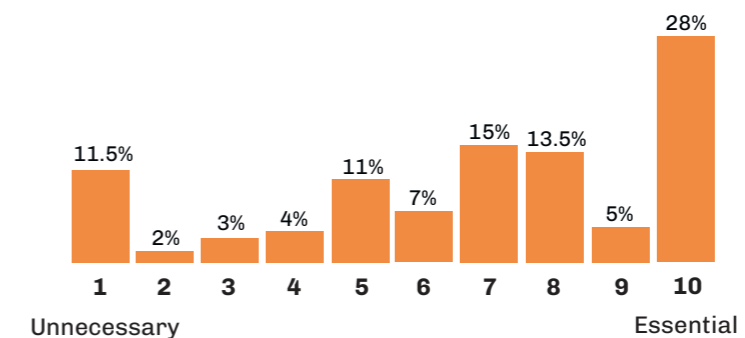
A score of over 5 is considered positive with a higher average score being more positive. The respondents also had space to leave unique comments and feedback for each question and all the information has been catalogued and integrated into the final masterplan.

Re-purposing the town hall and creating a new public realm space on Market Square received the strongest positive response.

Whereas the suggestion of reducing vehicular movement within key areas of the town centre received the lowest average rating at only 5.6.

Re-purposing the Town Hall for community and cultural uses that help create a more vibrant, inclusive, and liveable town centre.

6.8
Average rating



“Encourage more activities/ clubs for children/teenagers to operate out of the town hall and also exercise classes and community groups to use the space too.”

“Using the space for cultural events, art exhibitions, collaborative meetings and so on is an ideal use of this building that seemingly is inaccessible to the public.”

“100% - need to make more use of it. It could be something similar to Altrincham market. We could have the ballroom as a music venue. We could have a pop up cinema.”

“The Town Hall is iconic and has a vast history. This needs preserving and considered in any repurposing. Also to embrace our heritage and multi-culture.”

“The Town Hall is an excellent place for people to socialise. It is the original hub.”

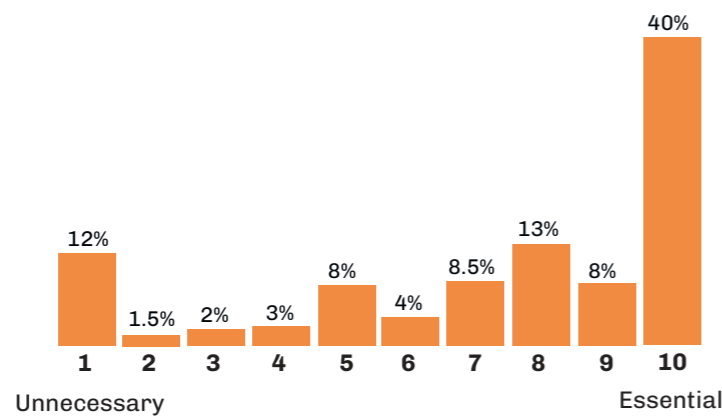
“Overall, repurposing a Town Hall for community use enhances community engagement, provides valuable meeting space, offers educational opportunities, consolidates civic services, fosters cultural and recreational activities, and can have a positive economic impact. It transforms the town hall from a government-centric building into a thriving community centre that serves as a focal point for residents, promoting a sense of belonging and active participation in local affairs.”

“I attend the Town Hall on a weekly basis and feel it’s absolutely essential that it is regarded as the focal point of the town centre. In its current state it’s not fit for purpose and requires a lot of investment for repairs and refurbishment as well as change of use. I sincerely hope that careful consideration is given to ensure its future long term.”

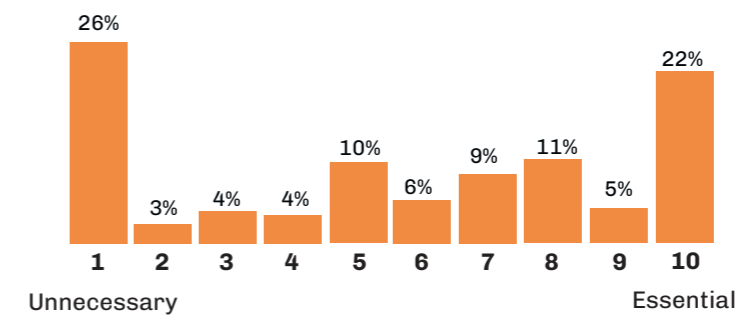
Re-imagining the Market Square to create a green, inviting, and flexible public space that can support a programme of cultural and community events and activities to attract visitors into the town centre, and improve the setting of the Town Hall.

Reducing the dominance of vehicles within the town centre core by creating an appropriate hierarchy of streets and spaces that are designed around the safety, comfort and enjoyment of pedestrians and cyclists. This includes pedestrianisation of key areas of the town centre such as Market Place, to create a safe, attractive, and green public realm.

7.4
Average rating



5.6
Average rating



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“More greenery, biodiversity! But also functional.”

“To ensure all people can come together and integrate, the square would be a good start.”

“Yes. Move stalls away from the edges. Make them mobile, centralise them for market days then move them out for events. This will make the market look busier in Market days, attracting custom. The stalls placed in front of Pop, Heart Foundation etc. actually detract from those shops.”

“I really dislike the market square in its current form, as many other people do, and we feel a lot of money has been wasted on it. This time round it's got to look better and I'm glad to see the proposals include more green space and have better links to the town hall.”

“Extend greenery as far as possible and ensure regular maintenance - this will encourage people to get out and walk, include seating areas.”

“Sounds great but where does the traffic go instead? The surrounding Back streets are narrow and many are lined by homes on the “grid iron” side so for their inhabitants safety this must be thought through carefully.”

“A lot of European cities have done this and I think it is a fantastic idea for the residents and visitors of Hyde. If you can pull this off, here's hoping other Tameside towns follow suit.”

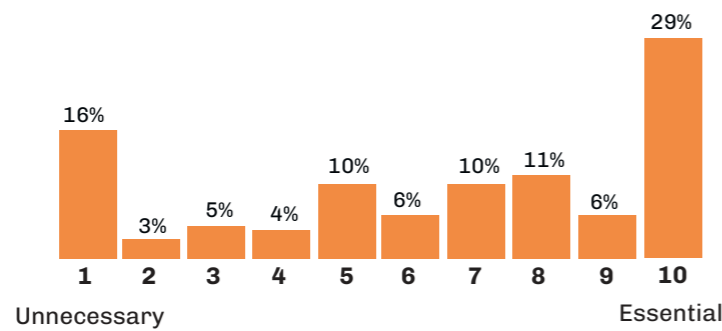
“I am just worried about traffic surrounding the centre. This needs to be carefully looked at.”

“This is important but shouldn't be to the detriment of other roads which are already under pressure.”

“I am supportive of these proposals, which I think are important to enable people to make healthy and sustainable transport choices. This proposal should work well with the proposal to increase the amount of residential land in the town centre, enabling people to move easily from the new developments to the town centre.”

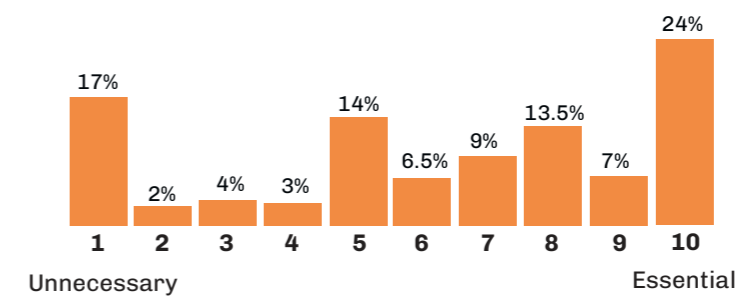
Enhancing connectivity across the town centre. Improving the links between public transport hubs and the town centre, providing wider access to more sustainable and healthy ways to travel, creating a walkable/cycle friendly town.

6.4
Average rating



Relocation of the existing indoor and outdoor market facilities into new, flexible units on Market Place, expanding their offer within a key location.

6.3
Average rating



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"Ensure lighting and excellent visibility along any urban road or footpath for safety of vulnerable people."

"Improve link with canal and train stations."

"I wouldn't cycle into Hyde because the roads leading to the town centre are not sufficiently cycle safe. Also I would be unhappy leaving my e-bike anywhere without adequate locking bike shelters."

"We also need better crossing points for pedestrians leading up to the centre. I have no car and rely on foot and public transport and there's barely any safe crossing points around the Aldi/B&M area and all the way up the main road to Denton, it's only set up for cars."

"I am supportive of these proposals, which I think are important to enable people to make healthy and sustainable transport choices. This proposal should work well with the proposal to increase the amount of residential land in the town centre, enabling people to move easily from the new developments to the town centre."

"This seems a very sensible approach. This would provide a far stronger market offer within indoor and outdoor traders being able to compliment one another. Also feels important that the indoor market has a stronger presence. Please think about the design of the market stalls."

"Hyde has always historically been a big market town attracting people from all over, sadly this has been lost now. Restoring this would be great and bringing artisan, craft and food markets is relevant to current trends. A food / produce hall combining independent stall holders, food, drink and entertainment would boost the area."

"This should be attractive for small business owners with reasonable rates and offers available."

"The indoor market could benefit from an improved and accessible location. I trust that current market traders will be communicated with on this issue to find a viable solution which will suit their current needs."

"The outdoor market is finished. Indoor shopping and social activity is the norm. The market square is best used for temporary pop-up activities."

Summary and Key Themes

- Page 355
- In general, the feedback and consultation responses re-enforced our ideas and vision for Hyde particularly around the proposed role for Hyde Town Hall, principles to re-develop Market Square and the potential for new town centre living.
- The interventions surrounding public transport improvements and vehicular reduction within the town centre received a lower average score than we would have originally hoped.
 - From interrogation of the responses it appears that this is due primarily to the discussions around the potential for pedestrianisation of Market Street. This one principle appeared to be a point for concern for local residents and that actually the vast majority of people agreed with the principles of improving public transport and making the town centre safe to walk in, but just not at the detriment of being able to drive down Market Street.
 - The strength of opinion around the potential pedestrianisation of Market St has led to refinement and design alterations for the area that consider how we can still improve pedestrian safety in the area, but still maintain two way traffic for the majority of days.
 - Other recurring messages within the consultation feedback included a strong public support for the former Hyde Library Building, desire to improve links to Hyde Park, the opinion from local residents that Hyde has been forgotten compared to Ashton and the need to support already existing community groups.



05

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Vision & Objectives

Hyde town centre will become a place known for its beating independent cultural heart , with a culturally focused, reimagined Town Hall and a rejuvenated market square that encourages socialising and events.

High quality sustainable town centre homes, independent retail and great transport links will allow Hyde to flourish and find its own unique identity within the context of Greater Manchester and the North West.

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The Vision

The creation of a clear vision helps to communicate the values and ideas which will drive the future development of Hyde. It will also continue to inform the development of aims and objectives for the area which respond to current and anticipated needs.

The feedback from of our engagement has been considered and has shaped the vision, development principles and designs for key areas of the town centre.

The vision for Hyde Town Centre is mapped out to provide a future path for growth and regeneration. Key development principles are set out to guide new development, strengthen Hyde's USP and deliver this vision.



Development Principles

Celebrate & Enhance Hyde's Culture & Heritage



The best of Hyde will be celebrated and given a new lease of life by bringing buildings back to life through creative re-use and enhancements of façades and shopfronts. Well designed and contextually driven public realm design will provide the backdrop, bringing pride back to the town's streets and landmarks bringing animation and creativity into the town centre.

Create a Safe, Desirable & Healthy Place to Live

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Putting people at the heart of transformation, Hyde will provide new high-quality homes for all. Supported by first-class public services and excellent transport links, the proposals will build diverse, healthy, sustainable communities within the town centre.

Enhance Active Travel Connectivity & Better integration of Vehicles



The Masterplan seeks to enhance connectivity across the town centre, provide wider access to more sustainable and healthy ways to travel, and create a safer town centre. It strives to improve connectivity between the town centre and surrounding community assets, creating a walkable/cycle friendly town. Borough wide connectivity is also key to build upon the areas strategic location within Tameside and close to Manchester and the Peak District.

Create a Vibrant, Diverse & Sustainable Town Centre



The proposals will consolidate, enhance and diversify the town centre encouraging people to live, work and visit Hyde. Building on the town's strengths, the offer will expand beyond purely retail; encouraging people to stay longer and experience more that Hyde has to offer creating a more robust high street that can withstand changes to the economy.

Enhance Character, Placemaking & the Environment



A key aim of the Masterplan is to ensure that new public realm interventions create successful public spaces which are attractive, inclusive, easy to navigate and safe. This will help to increase footfall and encourage people to explore, rest and interact Hyde.

Unlocking the Town Centre Edges



The potential of the unforgotten edges of the town centre, currently dominated by vehicles and low quality land uses, will be realised by introducing new and enhancing existing connections. Redeveloping these areas will provide the space for the town to grow into, bringing greater diversity and vibrancy to the town centre. They will become welcoming gateways, setting the tone for an attractive, vibrant and green town centre.

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Masterplan Framework

The framework and illustrative masterplan detailed in the following sections have been developed in response to the understanding of place, spatial arrangements, connectivity, land use and property considerations.

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The overall Masterplan is established through layering a series of spatial frameworks that implement the design principles in order to achieve the vision and its goals.

It is designed as a flexible plan that provides a clear structure and guidance as proposals come forward, without being prescriptive. The delivery section of this report sets out a phasing strategy which acknowledges that some projects are likely to be 'quick wins' whilst others are much longer-term aspirations.

The frameworks should guide regeneration efforts, future development and public realm improvements to create an attractive, vibrant, cohesive and sustainable town centre environment.

The emphasis in all the framework plans is on establishing a connected and characterful place with high value placed on Hyde's heritage and culture and existing assets with

the creation of a network of high quality public spaces to complement them.

The strategic frameworks look beyond the study boundary aiming to reconnect the town centre with its surroundings and heritage, while also considering the way that the town is accessed and approached. The frameworks set out strategic, spatial and development principles for the following concepts:

- Land Use
- Movement and Transport
- Public Realm and Placemaking
- Culture and Heritage

The Land Use framework describes the principles of regeneration, land use, development and improvement that should be met by projects within the town centre to ensure that the vision and objectives are realised.

The Movement and Transport framework focusses on improving pedestrian and cycle connectivity around the town centre. The study understands the importance of vehicular access to the town centre and this is still a focus, but a key aim is to prepare the town for a move away from excessive car use and towards healthier and more active modes of travel.

The Public Realm and Placemaking framework draws attention to the areas which can most benefit from improvements in order to enable the above and provide an attractive, inviting backdrop for economic and community life as well as promoting well-being through sociability. It aims to improve the experience of HydeTown Centre's main arrival spaces, linking them together into a network of high quality open spaces.

The Culture and Heritage framework. Hyde's past must be at the centre of its future. The markets, housing stock, community and civic buildings all need to play a critical role in renewing the town. All these elements need to be celebrated and, where necessary, re-purposed to meet the needs of a modern town centre.



Options have been tested by the technical team and a 'baseline option' has been identified for the purpose of the illustrative masterplan. Notwithstanding this a series of potential options has been proposed with multiple scenarios for many of the proposed development areas. Further details of these options can be found in section 9 of this document.

Land Use Rationalisation

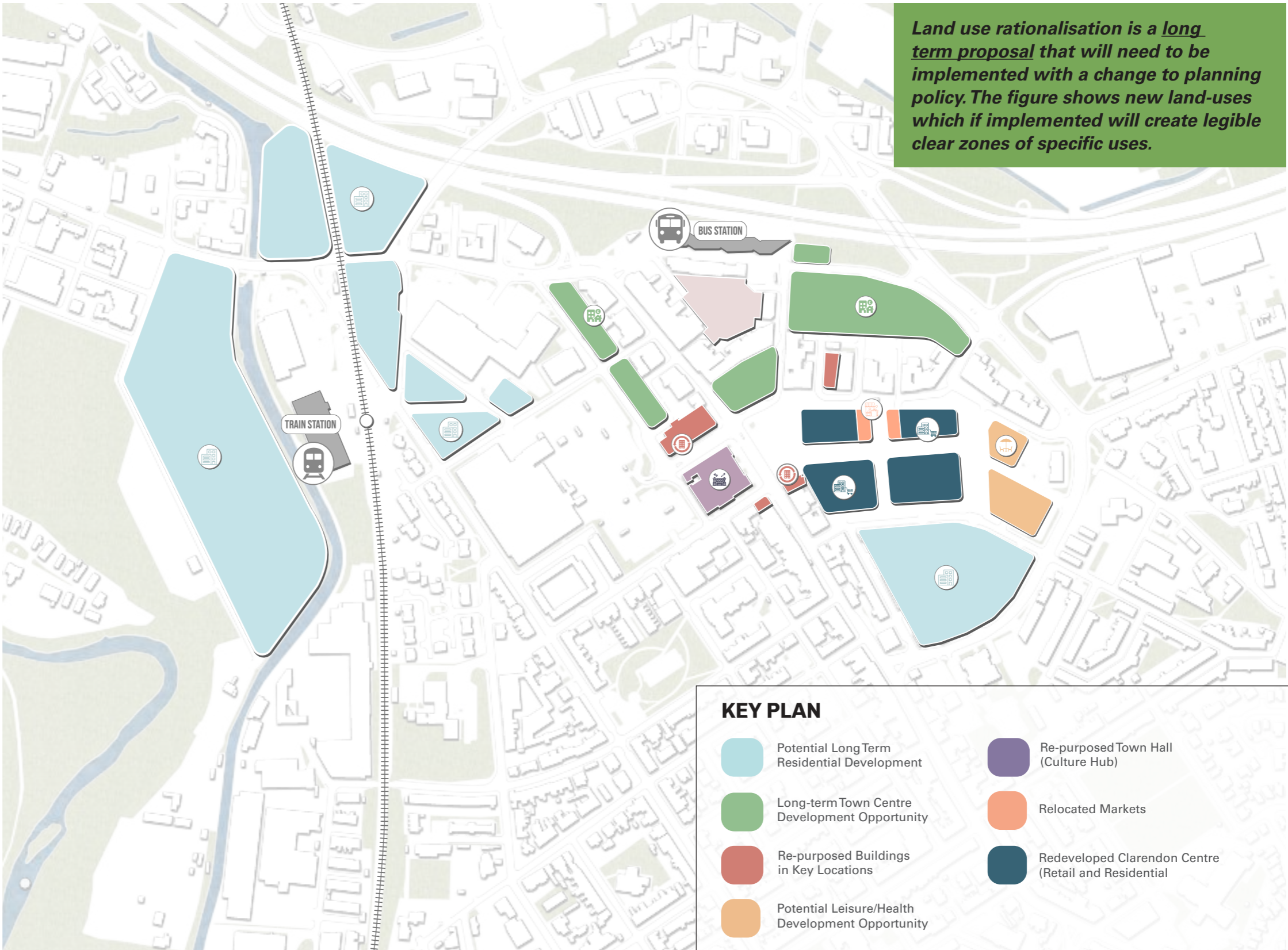
In order to achieve the identified vision and objectives, it is important to consider how the town centre could accommodate a diverse range of uses and widen its current offer.

The town centre core has limited space to expand and redevelop and the areas with the highest potential are focused within the fringes and edges. Redeveloping these areas will provide the space for the town to grow into, bringing greater diversity and vibrancy to the town centre. They will become welcoming gateways, setting the tone for an attractive, vibrant and green town centre.

Unlocking and redeveloping these town centre edges will not only help to drive growth and vibrancy in Hyde, but will also help to ensure that local targets are achieved for example, meeting local housing need.

A balance of uses within the town centre and it's surrounding areas will appeal to a wider socio-demographic and deliver vibrancy. Activities and uses must be considered and proposed to ensure activity and life throughout the day and evening and be accessible to all demographics. The masterplan proposes a comprehensive approach is which looks at key intervention area across the town centre, as opposed to any single development site in isolation.

Notwithstanding this, given that the masterplan, once adopted, will be applicable for the next 20-25 years, it is important to understand that many of the development opportunities identified will not be short term interventions and will come forward and be build out with flexibility to suit market demand and needs.



Land use rationalisation is a long term proposal that will need to be implemented with a change to planning policy. The figure shows new land-uses which if implemented will create legible clear zones of specific uses.

The most pressing issue is to remove the semi-industrial uses from the urban core. Due to Hyde's relative small centre these inappropriate developments are visible from the retail and civic areas and have a detrimental affect on placemaking and character.

The masterplan proposes a significant quantity of new residential developments. Increasing the number of urban dwellings will help increase footfall within the town centre, help replace some of the less desirable land uses and reduce the reliance of the car. When designing the arrangement of the residential developments it is important to cater for pedestrian movement from the train station to the town centre; ensuring as much natural surveillance as possible while create wide green boulevards for pedestrians and cyclists.

Concentration and de-fragmentation of surface car parks into two main car parks (potentially decked or multi-storey to avoid loss of parking numbers) would open up new development sites to attract private investment. The end of use of these new development sites needs to be carefully

considered to ensure they meet the masterplans design principles. New Class A office space would be welcome and help increase footfall and improve the local economy, while new health and leisure facilities would help the community while increasing the town centre offer. Note that any new developments need to carefully consider their setting while responding to the surround streetscape. Active frontages should be compulsory.

Vacant or under-used buildings of architectural or cultural merit could also be re-purposed to meet that changing needs of the community.

Key Objectives

- Remove land use types that are not appropriate for a town centre
- Open up development opportunities and areas for growth
- Re-purpose existing assets
- Celebrate the market heritage and renew their offer
- Refurbishment of the Clarendon Centre
- Increase footfall and inhabitants



Movement & Transport

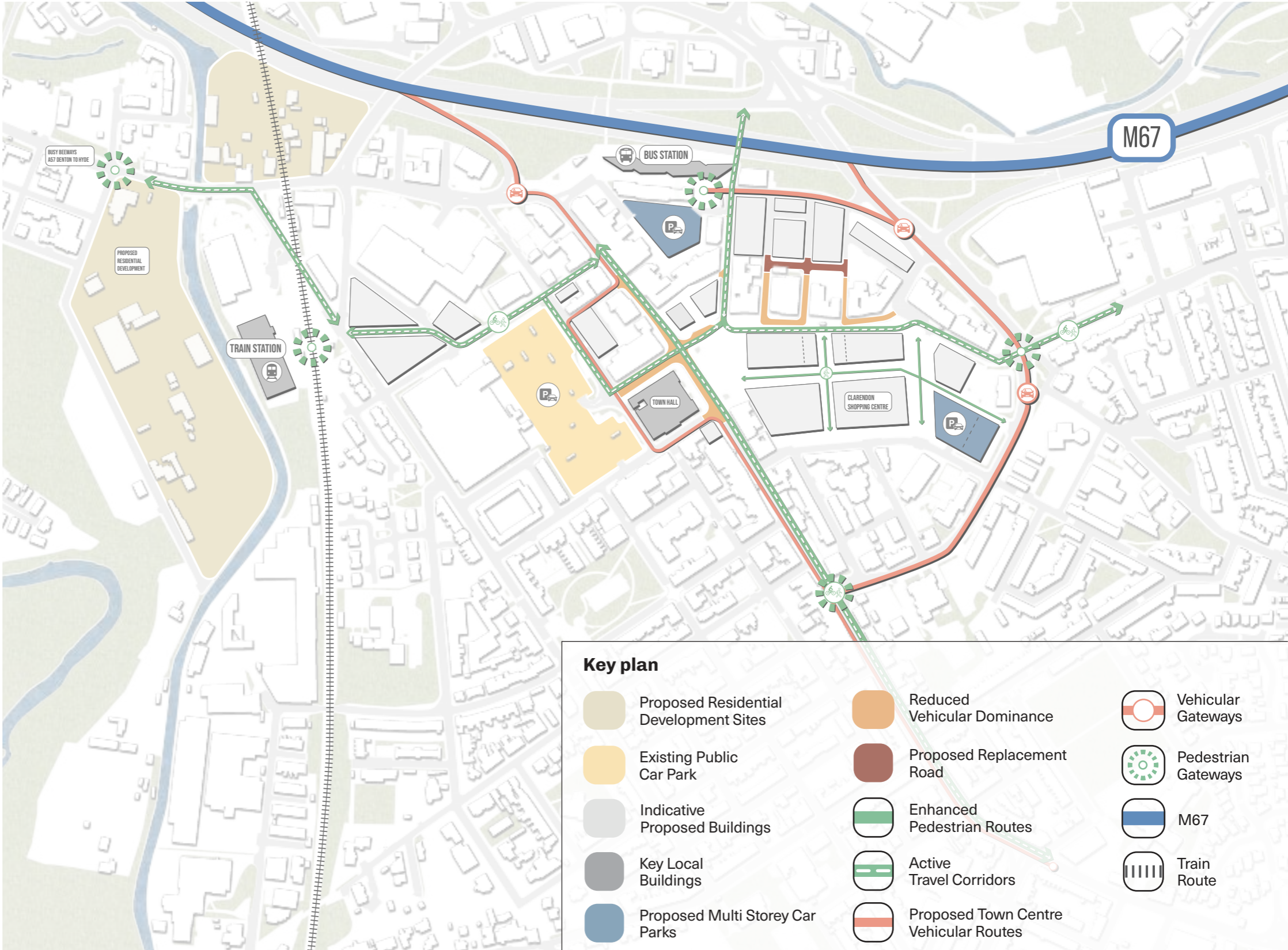
Hyde contains fantastic public transport facilities but they must be further integrated into the town centre. The links between these hubs and the town centre core need to be improved through better quality public realm, an improved built environment, reduced conflict between pedestrians and vehicles and improved wayfinding.

The impending cultural shift away from the motorcar as the primary means of transport, particularly when making short journeys, provides an opportunity to review the performance and design of the roads around Hyde.

A reduction in traffic speed and flow throughout the town centre will ultimately deliver a more pedestrian and cycle friendly environment. It is this that will help secure the vitality of Hyde in the years to come.

The framework recognises the strategic position of Hyde and does not propose to alter movement routes or reduce capacity immediately. Rather, a series of interventions seek to discourage current traffic passing through the town centre onto more appropriate routes, while reducing the amount of cars making short journeys by creating more opportunities for walking and cycling.

Key to achieving this is to address Market street as a major barrier to the success of the town centre. The current high vehicle traffic on the route is not reflected in the visitor numbers for the town centre and it is clear that it is being used as a through route to the M67 as opposed to feeder route for Hyde Town Centre.



The dominance of Market Street limits the public realm, negatively impacts on the setting of the town hall and also creates a significant pedestrian barrier for users moving east to west across the area.

The dominance of this road limits the public realm, negatively impacts on the setting of the town hall and also creates a significant pedestrian barrier for users moving east to west across the area. This barrier can be clearly represented by the location of traffic collision hotspots on Market Street which correlate with the key locations where pedestrians would look to cross the road to access the Clarendon Centre from the Asda car park or Town Hall. The masterplan framework looks to counter this, improving pedestrian priority within the area, creating improved connectivity between the east and western areas of the town centre creating safe pedestrian routes.

As the character of the town changes and car use decreases, the ambition of the masterplan is to address these issues and challenges, and create a transport, movement and parking framework that supports an existing and future switch towards more active (walking and cycling) and sustainable modes of transport (bus and rail) whilst also continuing to support the town's need for easy access via car.

Streets Not Roads

Reducing the dominance of vehicles within the town centre core by creating an appropriate hierarchy of streets and spaces that are designed around the safety, comfort and enjoyment of pedestrians and cyclists. Creating high-quality public realm in the first instance, whilst considering how wider traffic can be relocated for quicker, more efficient, journeys that continue to support important wider regional connectivity and access to the town centre.

Pedestrian & Cyclist Priority

Strengthening existing routes and creating new routes which improve pedestrian and cyclist access, enjoyment, road safety and personal security (actual and perceived safety).

This work should include reducing traffic in key locations, redesigning junctions to improve pedestrian and cyclist safety, improving existing and introducing new pedestrian and cyclist crossings and routes so local people can have greater access to and through their town centre by foot and by cycle.

Town Centre Parking

Creating a town centre that helps to reduce the negative impacts of vehicles on the local environment whilst continuing to support the local economy and provides high quality parking for disabled users.

This could include the rationalisation of current surface car parking provision to create centralised multi storey provision allowing future development space within the town centre core or could include for the development of new and capacity improvements to existing well connected satellite car parks close to the town centre core.

Bus & Rail Integration

At present the location of the train and bus facilities feel disconnected from the town centre. Proposals will create an improved station environment that, when combined with wider land use changes, will create clear pedestrian links from the facility to the town centre, with clear signing and safe, well lit routes.

The initial sense of arrival is key and improved public realm and adjacent developments will signify a positive arrival for visitors to the town centre.

Consideration will also be given to the size and scale of the existing bus interchange provision, considering alternate uses for the existing site and better location for passengers to access existing bus service routes.

Key Objectives

- Reduce vehicle dominance in the town centre core
- Improve the pedestrian experience
- Improve links to sustainable transport hubs.
- Promote and facilitate an increase in cycling and walking
- Rationalise and de-fragment car parking



Public Realm & Placemaking

Place making creates identity, improves perceptions of a community and uplifts aspirations. By doing so it creates pride and make a place more attractive for people, including existing and future residents.

The public realm will play a vital role within the regeneration of Hyde. Public realm will be key in connecting the key assets, providing the setting for new leisure & F&B developments, homes and existing cultural buildings within the town centre.

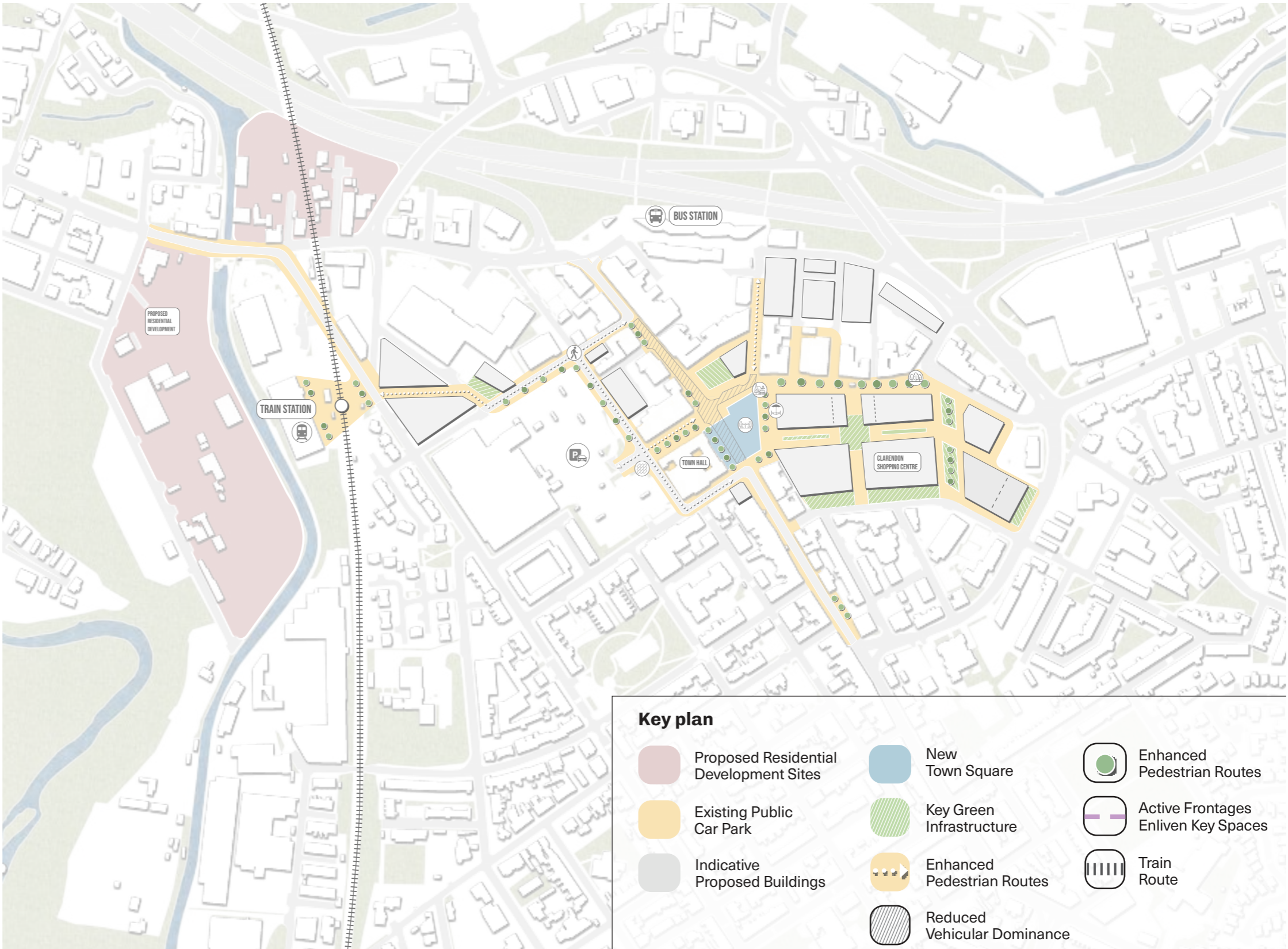
A series of key public realm projects will form structure and points of interest throughout the study area. Key arrival gateways into the town centre will be created through enhanced built form and open spaces.

The plan opposite defines the principles of creating and clarifying the hierarchy of the variety of streets and spaces within Hyde and links closely with the movement and connectivity framework which was set out previously.

This new improved network of public spaces provides the setting for a safe and attractive pedestrian network.

Key Public Spaces

The re-imagination of the market square adjacent to the Claredon Centre will be the primary public space in the town centre. This refurbished space will benefit from reduced traffic on Market Street and should look to embrace the now de-fragmented town hall. There is also an opportunity to bookend this historic space with a new plaza at the eastern side of the Claredon Centre, located on the current surface car park adjacent to KFC.



Placemaking can create identity, improve perceptions of a community and uplift aspirations. By doing so it creates pride and make a place more attractive for people, including existing and future residents.

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The health, social, environmental and economic benefits of high quality public realm cannot be over stated. More so now than ever, it is understood that access to nature and open space positively affect people's health and well-being, bringing towns and spaces to life as well as creating more resilient and sustainable urban areas. High quality spaces can:

- Create an environment for social interaction, physical activity and quiet contemplation
- Make a positive contribution to health and reduce stress
- Provide cultural opportunities encouraging investment and development of high quality facilities
- Create a wide and varied contrast of wildlife habitats
- Improve air quality through the planting of native trees and shrubs which absorb harmful emissions as well as cooling air
- Increase visual continuity and connectivity for the pedestrian through the provision of linked footpaths

- Attract investment and spur rejuvenation of commercial activity
- Contribute to a town's attractiveness as a visitor destination
- Add value to land and property
- Reinforce sense of place and increase dwell time

Hyde's spaces are often people's first encounter with the town. They are the 'front door' to visitors, businesses and residents and ensuring the masterplan designs, delivers improvements and then maintain spaces to the highest standards possible, is essential to the town's profile locally and regionally.

The public realm framework sets out areas for creation of new public realm and areas of enhancement. Driven by the movement framework and the aim of creating a pedestrian friendly town centre it encompasses the key primary public spaces, arrival points and gateways, building on and contributing further to the existing high quality public realm.

Gateways

The masterplan identifies 4 strategic gateway sites within the study areas:

- The Railway Station
- The Bus Station
- Market Street / Union Street Junction
- Union Street / Mottram Road Junction

These gateways are located either busy road junctions or public transport hubs and reflect the general health and quality of the town centre. They are visible by all visitors arriving by any modes of transport and signal that the user is entering the town centre core. These gateways shape a visitor's first impressions of the town and should not be undervalued. These sites should be well maintained, contain green infrastructure and high quality interventions.



Strategic Streets

The masterplan has identified 4 key routes that must be the focus of public realm improvements:

- The link from the train station to the town centre.
- Clarendon Street
- Market Place
- Market Street

These 4 strategic routes are critical to creating a successful town centre. The Movement and Transport framework proposed reduced vehicle traffic but this needs to be followed up with public realm works containing high quality materials, natural surveillance, green infrastructure, comprehensive wayfinding and coordinated street furniture

Green Infrastructure

Hyde Town Centre is lacking in street trees and general green infrastructure (GI). Not only does GI improve the appearance of a place and contribute to placemaking, it also reduces carbon, improves air quality, increases biodiversity and help define spaces. SuDS measures can also reduce the pressure on the existing sewer and drainage network resulting in lower maintenance costs and avoiding the need for additional infrastructure investment.

Our masterplan proposed significant greening of the town centre through street trees and new raised planting beds. Every street within the town centre core, plus the strategic streets, should be tree lined.

Each of the gateways and the key public spaces should contain both trees and ornamental shrub planting.

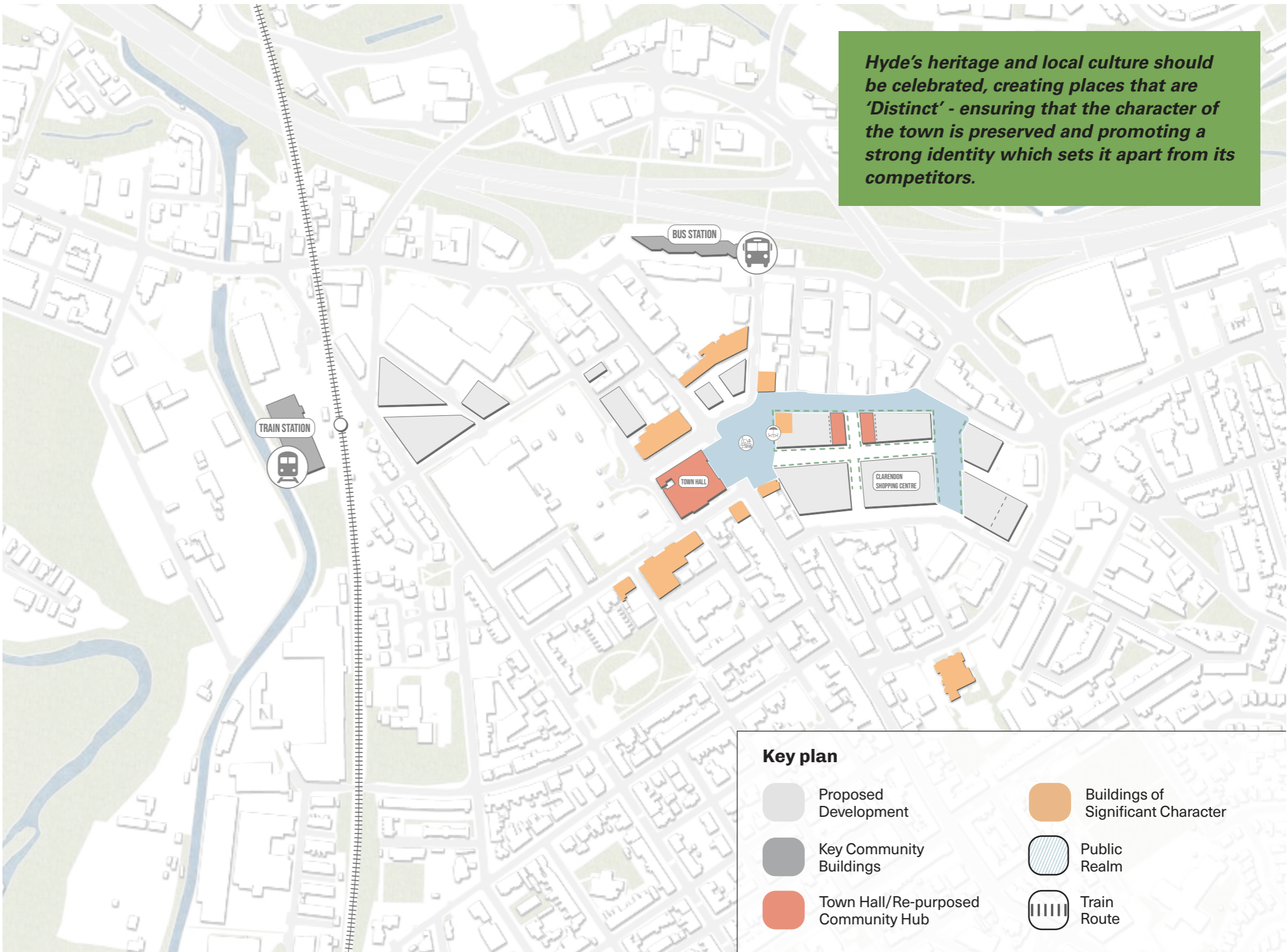
Culture & Heritage

Successful masterplans need to be more than spatial planning and urban design, even more so in towns like Hyde where destination marketing, culture and events, will be essential to placemaking and ensuring it stands out from other competing towns.

Long term regeneration of town centres requires not just physical redevelopment, but an on-going process of re-purposing and re-imagining. This approach is even more relevant as town centres seek to recover and reinvent themselves in a post-Covid economy and seek to make use of existing infrastructure to meet the challenges of the climate emergency.

Hyde is now presented with an opportunity to radically rethink the purpose of the town centre and how it will serve the local community and culture must be at the heart of this change.

The masterplan has provided opportunities to breathe new life into existing historic buildings and assets which are currently under used and appreciated. The key asset being the centrally located Town Hall, which can become a cornerstone and the driver for regeneration within the town centre.



In towns like Hyde destination marketing and events, will be essential to placemaking and ensuring it stands out from other competing towns.

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Creating events, enhanced spaces and animation to give community strength and purpose.

Building on existing community events and activities, new events can bring in trade, create community and add to the place making opportunities. This makes the place a better place to live. In the town centre, they can bring in additional custom that contribute to the wider vitality and viability.

The masterplan promotes the creation of flexible public realm spaces that can be used for a year round calendar of events or markets which will help to increase footfall and visitors to the town centre, publicise Hyde's assets to a wider audience and engender civic pride.

Street Art will enliven the town and is a platform for longer term impetus. It is also cost effective and a great tool for community engagement. Key assets within the town centre can be linked together through the development of an art and culture trail, combined with physical signposting. This

will become a key wayfinding principle to form strong connections to areas such and the masterplan.

As mentioned within the public realm framework; new development and public realm interventions across the town centre will incorporate well designed public spaces which can accommodate public events and festivals.

This will allow the promotion of a diverse and exciting annual programme of cultural events which will help to publicise Hyde's assets to a broader audience and engender civic pride.

Any redevelopment works must consider the opportunity of pop up or meanwhile uses, particularly within the town centre. Enabling temporary re-use of vacant retail and commercial spaces to provide affordable spaces for new creative and community uses to start up will reanimate the streetscene, whilst a permanent use is secured.



07

The Masterplan

Illustrating The Vision

The illustrative masterplan shown opposite demonstrates how areas of development and public realm intervention will come together as a holistic strategy.

It responds to the key objectives, that were defined in the client's brief, the analytical stages of the masterplan design process and the results of the community engagement showing how the areas of change could be developed over the next 20 years.

The illustrative masterplan represents that vision, demonstrating the potential outcome of following the principles established in the frameworks. It demonstrates the form that the town could take through implementation of the masterplan.

It should be noted that this masterplan is illustrative only and is just one way that the design principles and objectives can be applied. Although all interventions shown here will deliver the vision, any future design work that differs from this arrangement must still follow the guidelines established in the Framework plans.



The Quarters

The development framework describes the key areas of change identifying opportunities to enhance and re-animate parts of the town centre through appropriate interventions and re-development.

The development framework proposes the creation of distinct zones, highlighting the different characters of the town and clustering economic activity of similar uses. The aim is to provide an enriched and diverse experience in Hyde Town Centre.

Western Residential

The area west of the town centre that currently consists of a mix of residential and semi-industrial buildings. This area also contains significant assets such as the railway station and Peak Forest Canal making it a strategically important area of the town that is not reflected within its current land use and condition.

Town Centre Core

The Town Centre core is the heart of the town and contains the markets, shopping centre, town hall and market square. This is the historical centre and has been the focal point of the town for over 200 years.

Southern Residential

This southern fringe lacks a clear identity due to its mix of architectural styles and diverse land use. Its current dominant use is residential but suffers from a fragmented grain due to ad-hoc 20th century developments that ignore the local character and street structure.

Northern Development Zone

A key area of the town due to its proximity to the core and location of the bus station. The current land use is a mix of office space, semi-industrial and retail. This area also contains one of the key gateway sites and must be passed through to reach Hyde Park.



The Quarters

Town Centre Core

Town Centre Core

Development Objectives:

- Re-purposing the Town Hall as a regionally significant cultural destination.
- Improve accessibility across the town centre, encouraging active travel.
- Public Realm improvements & Green Infrastructure.
- Redevelopment of the Clarendon Centre and market offer including the potential for town centre living and leisure uses.
- Improve the appearance of shop frontages and signage.
- Create a stronger identity for the town centre.
- Infill development on vacant, underused or inappropriate sites.



The aim of the masterplan is to create a town centre that the community is proud of and one that attracts visitors on a regional level. To achieve this the centre must evolve. It must provide an experience, it must improve its Food and Beverage (F&B) offer, it must improve its appearance and it must be a place that people enjoy visiting. Achieving these objectives will increase footfall and stay duration which will have a positive impact of retail viability, ensuring that vacant units are kept to a minimum.

The first step to transforming the town centre is focussing on the human experience. A town centre should be specifically tailored for pedestrians.

This can be achieved through reducing the priority of the private vehicle and creating a series of streets that are aesthetically attractive and able accommodate activities and promote community interaction. A street or space needs to successfully function at all times; whether its a quiet rainy day or a busy evening, and the key to this is flexibility.

Once the infrastructure is in place the spaces needs to contain animation. The town centre needs a regular changing programme of events in order to attract visitors on a regular basis. Visitors no longer just visit a town centre to purchase items, they expect to be entertained, socialise and interact.

The town hall, the adjacent Market Square and the market offer is critical to changing the perception and experience of visiting Hyde Town Centre. These three key spaces are the heritage of the town and should play an integral part in shaping its future.

The Clarendon Shopping centre has recently transferred ownership and the principles of the interventions in this area have been discussed and agreed with the new owners. A problem with the traditional shopping centres are the scale of the footprint, and therefore its negative affect on permeability, and limited opening times.

The aim of the masterplan is to create a town centre that the community is proud of and one that attracts visitors on a regional level. To achieve this the centre must evolve.

The shopping centre arrangement needs to change if it is going to become fully integrated into the town centre and harmonise with the surround streets, experience and retail offer.

Finally, once the town centre has become a destination again it needs space to grow and evolve and ensure it can adapt to future changes in habits. The masterplan has identified areas for development and expansion.

The Quarters

Town Centre Core

Design Principles

The masterplan proposes a series of interventions for the town centre core that focus on diversifying the offer introducing exciting new uses and improving the pedestrian realm.

As with the illustrative masterplan the detail within the projects are not fixed and there are many arrangements that would achieve the objectives set out in the Framework.

1. Re-purposing the Town Hall and the adjacent market square as a regionally significant cultural destination. Creating a flexible space to support a programme of entertainment and cultural events to attract visitors into the town centre.

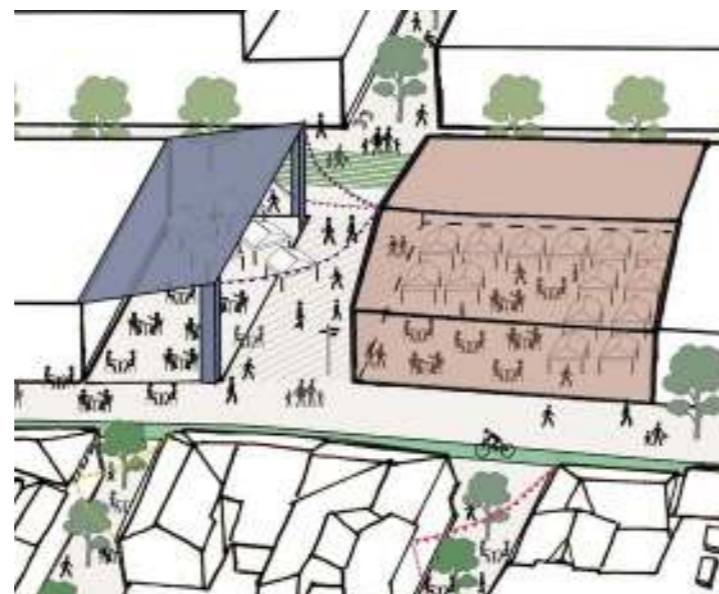
2. Reducing pedestrian conflict in key areas of the town centre, creating a safe, attractive public realm.

3. Enhancing connectivity across the town centre, providing wider access to more sustainable and healthy ways to travel, creating a walkable/cycle friendly town.

4. Re-development of the Clarendon Shopping Centre, helping to improve permeability of visitors through the town centre and considering it's offer and how it interacts with the neighbouring streets.

5. Relocation of the existing indoor and outdoor market facilities into new, flexible units on Market place, diversifying their offer within a prime location.

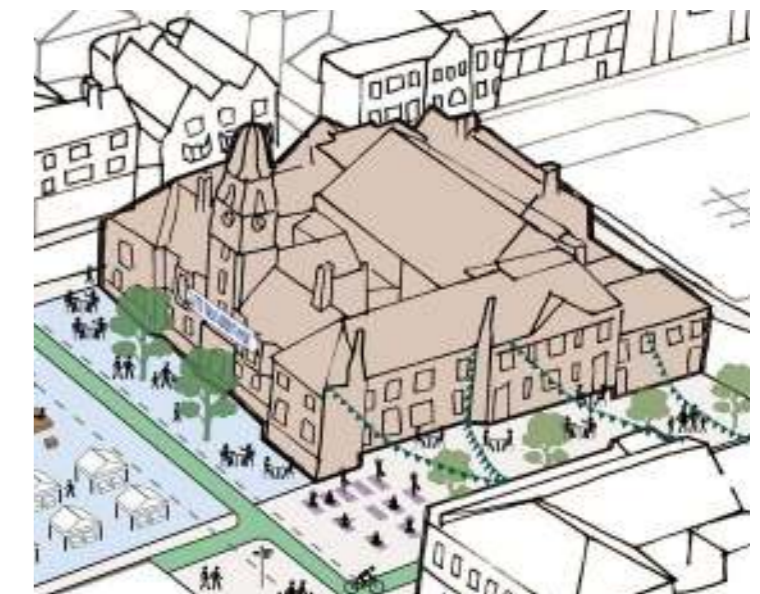
6. Consider key development sites within the town centre to create attractive gateways into the area and diversify the town centre offer.



The markets are re-located to new, high quality facilities in a prime location on Market Place.



Market Square will become a flexible, high quality public realm environment suitable, for markets and events.



The Town Hall can be re-purposed to be a vibrant cultural hub for Hyde and the wider borough. The newly pedestrianised areas around it create a flexible space for it's activities to spill out.

The Quarters

Town Centre Core

Key Interventions - Town Hall

Hyde Town Hall is a locally treasured heritage asset, and its re-use and activation can play a key role in revitalising the town centre. The public survey reinforces this, with many respondents expressing desire to see the Town Hall enhanced and utilised for cultural and community uses.

Utilising the Town Hall as community and cultural hub can help to create a more vibrant and liveable town centre, and contribute to the economic, social, and cultural well-being of the town centre through: building civic pride and identity, increasing town centre footfall, promoting diversity and inclusion, supporting entrepreneurship, unlocking economic opportunities, and place marketing.

Whilst a detailed study of the Town Hall has yet to be undertaken, there are examples up and down the country of town halls being successfully reconfigured and re-imagined to accommodate a range of functions, unlocking their potential to deliver social value as well as revenue for the local area.

Future uses and activations within Hyde Town Hall could include: live music, concerts, performances and screenings; creative and well-being activities and workshops; public facing cafe/restaurant/bar; flexible office and studio spaces for startups and creative industries; youth zone - space and facilities for young people to get together and 'hang out'.



Precedent: Stretford Public Hall

Stretford Public Hall is a community-owned, multi-purpose building. The building is owned and run by a charitable Benefit Society, Friends of Stretford Public Hall.

During the mid-twentieth-century the Hall served as a community centre and popular live music venue, before falling in to disrepair. Following refurbishment works the Hall served as council offices for a brief period in the mid-1990s before re-opening once again as Stretford Public Hall in 2017. Today Stretford Public Hall provides accessible community space, and is home to a varied programme of projects and activities, ranging from health and wellbeing activities, to singing and arts classes, live music nights and a community cinema.

As well as the activities provided by the Hall, a wide variety of local groups and organisations also run activities, classes, and support services at the venue.

The Hall offers several affordable studio spaces, within its shared artist studios. Lofthouse, the hall's co-working space provides working space for creatives, and startups. Since Lofthouse was set up in 2017, the space has supported over 45 small businesses and freelancers, through the provision of affordable workspace.

Additionally, Stretford Public Hall offers a wide range of rooms and spaces available for hire, including the Ballroom, foyer, and other meeting/conference spaces.



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Re-envisioned Town Hall - Illustrative View

The Quarters Town Centre Core

Key Interventions - Market Square & The Clarendon Centre



Market Square

The current Market Square doesn't meet its potential due to the surrounding traffic and carriageway, the location of the fixed market stalls, the surrounding vacant units and its relationship with the adjacent architecture.

Increasing the pedestrian priority along Market Street opens an opportunity to improve the relationship between the square and the town hall. This can be achieved in a number of ways and is discussed in detail later, but by reducing traffic numbers and speed, reducing carriageway width to increase the public realm and by raising the carriageway to footpath level the space will move away from being read as a space defined by vehicles and to one designed for pedestrians.

New high quality materials will create a setting appropriate for its adjacency to the town hall and these materials should continue across Market Street to help create one coordinated and de-fragmented plaza. The market stalls should be removed and a clear space allocated along the shopping centre frontage to allow for spill out from the retail units.

Areas of planting (preferably in raised beds to avoid damage from pedestrians) should define a central flexible space and guide pedestrian movement, while also adding green infrastructure to the town centre.

Public realm upgrades to Market Square will prioritise the use of the square for cultural events, festival, pop-ups, and placemaking activities that bring vibrancy, excitement, and diversity to the town centre.

The Clarendon Centre & Markets

The creation of new Market Square with an emphasis on high quality urban design will help to create a more attractive place for residents and visitors to spend time in, but it is clear to see that the Clarendon Centre has a considerable impact on this space and it is recognised that without change the centre will be dated and will not contribute positively to the future evolution of the town centre.

To remain current and attractive to shoppers and visitors, Clarendon Centre needs to provide a high-quality offer and a unique 'point of difference'. It can do so through contracting and consolidating the retail offer, introducing new and diverse uses with a focus on 'experience' as opposed to purely purchasing products, encouraging the already active independent scene within Hyde, introducing a broader food and beverage offer which could link with the Market offer and introduce the possibility of town centre living, all key uses which can generate more footfall.

The transformation of the centre will take time to be developed, and, if improvements were to be made it is envisaged to come forward in phases over the lifetime of this Masterplan. There are a great number of possible design solutions for the any proposed changes to the centre and the masterplan has taken careful consideration to outline principles for development which will benefit not only the shopping centre, but the town centre as a whole.

The ultimate vision for the masterplan proposes demolition of the existing structure (including the indoor market) and a new development on the existing footprint. The new layout is now divided into four separate components that allow pedestrian through routes even when the centre is closed. These through routes should be tree lines and treated with the same furniture and material palette as the new Market Square.

A new shopping centre development creates and opportunity to rehouse the existing indoor market.



Market Place - Illustrative View

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The Quarters

Town Centre Core

The Clarendon Centre & Markets

Reports show that successful markets can generate footfall increases of around 25% for town centres. They are an important marketing tool for promoting town centres, helping to create a positive image to attract residents, visitors, and businesses. They help foster a sense of community, providing opportunity for residents to come together and socialise in town centre public spaces. They provide a platform for local businesses, start-ups, creatives, and producers to showcase and sell their goods. They also offer environmental and health benefits by encouraging people to shop locally (and sustainably) and providing affordable fresh food produce.

Hyde is a market town and markets should be central to its regeneration and place marketing. The current market offer is failing, partially due to a poor-quality setting and location, and because of what new generations expect from a modern market has changed. With only 3% and 22% of survey respondents agreeing that Hyde has an interesting outdoor and indoor market (respectively), the initial consultation process highlights a clear need and desire for an improved markets offer in Hyde Town Centre.

Markets act as a visual indicator for the success and vitality of a town centre - the better the market, the better the performance of the town centre overall. It is therefore vital that they are operated in way that enables them to reach their full potential.

Our masterplan proposes new locations for the indoor and outdoor market that are integral to reimagining the shopping centre. The outdoor market should be relocated to Market Place, within the corner of the new shopping centre footprint, sheltered by a canopy but open from the two exposed sides. The indoor market should be located adjacent to this, be fully covered, secure and include glass frontages. The adjacent public realm should reflect the adjacent market building by allowing spill out and communal seating.

The removal of fixed market stalls within the outdoor market location, but with the addition of a larger covering will not only ensure the space is comfortable during all weather conditions, it will also allow the space to be used flexibly during 'non market' days. It is considered that the indoor market space will also have a similar level of flexibility. There will be fixed market stalls and space for retail kiosks, but it also envisaged that this space will have a proportion dedicated to flexible uses that could include traditional market stalls, but could also be a perfect platform to host a programme of meanwhile uses.

The redevelopment of the market will be a perfect platform for adding value to the user experience on both market and non-market days. Building on its existing reputation, stall holders and infrastructure, there are a number of initiatives to consider driving footfall.

Markets bring vibrancy, excitement, diversity, culture, and so many more positive human experiences to our town centres.





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Market Square and Clarendon Centre - Illustrative View

The Quarters

Town Centre Core

Key Interventions - Areas for Town Centre Growth

Located east of the shopping centre are a number of surface car parks and a KFC drive through. Surface car parks are an inefficient use of town centre land and poor aesthetics fail to create an attractive gateway into the town centre.

The proposed new arrangement of the shopping centre creates an open avenue linking the Town Hall to this site both visually and physically.

Our masterplan identifies this area as a key development site. We appreciate the need for avoiding any reduction in car parking number and therefore propose either a new multi-storey or decked car park with the condition that the ground floor should have 360deg active frontages. The new car park could also be incorporated into the higher levels of any new development building.

The arrangement of this development will depend on the end use and land assembly but would advise that an open plaza is located at the end of the east to west avenue which will act as a book-end to the Market Square. Any building elevation facing this avenue should also respond to the distant, yet visible Town Hall building.

End uses that would contribute to the town centre's regeneration would include retail with F&B or leisure with potentially rooftop sports pitches.



Vacant Spaces & Meanwhile Uses

Vacant units lead to negative effects on town centres such as aesthetic decline, decreased footfall, negative economic impact, and social issues. Whilst plans for the Clarendon Shopping Centre continue to develop, activating vacant units within the existing centre is an important challenge to undertake, to help attract new businesses, residents, and visitors.

Vacant buildings and spaces are increasingly being used for creative and cultural reasons, for as little as a few weeks, or for as long as several years, whilst long term plans for areas and buildings are finalised. By allowing disused or underutilised spaces to be used as 'meanwhile' hubs, town centres can unlock space for the benefit of creative and cultural activity, which in turn facilitates community activity, cohesion, and enterprise, as well as being an important 'space marketing' tool.

Potential pop-up, meanwhile, and long-term uses for vacant units within the town centre including the Clarendon Shopping Centre, Old Library, Post Office (former location of POP), and former HSBC building could include:

Pop-up Shops

Temporary renting town centre space on flexible arrangements for as little as a month, gives small business the opportunity to try something out low risk – a step up from a market stall.

Incubator spaces

Hyde Town Centre can accommodate and help start-ups and entrepreneurs get their businesses off the ground through flexible and affordable rents. Unless such platforms for young creatives are provided, they will

simply move on and look elsewhere to access their needs in more progressive and accommodating places.

Rehearsal Spaces

Hyde's developing music scene is largely centred around Hyde POP. Establishing in 2017 as a not for profit café, bar, and live music venue, POP work with Tameside Music School to showcase the emerging musical talent coming from local primary and secondary schools. Additionally, the venue hosts U18 events – providing full stage monitoring allowing young bands to acclimatise to the feel of playing at larger venues. There is opportunity to further support POP and their community of young musicians from the borough, by utilising/ providing vacant spaces for use as rehearsal studios.

Community Spaces

Vacant units can be repurposed as community hubs, providing space for community groups to hold meetings, activities, and support for the local community. Vacant units can also provide community focused creative space, including tools and equipment for projects that local residents may not have space, or access to tools, for at home e.g. woodworking.

Youth facilities

60% of survey respondents under the age of 25 stated they would like Hyde Town Centre to provide more space for young people to hang out.



Precedent: Makespace Oxford

Makespace Oxford, transforms underused space in Oxford city centre into affordable and accessible workspaces, retail spaces, offices, studios, shared community hubs and more.

Makespace Oxford is part of the 'Meanwhile in Oxfordshire' programme, a county-wide initiative seeking to reanimate underused space across Oxfordshire, developed by Oxford City Council, with funding secured by OxLEP from the central government's Getting Building Fund.



Precedent: Blackburn is Open

Blackburn is distinct for its high rates of self-employment and numbers of people employed in manufacturing and craft. With making in its DNA, in 2013, a local regeneration programme 'Blackburn is Open' was set up to work with the town's enterprising population to help revitalise Blackburn town centre through arts and culture. This formed part of the local Council's vision to improve the night time offer of the town, utilise under-used spaces and empty shops to host arts activities and to improve the perception of the town centre.



Precedent: Rising Green Youth Centre

Rising Green is the conversion of a vacant retail unit into a youth centre in Wood Green, north London. The project came with a clear remit from Haringey Council to co-design and deliver the youth hub, named Rising Green, alongside local young people. The team led a series of co-design exercises with a local group, known as the Wood Green Young Voices, to help embed their ambitions within the design.



Precedent: Blackhorse Workshop

Blackhorse Workshop is a social enterprise dedicated to making, offering easy access to a fully equipped wood and metal workshop that's open to all.

Cultural Strategies, Events & Activations

Events, festivals, and cultural strategies, with distinctive identities can help change perceptions of a place.

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The experience that is provided in a town centre can leave long standing perceptions of a town. By creating a town centre that is continuously changing and experimenting through cultural events, festival, pop-ups, and markets will leave its mark as being exciting and interesting.

Reports commissioned by Arts Council England, based on independent research, show that arts and culture are up there with good schools when people make their decisions about where to live.

Events, festivals, performances, and exhibitions can arrest decline and help to make town centres attractive places to visit and socialise. The figures in the same Arts Council report support this, with 68% of people saying that arts and cultural events are very important for fostering community feeling.

With only 6% public survey respondents agreeing that Hyde Town Centre provides a good range of events and festivals, the public survey demonstrates necessity to improve Hyde's cultural event offer.

The most successful cultural events and strategies are rooted in place, defining the essence of the towns and communities they represent.

Case Study: Blackburn

Blackburn has more makers than almost any other place in the country, with double the national average employed in the manufacturing sector.

2014 - Blackburn is Open
A community led initiative which provided subsidised 'make and trade' space for designer-makers and craftspeople, a temporary cinema, and programme of events in the town centre.



2015 - The Making Rooms
Retrofit of a vacant town centre property accommodate studio space, creative accelerator and Fab Lab' combining advanced manufacturing equipment with traditional craft processes including 3D printing, laser cutting, electronics, CNC machining, pottery, sculpture and screen printing.



2016 - The National Festival of Making
The aim was simple; to showcase Blackburn as the powerhouse of British manufacturing. The National Festival of Making explores and celebrates the present day diversity, range, scale and skills of UK-based making and creating. In November 2022 The National Festival of Making was selected as one of Arts Council England's National Portfolio Organisations for 2023-2026.



The Quarters

Western Residential

This zone provides an opportunity to bring forward a series of sites that would deliver a critical mass of new town centre housing directly linking to the town centre core.

These brown field sites, are in close proximity to rail and bus connection, motorway access and the canal making them an ideal area for residential growth.

New high quality canal side apartments and family housing, with easy access into the Manchester city centre and the neighbouring countryside, would make this area a desirable place to live.

New residential developments would also benefit Hyde in terms of increasing town centre footfall and replacing unattractive industrial land uses with developments appropriate for a modern town centre. A canal is a valuable asset for any town centre and our proposals create an opportunity to improve access, open up views and bring the canal back into the community.

A key intervention within the Western Residential is the railway station plaza and its connections to the town centre. As previously mentioned, the route from the station to the town centre is unattractive, uninviting, indirect and can feel threatening.

The current route passes through industrial buildings, high retaining walls and car parks that fail to provide natural surveillance and create a character that is inappropriate for an aspirational town centre.

The masterplan proposes that the smaller industrial buildings are replaced with new residential developments that includes a clear and attractive tree lined route between the station and town centre. It is essential that the new residential developments front on to this new route to create natural surveillance and deters anti-social behaviour. Improvements to the station forecourt should also be implemented to create a new gateway into Hyde.



Sustainable, connected & high quality family focussed housing, increasing vibrancy, activity and footfall within the town centre.



- Development Objectives:**
- Improve town centre residential diversity
 - Improvements to the railway station forecourt
 - Improve accessibility across the town centre, encouraging active travel.
 - General public realm and green infrastructure improvements.

The Quarters

Southern Residential

South of the shopping centre and north of Union Street is a parcel of land directly adjacent to the central core but one without a dominant land use or consistent character. Its current mix of traditional terraced housing, semi-industrial and 20th century infill buildings create an irregular urban grain that doesn't follow the original street pattern or provide natural surveillance.

A small stretch of dual sided terraced housing along Norfolk Street gives us a glimpse of Hyde's traditional housing stock. Our masterplan proposed that this area becomes a purely residential area and adopts the same principles of this original housing. Historically the streets in this area would have played a wide variety of roles. They provided access, social space, and play

spaces for children who could explore the wider network of neighbourhood streets and spaces as they got older.

The removal of the low quality non-residential units should be replaced with housing suitable for families and arranged in a grid pattern to create a legible series of streets. Spaces should be allowed for pocket parks and areas for recreation.

The interventions should be designed to consider six main principles to create a quality place:

Distinctive

Street design should respond to local context and create places that are distinctive.

Safe & Pleasant

Streets should be designed to be safe and attractive places.

Easy to move around

Streets should be easy to move around for all users and connect well to existing movement networks.

Welcoming

Street layout and detail should encourage positive interaction for all members of the community.

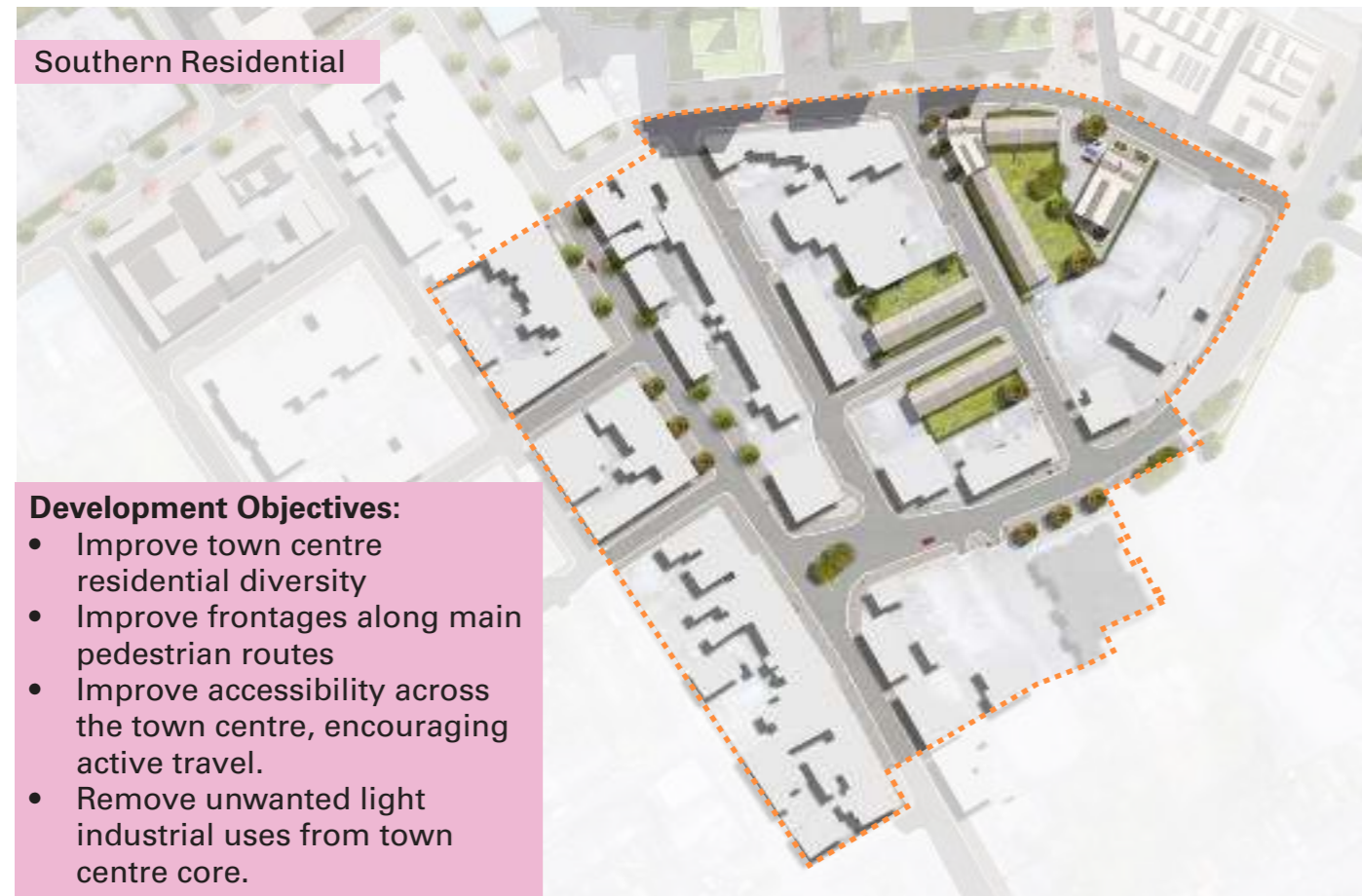
Adaptable

Street networks should be designed to accommodate future adaptation.

Resource efficient

Street design should consider the integration of sustainable drainage and use attractive, durable materials that can be easily maintained.

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- Development Objectives:**
- Improve town centre residential diversity
 - Improve frontages along main pedestrian routes
 - Improve accessibility across the town centre, encouraging active travel.
 - Remove unwanted light industrial uses from town centre core.



Shared Surfaces

The re-working of the streets in this area will recognise the importance of creating places for people to enjoy, and interact with one another rather than simply providing corridors for the movement of traffic. A significant amount of interaction within a community takes place in the external environment.

Achieving this reduction in dominance will be created by high quality paving treatments, traffic calming measures and also by the minimal use of traffic signs, road markings and other traffic management features where appropriate.

Building Frontages

Simple additions to the buildings can greatly improve the aesthetics of a street. In general, regeneration schemes such as this work best when a consistent, planned approach

is applied to the street, but this being said, any scheme should not look to remove resident's input or personal design flair for their property.

Simple measures such as uniformed window improvements, painting windowsills and surrounds or even incorporating artwork at key gable ends throughout the length of the street will help to add a distinctive character to the areas. A consistent and holistic approach will act as a renewed brand for the area creating a refreshed, revitalised character.

1. Artwork on gable ends
2. Bespoke signage and wayfinding
3. New street trees wherever possible
4. New small ornamental shrub planting
5. Re-instate consistent curtilage details



Precedent: Goldsmith Street, Norwich

Norwich Council's Goldsmith Street is a Passivhaus certified socially rented housing scheme.

The layout of terraces create attractive pedestrian friendly streets and provide generous windows throughout. Every home has car-free access to play.

A key aspect of the vision was to create a space of communities coming together and increasing biodiversity. A planted alley runs between the backs of the terraced houses, dotted with communal tables and benches.



The Quarters

Northern Development Zone

As with a other town centre fringe sites the zone north of the town centre core contains a mix of land uses, buildings of varying architectural merit and poor public realm. Land uses include office space, semi-industrial and retail but the bus station and its proximity to the Clark Way make this a strategic site.

The masterplan proposals for this zone aim to rationalise land use, give higher priority to pedestrian, open up development spaces and help facilitate the reduction of vehicular traffic along Market Place.

New Carriageway

In order to move traffic away from Market Place a new access road needs to be introduced. As referred to in the town centre core section the masterplan proposes a new through route connecting Hamnett Street to Russell Street that would remove the need for private vehicle traffic to use Market Place.

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Buildings and Development Site

Large private surface car parks and service areas associated with the post office building, Rhino Piling and Tameside Caravans are not appropriate for strategic gateway sites and areas so close to the town centre core. Although these developments offer local employment their location doesn't help the town centre.

This long term intervention proposes the relocation of these uses and that their semi-industrial buildings and the associated open spaces are identified for development. The new building use needs to reflect the local character and street patterns and must positively affect how the town centre operates. This would be the ideal location for new office space.

Other key building such as the job centre and old bingo hall should be retained but if possible maintained and refurbished to improve their standard.



Development Objectives:

- Improve town centre diversity with scope for office or workspace.
- Improvements to connections to the bus station.
- Improve accessibility across the town centre, encouraging active travel.
- General public realm and green infrastructure improvements.
- Opportunity for re-development of Clarendon Street Car Park to either provide consolidated town centre parking or alternative development opportunity.

The Quarters

Northern Development Zone

Clarendon Street and Connection to Hyde Park

Due to the pedestrianisation of Clarendon Street there is an opportunity to improve the link between the town centre and bus station. A further connection to Hyde Park needs to be considered too. Ideally a new motorway bridge would provide direct safe access, but the funding needed for this would have a bigger impact on improving the town centre if spent elsewhere. Access improvements could be introduced in terms of wayfinding, signage and simple public realm improvements.

Clarendon Street Car Park

Here is another example of an inefficient surface car park. In this location it is screened by a number of buildings so doesn't quite have the same negative influence on the wider town.

This site should be seen as a development zone but any intervention needs to consider the loss of parking and include active ground floor frontages.



Clarendon Street - Illustrative View

Consistent Themes

Public Realm

The impact that quality public realm and materials have on our experience of a place should not be underestimated. Appropriate paving and street furniture enhances and complements their location and helps define a specific character unique to the location. A place that feels maintained and appreciated also has a similar positive affect on the users and residents.

Delivery of public realm improvements is a relatively straight forward intervention, as all works are proposed on Council owned land, with the main constraint being budget.

Many factors need to be considered while creating a public realm strategy. Principles such as location, specification, installation, maintenance and vandalism are all defining factors and will dictate wherever the public realm will be a success. The masterplan does not provide a full Public Realm Strategy but does provide some guiding principles.

It is important to define a limited palette of materials, style, colours, texture, form and fixings that are followed with every element of street furniture and surfacing. The public realm interventions need to be coordinated and considered. Materials need to reflect and enhance the local built environment but also allow the spaces to function accordingly. A common mistake is for over engineering a space in an effort to comply with all guidelines, but this often results in a cluttered and confusing streetscape. Consideration needs to be given to pedestrian movement, desire lines, spaces to rest and stop and places to congregate and gather.

Consideration should also be given to retaining historic/heritage street furniture. Existing historic street furniture such as lamp columns, bus stops and railings are an important part of Hyde's heritage. Note that it is not always obvious which items of street

furniture are considered to be of importance.

Users of all abilities need to be catered for in the design. For example colour and texture contrasts between items of street furniture and the wider street-scene help warn of hazards for visually impaired people.

Any new material of furniture introduced to the town should be approved by the council's maintenance team. All furniture will suffer from vandalism occasionally, bins will need to be emptied and bollards repainted. So it is essential the council has the means and skills to carry out this work.

If the budget allows all paving should be natural stone. This is more hard wearing, less maintenance and the textures and tones create a welcoming and warm aesthetic. Sandstone and Porphyry would complement Hyde's historic buildings while granite would fit with the new shopping centre building. Natural stone shouldn't be limited to just paving. It is important the kerbs and edgings follow the same palette.

Public seating should be located throughout the town centre and used not only to provide users with an opportunity to rest or contemplate but to define spaces and guide pedestrian movement.

Space should also be allowed adjacent to shop fronts to accommodate spill-out uses from the private retail units. This overflow use should be encourage everywhere. The recent restriction on indoor dining due to Covid has proved that are willing to sits outside and become part of an animated streetscape.

Bollards should be avoided where possible. A well placed tree, bench, bin, kerb or planter can have the same affect.

The provision of public art should celebrate a town's character and heritage and help develop a desirable sense of place. Public art projects also provide important opportunities to involve the local community groups and promote the town's artistic tradition. An intervention as simple as gable end graffiti, if done in the correct manner, can add vibrancy and excitement to a space.

Public art can take many different forms. It can be "stand alone" or integrated into wider landscaping or lighting schemes. Installations may also be developed as community artistic projects. When art forms part of a wider scheme, it is essential that artistic elements are planned and integrated as early as possible into the wider design. When considering public art, seek the advice and support of the Council's Arts and Cultural Projects team at the earliest opportunity.

Signage should be restricted to wayfinding and information. It is important the town's wide asset are advertised and visitor encouraged to visit but in general, all signs and road markings should be avoided wherever possible as they add clutter to a space and usually fall outside of the agreed street furniture palette. Where they are absolutely necessary they should be kept to an absolute minimum. There is a statutory requirement for some signage but unnecessary signs should be avoided and removed whenever the opportunity arises

Cycle Stands should be located throughout the town centre and specifically at busy nodes. Their location should be discreet yet have natural surveillance for security. Groups of stands should be limited to 5 to avoid hampering circulation and distracting from the streetscape.



Consistent Themes

Greening the town centre

Natural England defines Green Infrastructure as:

“...a strategically planned and delivered network of high quality green spaces and other environmental features. It should be designed and managed as a multifunctional resource capable of delivering a wide range of environmental and quality of life benefits for local communities. Green Infrastructure includes parks, open spaces, playing fields, woodlands, allotments and private gardens.”

High quality, sustainable and multifunctional green infrastructure should be incorporated into all interventions.

Green infrastructure assets may perform multiple functions including:

- Setting the scene for growth, creating a good quality of place and quality of life and
- Supporting sustainable economic growth;
- Supporting physical and mental health and well-being;
- Providing for recreation, leisure and tourism;
- Helping to manage flood risk;
- Supporting mitigation and adaptation to climate change;
- Positively benefiting the historic environment; and
- Enhancing the ecological network and promoting biodiversity

For example, street trees would add aesthetic quality to the town centre but will also reduce airborne pollution, provide shade, reduce urban heat island effects,

mitigate wind chill and turbulence and increase biodiversity street trees should be planted wherever possible. Considerations such as mature height and spread, appropriate species, colour, year round interest tree pits and underground services are all important during the design stage. Adding trees to a street can positively transform the space aesthetically while helping improve air quality, reduce carbon and increasing biodiversity.

Structure Planting can be used to define spaces, guide movement while also greening a street. We advise that any shrub, herbaceous planting within the town centre is located in raised planters. These planters only need to be 100mm high but the raised edges will reduce the risk damage through footfall. Off the shelf plastic planters should be avoided if possible unless these form part of the overall considered Public Realm Strategy.

The SuDS approach makes use of different techniques, such as infiltration and retention which mimic runoff from the site in its natural state. Rainwater should be managed close to its source and on the surface where possible. As a result the water is stored and released slowly, reducing flood risk and improving water quality. Less surface runoff frees up capacity in our sewers, whilst more natural materials improve biodiversity and amenity. Examples of SuDS techniques appropriate for Hyde Town Centre include permeable paving, soakaways, green roofs and linear swales incorporated into the streetscape.



08

**Delivery & Next
Steps**

Delivery

Introduction

This Masterplan has been created with emphasis placed on delivering an aspirational place which retains the inherent character of Hyde to encourage a tangible sense of civic pride.

It is targeted towards deliverable and place focussed interventions which will deliver a vision that meets the needs of the existing and future communities within the town. The goal is to attract investment, improve the quality of life for the people who currently and will, one day, live and work there as well as positively contribute to the town's economic, cultural and social well-being by providing long term opportunities and brighter futures for everyone.

Implementation and Delivery

Regeneration and development is a continuous process and this masterplan builds on previous work. In the same way this masterplan is not the 'final-word'. It is a strategic framework for the delivery of infrastructure and development in order that all landowners, investors, developers and public sector agencies 'pull in the same direction'.

Hyde, like Manchester and the wider UK economy, is reeling from the impacts of Covid. The global pandemic has had a profound effect on the way that we live and work and the 'new normal' is still developing. One impact of the pandemic has been to accelerate the move to online retailing with a dramatic effect on high-street shops. This is particularly the case for secondary towns where there is less of an experiential offer.

That said the move to more local delivery of shops and services and the 15-minute neighbourhood provides new opportunities for smaller towns and service centres. There are now many and varied opportunities for investment and development in Hyde as outlined herein in the development framework. In this respect the masterplan is flexible to accommodate changing market circumstances and occupier requirements.

It is apparent that the private sector will have a key role in the delivery of the proposals set out within this masterplan, specifically the redevelopment of the Clarendon shopping centre. However, the Council have an essential role in facilitating development and collaborating with private developers, land owners and other stakeholders to ensure the proposals are successfully delivered. As well as being the local planning authority the Council also has powers related to land assembly to assist in regeneration including the use of Compulsory Purchase Orders. The Council will be responsible for securing government funding and ensuring that developer contributions in the form of S106 payments are utilised effectively and provide significant community benefits across the town. This will encourage further development within the town, providing confidence in the market.

Crucially the successful delivery of the master plan will involve local stakeholders. Shopkeepers, local business owners, community groups, landlords, shoppers, residents and visitors all need to be involved if Hyde Town Centre is to realise its full potential.

Priorities and Phasing

Key to the success of a masterplan is the delivery of the proposals and strategies contained within the masterplan. Therefore, it is important to understand the timing and delivery of each of the proposals to ensure that noticeable change occurs early on. This provides confidence for investors and other relevant stakeholders, key in delivering the masterplan.

It is clear that there are a number of proposals which can be delivered in a short period of time (1-2 years). These proposals have a relatively low cost and have a low planning risk, this includes the public realm improvements, including the provision of tree planting and street furniture. In contrast there are a number of proposals which will involve a longer timescale, given the nature and scale of the development involved. This relates to the larger scale projects, such as the redevelopment of the Clarendon Shopping Centre. This will take a significantly longer amount of time and poses an increased planning risk. Moreover, the property is not within the ownership of the Council and therefore is reliant on the owners to facilitate the development. The timing of such development is likely to take longer (5-10 years).

The successful delivery of the masterplan will be reliant upon the ability to be adaptive to the changing priorities, the availability of funding and the changing economic, social, and environmental factors which affect the baseline conditions. It will be important to review the delivery strategy annually, to ensure that where there are opportunities for development to be brought forward earlier, these are actioned. A series of pre agreed indicators could be used to evidence progress as well as seeking out the views of users of the centre through an annual survey.

Delivery Principles

The purpose of this masterplan is not to be prescriptive and the delivery of future development and regeneration will be unique to the particular circumstances at the time.

The Council recognises that property development and regeneration is a complex, often risky process and projects often take a long time to be delivered – sometimes spanning multiple property cycles.

We want to hear from landowners, investors and developers with an interest in development and regeneration in Hyde.

To facilitate the dialogue, we have established the following delivery principles which are based on our experience of delivering successful regeneration projects.

This principles can be applied to all projects coming forward:

End User Focus

End users are the ‘customers’ of the development process. The measure for successful projects is their attractiveness to tenants, purchasers, occupiers and users. The Council will support projects with identified end users and/or robust market research to justify the ‘need’ for the development in the property market context.

Sustainable Design

High quality design is integral to creating developments which will deliver economic, environmental and social returns over the long term . All new development must add to local distinctiveness and character. Furthermore, high quality design improves the quality of life and well-being. As outlined in the masterpl frameworks, Hyde is fortunate to have many significant historic buildings that should be prioritised for re-development prior to building new facilities. Buildings such as the Town Hall, former library building and former Wilkinson Building would provide a sustainable approach to town centre re-development.

Good-quality public spaces help create healthy communities and desirable properties. Well-designed homes and neighbourhoods create better and healthier places to live and build strong communities. Similarly well-designed commercial buildings lead to a more valued and productive workforce and profitable premises.

Land / Site Assembly

The masterplan recognises that the value of development to landowners must be in excess of 'existing use value' in order for sites to be brought forward. We will encourage schemes where the developer has control over the land and we will consider the use of compulsory purchase powers where appropriate to deliver the proper planning of the town centre.

Planning Policy and Planning Applications

The Council must work creatively with developers to project manage complex planning applications (including the use

of Planning Performance Agreements (PPA's)) to ensure that development which is sustainable and accords with the development plan is approved without delay. We recognise that planning is a significant financial risk on development and we will negotiate planning agreements ‘in-the-round’ having regard to the legislation, Local Plan policy and the financial viability of a particular scheme.

Financial Viability and Funding

The masteplan understands that the financial viability and the availability of funding is key to the delivery of commercially viable projects.

The Council is one of the partners who can add value and/or reduce cost/risk and/or assist in securing public and private sector funding or other financial interventions.

Delivery Mechanism

Projects should have a clear delivery mechanism and we like to incentivise agreements with all parties to align interests and deliver successful outcomes. Agreements which incentivise the delivery of development and regeneration over the longterm are preferred to short-termism.

Community Engagement

Development relies on support from the wider community and schemes should have the support of the community wherever possible.

Quick Wins

The physical changes proposed in this masterplan are strategic and will require a longer time frame to be delivered. Further analysis and testing is required to confirm phasing, viability and deliverability of the proposed changes, as well as identify potential funding opportunities.

Quick wins or meanwhile uses will mean immediate change is defined and recognisable, galvanising the community and creating potential investor interest in the town.

Quick wins will deliver local, immediate change to build confidence and aspiration. They will help create a sense that things are changing in the town centre.

The following potential quick wins should be considered in the town:

Pop ups and Vacant Units

Shopping centres should look beyond ‘filling spaces’, the formulaic notion that creating a shopping centre is about building then filling its spaces with the same stores as the one in the next town has proved unsuccessful.

Anchor tenants that drive traffic are still important, but there could be a new emphasis on temporary, flexible spaces that can accommodate different stores over time and a curated mix of smaller stores that add variety/ diversity. Pop up stores can provide visitors with a sense of the unexpected.

Whilst renting town centre space on flexible arrangements for as little as a month, give new and small independent business the opportunity to try something out low risk – a step up from a market stall.

By allowing disused spaces and retail units to be used as ‘meanwhile’ hubs, councils are able to unlock space for the benefit of creative and cultural activity, which in turn facilitates community activity, cohesion and enterprise.



Market Stall Removal

The existing market stalls within market square are key negative, reoccurring element within our engagement exercises. They limit the flexibility of the existing market square and also limit the success of the retail units within the Clarendon centre that face onto the square.

Consultation also identified that when the stalls were not being used, they are a source of antisocial behaviour. Removal of these stalls will allow better use of Market Square and encourage more active uses to enliven the square from the adjacent Clarendon centre.

Markets & Events

The masterplan promotes the creation of flexible public realm spaces that can be used for a year round calendar of events or markets which will help to increase footfall and visitors to the town centre, publicise Hyde’s assets to a wider audience and engender civic pride.

The regeneration of the Town Hall and Market Square includes space for events and markets and a well curated programme of events will help identify a focus and brand for Hyde.



Shop Front Improvements

Shop fronts make an impact on the appearance of a shopping area and contribute to people’s impression of that area. High quality shop fronts make an area feel more welcoming to local residents and visitors alike. They improve the area’s image, help to define a stronger sense of place, and encourage a greater number of shopping visits.

Unfortunately, the appearance of some buildings has been spoilt by inappropriate shop fronts which harm the character and appearance of some buildings and detract from their wider surroundings.

A Shop Front Improvement Scheme would support the improvement of shop fronts to help local businesses to grow and prosper and to attract new investment in Hyde . The overall improvement in the local environment will help in attracting customers, raise awareness of the town among visitors and residents and aid the overall regeneration of Hyde.



Art and Animation

Street Art and animation has the power to enliven the town and is a platform for longer term impetus. It is also cost effective and a great tool for community engagement. Key assets within the town centre can be linked together through the development of an art and culture trail, combined with physical signposting. This will become a key wayfinding principle to form strong connections to wider key areas such as the train station and bus station and also be used to support key pedestrian gateways into the town centre.



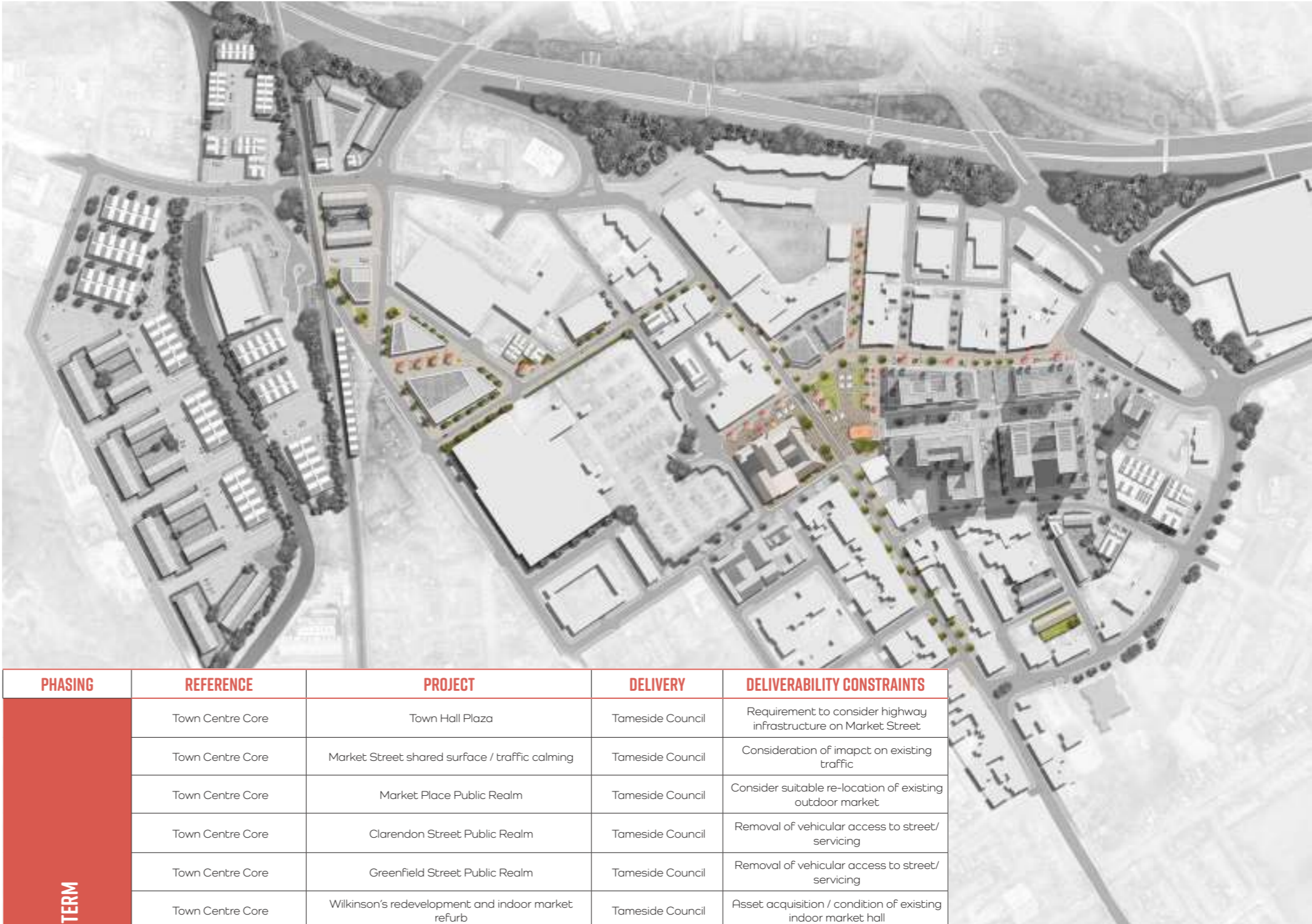
This Masterplan has been created with emphasis placed on delivering an aspirational place which retains the inherent character of Hyde to encourage a tangible sense of civic pride.

It is targeted towards deliverable and place focussed interventions which will deliver a vision that meets the needs of the existing and future communities within the town. The goal is to attract investment, improve the quality of life for the people who currently and will, one day, live and work there as well as positively contribute to the town’s economic, cultural and social well-being in providing long term opportunities and brighter futures for everyone.

There are a number of proposals which can be delivered in a short period of time (1-2 years). These proposals have a relatively low cost and have a low planning risk, this includes the public realm improvements, including the provision of tree planting and street furniture.

A number of proposals which will involve a longer timescale, given the nature and scale of the development involved. This relates to the larger scale projects, such as the redevelopment of the Clarendon Shopping Centre and other schemes that would require land assembly or acquisition. This will take a significantly longer amount of time and poses an increased planning risk.

The following plans and tables intend to show how the identified interventions could come forward over short, medium and long term. It is important to understand that these projects have been classified based on several factors, including complexity, known challenges and ownership. The proposals are by no means rigid and timing of any proposed intervention could vary considerably based on many factors, including available funding streams, market and private investment opportunities.



PHASING	REFERENCE	PROJECT	DELIVERY	DELIVERABILITY CONSTRAINTS
SHORT TERM	Town Centre Core	Town Hall Plaza	Tameside Council	Requirement to consider highway infrastructure on Market Street
	Town Centre Core	Market Street shared surface / traffic calming	Tameside Council	Consideration of impact on existing traffic
	Town Centre Core	Market Place Public Realm	Tameside Council	Consider suitable re-location of existing outdoor market
	Town Centre Core	Clarendon Street Public Realm	Tameside Council	Removal of vehicular access to street/ servicing
	Town Centre Core	Greenfield Street Public Realm	Tameside Council	Removal of vehicular access to street/ servicing
	Town Centre Core	Wilkinson’s redevelopment and indoor market refurb	Tameside Council	Asset acquisition / condition of existing indoor market hall
	Town Centre Core	Removal of permanent market stalls and provision of pop-up	Tameside Council	Consultation required with existing market traders
	Town Centre Core	Re-purpose Town Hall to vibrant cultural Hub	Tameside Council	Re-location of existing tenants/ building condition
	Town Centre Core	Public Realm & GI improvements to Market Street	Tameside Council	Potential clash with existing services
	Western Residential	Public Realm and enabling works including improved route from station to town centre	Public / Private	Extent of council owned land provides limited room for improvements.
	Northern Development Zone	Public Realm Improvements	Tameside Council	Extent of council owned land provides limited room for improvements.
	Southern Residential	Public Realm Improvements	Tameside Council	Extent of council owned land provides limited room for improvements.
	Southern Residential	Former Hyde Library Redevelopment - Resi/Mixed Use	Tameside Council	Condition of existing building / Delivery mechanism



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PHASING	REFERENCE	PROJECT	DELIVERY	DELIVERABILITY CONSTRAINTS
MEDIUM TERM	Northern Development Zone	Astoria building acquisition and development	Public / Private	Asset acquisition / condition of existing building
	Northern Development Zone	Highway rationalisation to enable Market Place pedestrianisation	Tameside Council	Impact on adjacent highway infrastructure
	Northern Development Zone	Rhino Piling acquisition to enable highway rationalisation and development	Public / Private	Acquisition/relocation of existing uses
	Northern Development Zone	Tameside Caravans acquisition to enable highway rationalisation and development	Public / Private	Acquisition/relocation of existing uses
	Northern Development Zone	Royal Mail acquisition to enable highway rationalisation and development	Public / Private	Acquisition/relocation of existing uses
	Southern Residential	The Car Hut land acquisition to enable residential development	Public / Private	Acquisition/relocation of existing uses
	Southern Residential	JR Hughes land acquisition to enable residential development	Public / Private	Acquisition/relocation of existing uses
	Southern Residential	Former Iceland building to enable residential development	Public / Private	Acquisition/relocation of existing uses



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PHASING	REFERENCE	PROJECT	DELIVERY	DELIVERABILITY CONSTRAINTS
LONG TERM	Town Centre Core	Re-development of Clarendon Centre into a retail focused mixed use offer with public realm	Public/Private Partnership	Phasing of development to minimise impact on town centre
	Town Centre Core	Land acquisition to enable development opportunity	Public/Private Partnership	Acquisition/re-provision of car parking facilities
	Western Residential	Edward Street acquisition for potential Residential development	Public / Private	Acquisition/relocation of existing uses
	Western Residential	Raglan Street acquisition for potential Residential development	Public / Private	Acquisition/relocation of existing uses
	Western Residential	Canal Street acquisition for potential residential development	Public / Private	Acquisition/relocation of existing uses
	Western Residential	Cross Street acquisition for potential residential development	Public / Private	Acquisition/relocation of existing uses

Delivery

Funding

Arts Council

The Arts Council, England has a number of different funding streams, offering funding to local organisations, communities and artists. The Arts Council recognises the importance of creativity and culture within local communities and its role in supporting local economies. There are a number of different funding streams offering funding for museums, libraries, local organisations and individual artists. One of the grants offered under the Arts Council is the National Lottery Project Grant. This is an open access funding programme for arts, museums and library projects and other creative projects related to creative industries, including music, theatre and literature. If successful within the application process, funding is available from £1000 to £30,000 +.

National Lottery Heritage Funding

The National Lottery has provided over £8.6 billion of funding to heritage projects across the UK since its establishment in 1994. The Heritage Fund provides financial support towards a heritage project. Heritage is defined by the National Lottery as 'heritage can be anything from the past that you value and want to pass on to future generations.' Support can be obtained for a wide variety of projects including repairs and the

conservation of historic buildings, training placements and professional fees. There are three different levels of funding these are:

- £3,000 to £10,000
- £10,000 to £250,000
- £250,000 to £5million.

Applications are open all year around, except those projects seeking funding over £250,000 which are open quarterly.

UK Infrastructure Bank

The UK Infrastructure Bank was launched in 2021, providing £22bn of infrastructure finance. The Infrastructure Bank is a government owned policy bank, providing a range of financing tools to both local authorities and the private sector. This includes loans, credit enhancement and equity interest. The Infrastructure Bank outline their five priority sectors including clean energy, waste, water, digital and transport. It is noted that they do support mixed infrastructure including town centre regeneration. However, they outline their three investment principles which include the need for projects to align with the Government's Net Zero objectives. Loans are available up to £5m with repayments available up to 50 years fixed rate and 10 years floating rate, with flexible repayment profiles available.

Community Ownership Fund

The Community Ownership Fund was set up in 2021 to allow communities to take ownership of assets which are at risk. Voluntary and community organisations can bid for match funding, to support the purchase/ renovation costs of community assets. In order to be eligible for the funding,

the proposals need to prove the value of the asset to local people and that the asset can run sustainably. There are two different types of funding available, Capital funding and Revenue funding. Capital funding is used to purchase or lease the asset and pay for refurbishment costs (funding up to £250,000). Revenue funding is used to fund the running costs of the project, including utilities, staffing costs or recruitment. Funding is available up to £250,000, with exceptional circumstances allowing for this to rise to £1m. In terms of eligibility both community and voluntary organisations can apply.

PWLB

The Public Work Loan Borrowing provides loans to local authorities and other specified bodies for capital projects drawn from the National Loans Fund. Prior to February 2020, PWLB's were provided by the Public Works Loan Commissioners, however the statutory powers have now been transferred over to HM Treasury. It is up to each Local Authority as to which capital projects they fund, with the loaning policy set out by the HM Treasury.

Homes England

Homes England is an executive non-departmental public body, who are responsible for increasing the number of homes within England, alongside improving existing social housing stock and stimulating regeneration. Within their recent Strategic Plan, they have outlined their commitment to deliver, 'good, quality, affordable homes,' with a £16m of government to underpin this objective. The fund is comprised of multiple programmes including the Levelling Up Home Building Fund, the Affordable Homes Programme and the Home Building Fund. Furthermore, alongside the funding the

agency has also implemented a Strategic Place Plan with Greater Manchester Combined Authority. This will help promote regeneration and housing growth throughout the greater Manchester area. There are many funding streams available through Homes England which could aid the delivery of this masterplan

Greater Manchester Local Enterprise Partnership

The Greater Manchester Local Enterprise Partnership, is one of 38 LEPs set up across England. Designed to support both businesses and local authorities to grow the private sector and tackle major barriers to growth. The LEP covers the greater Manchester region, supporting local businesses and the wider community. The LEP is also responsible for the Manchester Business Growth Hub, who provide funding and support to businesses within the Manchester area. The LEP provides guidance in relation to a number of different funding streams including those provided by the Greater Manchester Combined Authority. There are a number of funds available relevant to the delivery of the masterplan including the Greater Manchester Housing Investment Fund. This is a loan set up as part of the Greater Manchester Devolution Agreement, with the aim of assisting housing projects which would otherwise be difficult to fund from other sources. Any loan is considered between £500k and £30m, with the fund so far committed to over £458m to build approximately 6,100 units at 55 sites across Greater Manchester.

Local Authority Treescape Fund

The Local Authority Treescape Fund offers funding to Local Authorities to support the planting of trees which have been impacted by disease and habitat degradation. The fund is part of the Government's Nature for Climate Fund. The fund supports tree planting out with woodland areas including urban areas and along footpaths and roads. The opportunity to bid for funding is open all year, with the opportunity to receive £50,000 to £300,000. It must be noted that planting of standards in urban or peri urban areas must be direct replacements of trees lost to threats such as pests and diseases.

Delivery

Next Steps

The implementation and delivery of the Masterplan will take time but there are key next steps which will be taken forward by the Council and their partners and key stakeholders to continue the momentum.

Engagement will continue as the Masterplan is developed and individual sites and projects are scoped out. The Council will also identify new funding opportunities to help address some of the ambitions contained within this Masterplan.

Anticipated Next Steps:

- Develop a detailed movement strategy to test and support the masterplan. This will help to define the key highways and active travel interventions, their phasing and which can be delivered alongside the key public realm and development proposals;
- Produce a detailed delivery plan that considers in more detail the phasing of the development proposed in the Masterplan and identifies appropriate development approaches;
- Subject to funding and public consultation, develop detailed development proposals for key public realm, development and infrastructure projects.
- Business cases for identified development schemes.
- Land assembly strategy/strategic partnership organisation.





LET'S TALK ABOUT HYDE

A Masterplan for Hyde Town Centre

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01

Introduction

This masterplan will play a critical role in changing the external perception of the town centre while creating the framework for it to grow and flourish.

HemingwayDesign and WSP have been appointed by Tameside Metropolitan Borough Council to deliver a strategic masterplan that sets out an ambitious vision for the future of Hyde Town Centre.

Based on feedback from the community and stakeholders the masterplan has identified what makes Hyde different and celebrates its uniqueness to help create a place that people want to visit. The masterplan vision will:

- Celebrate the character of Hyde as a place, including preserving and enhancing its outstanding heritage assets;
- Make the town centre a child and family-friendly place;
- Support existing businesses and traders in revitalising the retail offer in the town;
- Providing places for independents, entrepreneurs and artisans to flourish;
- Increase the potential for Hyde Town Centre to provide a focus as a service centre for the growing population and diversity of the town and its wider hinterland
- Enhance the attractiveness of the town centre and encourage visitors to lengthen the stay

- Strengthen the role as an opportunity for increasing the residential offer within and adjoining the town centre.
- Realise the opportunity for development and regeneration of the vacant buildings and underused sites.
- Consider options for increasing the potential for size and type of office facilities
- Consider the opportunity to strengthen the culture and creative facilities

In short, it must provide the best for all the people of the town and the wider borough, a development built to last that future generations can be proud of. The town centre will embody a new sense of pride for local residents.

Transformation at this scale must be managed and takes time. Delivery of this ambitious masterplan proposes a series of ideas and principles to maximise benefits to Hyde Town Centre whilst also aiming to minimise negative impacts. It is important to provide the right conditions that will get the town centre back to its former glory, support the growth of local businesses, provide the right infrastructure, deliver quality spaces and places and set the groundwork that encourages the right type of future development and investment to come forward.



A Masterplan will help to encourage future high quality investment into the heart of the town and support Tameside Council's ambitions to transform Hyde

01. Understanding the site

The first stage of our methodology was to gain a comprehensive understanding of the town and its community. This was achieved through a series of site visits, reviews of policy and adopted strategies and desktop data collation.

With the baseline information gathered the team then carried out an intense analysis of the data and our findings to identify all the constraints and opportunities associated with regenerating the town centre.

02. Speaking to the community

Analysing plans and reports was valuable and provided a practical insight into the area but speaking with the community and spending time in the area was invaluable to our understanding of the issues and identifying possible solutions. An online survey was created for people to leave comments about the town and to advise us on what is special about Hyde, how it feels to be a resident, its problems and solution.

03. Vision & Objectives

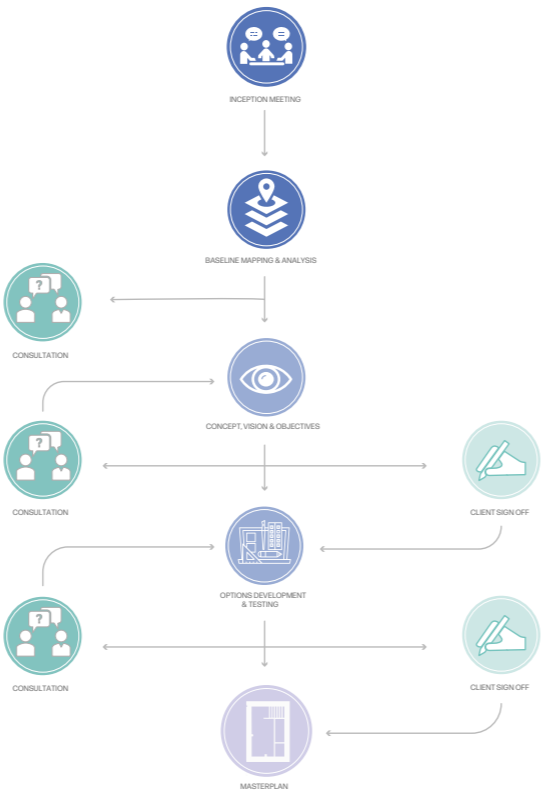
The results from the first two stages, including all community feedback, were evaluated and, in combination with the TMBC's initial brief and adopted planning strategies, used to confirm a vision for the masterplan. Design principles were defined that, when applied, ensured the project objectives are achieved.

04. Option Testing

In this phase we explored the methods and prepared a range of outline proposals that will achieve the project objectives. The options tested were a condensed version of the final masterplan; a series of plans that communicated the proposals and aspirations and acted as a catalyst to encourage comments and feedback.

05. The Masterplan

The final masterplan chapter contains a set of robust proposals that are based on the findings from the previous stages and the stakeholder's needs and aspirations. The proposals have been shaped through rigorous testing and consultation. The framework principles, defined at stage 3, will have informed all design decisions and led to a set of plans, diagrams and images that combined meet the objectives and vision.



02

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**Strategic
Regeneration**

Strategic Context

Tameside forms part of the Greater Manchester sub-region, which is home to approximately 2.8 million residents and is made up of 9 authorities. The sub-region benefits from a strategic location adjacent to major cities including Liverpool, Manchester and Leeds, infrastructure connectivity including Manchester Airport and its location on the strategic road and rail network, providing connectivity to the rest of the UK.

Tameside's position, with its proximity to key economic growth drivers, leisure and recreation offers makes the borough an ideal location for businesses. In particular businesses looking for links and ease of access to markets and skills bases across the north as well as for skilled workers wanting to live within commutable distance of Manchester, Liverpool and Leeds, whilst enjoying an excellent quality of life afforded by its close links with the Peak District.



Strategic Context



Caption



Caption

Tameside and its main town centres have become a focus for regenerative investment in recent years with a number of planned areas of growth. There are currently a number of ambitious plans for high levels of development and growth within the vicinity of Hyde Town Centre.

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Hyde Town Centre falls within the Hyde Triangle Located to the eastern edge of the Greater Manchester City Region. The Hyde Growth Triangle (HGT) is a key strategic growth opportunity focused around the transformational Godley Green Garden Village site. The HGT will maximise the economic growth opportunity presented by the scale of the Godley Green development site, to build on the lessons learned throughout the award winning housing led regeneration of Hattersley, to use the long term development of 2,150 houses in between Hyde Town Centre and Hattersley to drive innovation, increase high skill, high wage employment in sustainable growth sectors such as net zero technologies and modern construction techniques, to revitalise Hyde Town Centre by creating and to better link Hattersley to Hyde Town Centre through clear active travel routes.



03

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Understanding Hyde

The Market Square, created in the 1800s and operational in its original form for over 100 years, is still the focus of the town centre.

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Although Hyde dates back to the 13th Century, as part of the grounds of Newton Hall, and grew to a small settlement focussed around Red Pump Street and Gee Cross by the end of the 18th Century, the Hyde we know today is a result of the industrial revolution. As with many of the Greater Manchester towns, Hyde population growth is associated with the cotton industry. In its 19th Century prime, Hyde contained 40 cotton mills. The streets of Hyde, civic buildings and original terraced housing stock were all built to house and support the mill workers. The Peak Forest Canal was also constructed during the industrial revolution to facilitate transport of the cotton goods.

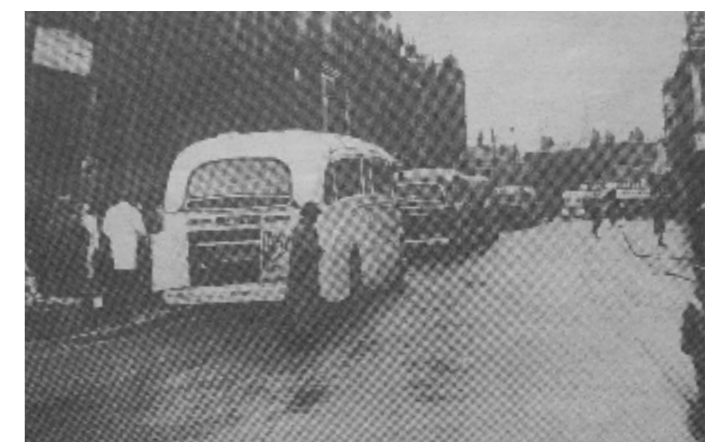
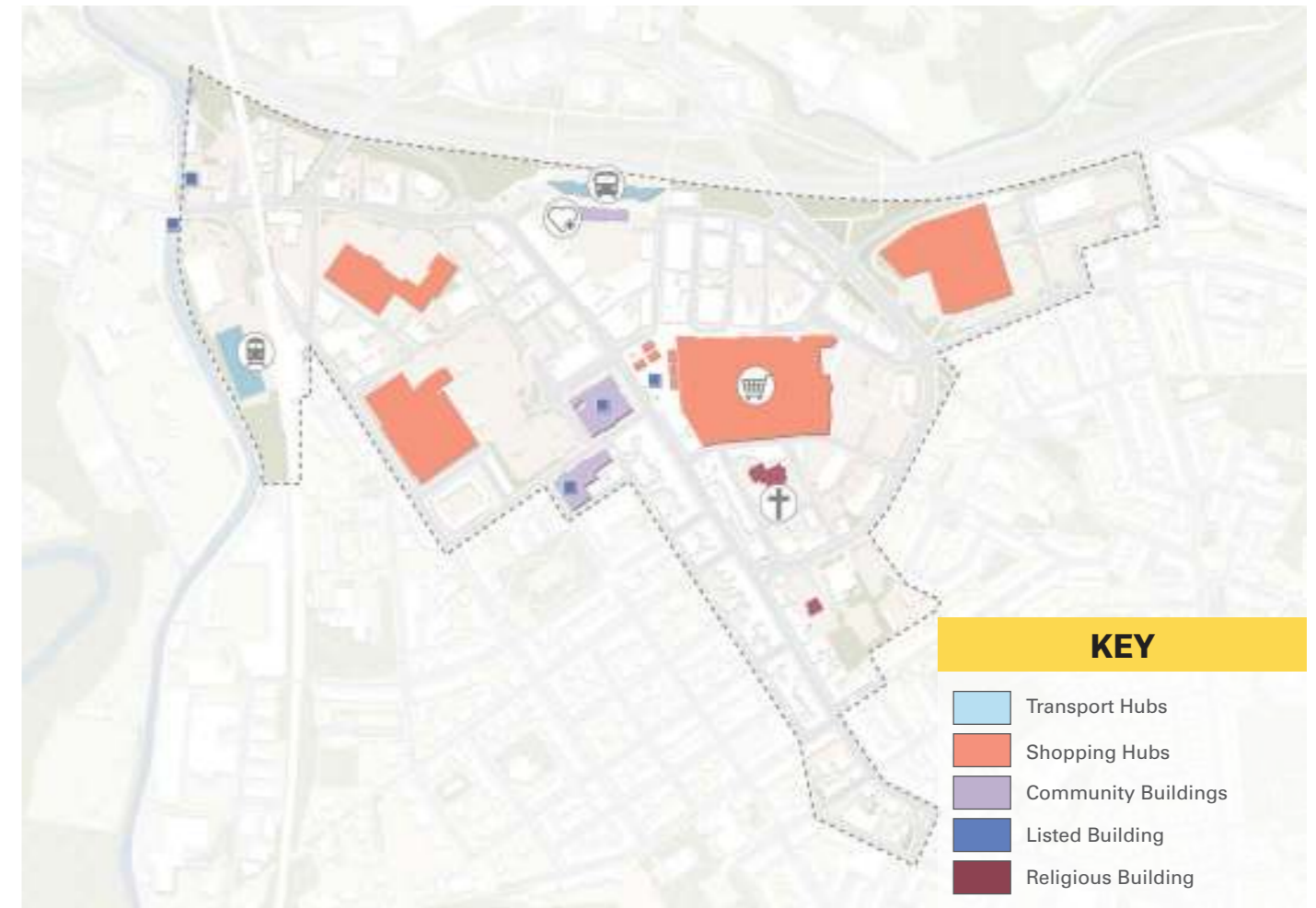
Hyde's identity changed during the 20th Century. The end of the industrial revolution required its residents to find a new purpose and its excellent transport infrastructure made travelling to Manchester accessible to everyone. Hyde therefore became a main commuter town to Manchester.

Hyde today still relies on elements of its heritage. The market square and the adjacent

town hall are still the focus of the town centre, Hyde Park and the Peak Forest Canal are still valued leisure locations, and scattered historic buildings add character to the built environment.

Market Street and Market Square have historically been the retail core of Hyde while Corporation Street its civic core, and the original location of the police station and post office. The Market Square, created in the 1800s and operational in its original form for over 100 years, is still the focus of the town centre.

The Clarendon Shopping Centre, located on the site of the original market, opened in the 1960s and was Tameside's second largest shopping and became a regional attraction. The traditional market stalls were separated into two areas; the indoor market located within the shopping centre, and the outdoor market located in the external market square located between the shopping centre and the town hall. The societal changes of the 21st century has seen footfall reduced with Hyde Town Centre resulting in the closure a retail units and a gradually failing market offer.



Performance of the Town Centre

Summary of Opportunities

The town centre has a number of positive characteristics, notably: a number of significant historic buildings and cultural attractions; a large town centre square; areas of green spaces close to the town centre core and the historic street frontages of Market Street which help to define key routes and spaces.

Unfortunately, there are also a series of identifiable negative influences on the character of the town centre, these include: large and "big box" building forms which are out-of-scale with the historic town centre; a proliferation of surface car parking at key arrival points which leads to visual dominance of vehicles and traffic-dominated environments; and a busy road network surrounding the town centre core, which creates some barriers to pedestrian movement, isolating areas of the town and encourages car use.

In summary, considering all the above, the key Opportunities and issues to be addressed through the Masterplan Development Framework for Hyde Town Centre are highlighted on the plan (following page) and include:

- Positively changing the perceptions of the town centre, through high quality events and activities in the centre including temporary pop ups or 'meanwhile' uses to demonstrate change is happening.
- The opportunity to redevelop and diversify Council-owned assets to best effect. This includes making the most of the significant heritage and cultural assets that exist in the town centre such

as the Town Hall.

- Improving place-making, sense of place and public realm experience. Providing better amenity and experience will encourage people of all ages to visit and spend their leisure time in Hyde Town Centre.
- Ensuring that the town centre is accessible by all modes of transport. This must focus on sustainable modes of transport such as walking and cycling, and that appropriate infrastructure is in place to accommodate this. Similarly, improved access by bus and rail should also be incorporated into the Framework, including better public realm and connections from existing bus and rail facilities. Car parking should be considered across the town centre and future provision and demand assessed in the context of climate change and sustainability targets, co-locating facilities in multi storey parking where possible.

Supporting existing retailers and traders, by consolidating and enhancing the retail offer and responding to existing challenges and future trends to ensure a vibrant town centre for the existing community and future generations to enjoy.



Meanwhile or pop up uses help to enliven spaces in the short term demonstrating change is possible and happening in an area

Summary of Opportunities

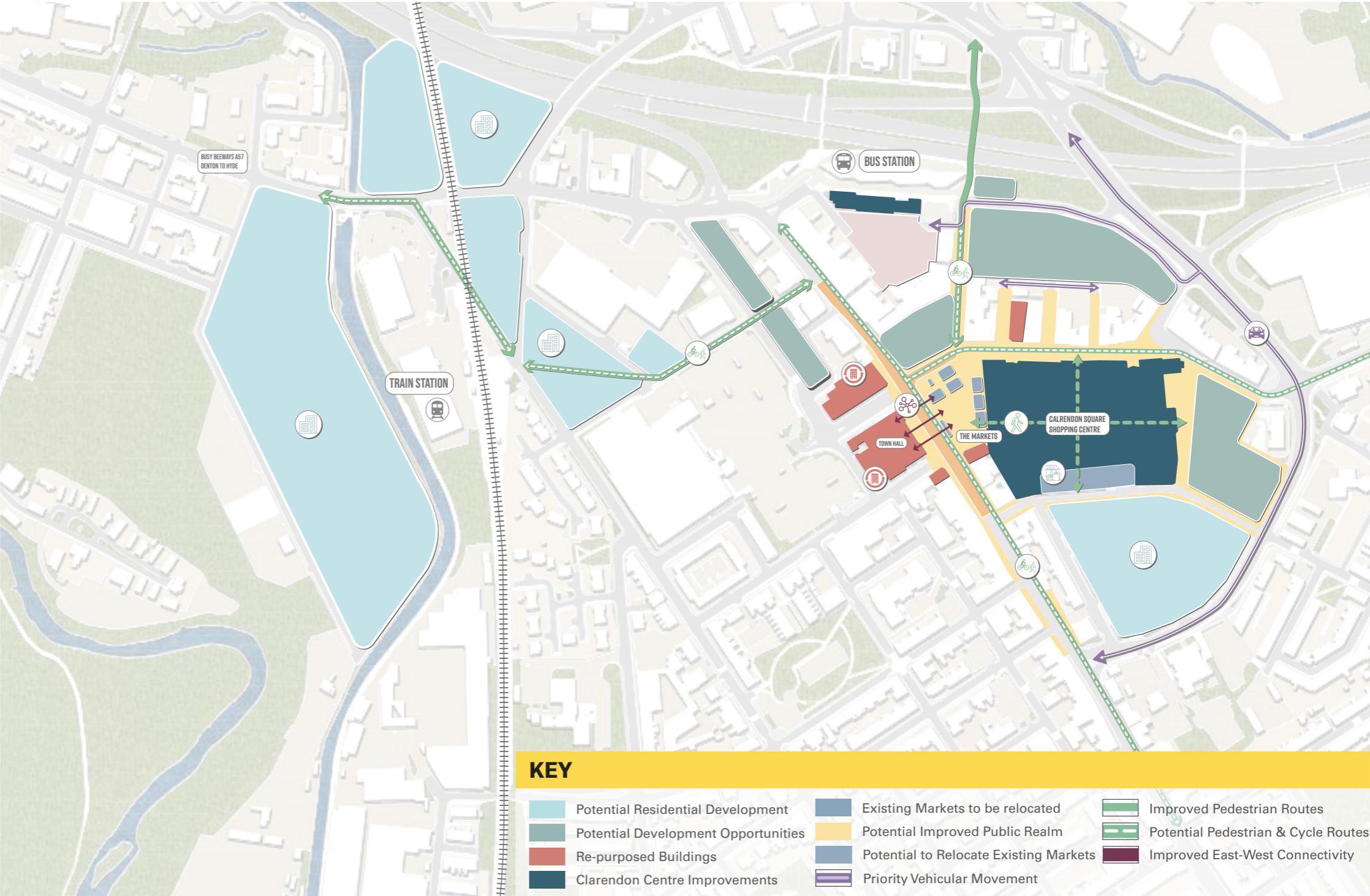
Supporting existing retailers and traders, by consolidating and enhancing the retail offer and responding to existing challenges and future trends to ensure a vibrant town centre for the existing community and future generations to enjoy.

The opportunity to utilise available development sites within the town centre and the potential of brownfield land and conflicting town centre land uses to contribute towards growth targets including the delivery of new homes.

Introducing a mix of new uses and diversifying the traditional retail offer through a mix of complementary alternative uses including food and drink, commercial, residential, as well as range of amenities and services.

In doing so, improving and enhancing the night-time economy and broadening the overall leisure, food & beverage opportunities within the town with a focus on families.

Delivering a quality town centre living offer to diversify the housing stock and to provide an alternative for those wanting to experience the new amenities in the town centre. This will appeal to a new socio-demographic and create a critical mass of new population who will provide footfall to support the night-time economy and invest in their local high street.



04

The Views of the Community

Consultation Strategy

Over 1500 people took part in the initial fact-finding exercise, contributing to shaping the future of Hyde town centre.

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Public Survey

Open from a four week period from the 5th of December 2022 to the 3rd January 2023, the initial fact-finding public online survey received 1,339 completions.

Pop-up Events

On Friday 9th December 2022, residents and visitors were invited to drop in to a pop-up shop located in the Clarendon Shopping centre to share their thoughts on the current town centre and desires for its future.

Workshops

The initial fact-finding exercise has been augmented by a series of workshops and one-to-one sessions with local stakeholders, community groups and individuals.



Summary and Key Themes

- Page 413
- In general, the feedback and consultation responses re-enforced our ideas and vision for Hyde particularly around the proposed role for Hyde Town Hall, principles to re-develop Market Square and the potential for new town centre living.
- The interventions surrounding public transport improvements and vehicular reduction within the town centre received a lower average score than we would have originally hoped.
 - From interrogation of the responses it appears that this is due primarily to the discussions around the potential for pedestrianisation of Market Street. This one principle appeared to be a point for concern for local residents and that actually the vast majority of people agreed with the principles of improving public transport and making the town centre safe to walk in, but just not at the detriment of being able to drive down Market Street.
 - The strength of opinion around the potential pedestrianisation of Market St has led to refinement and design alterations for the area that consider how we can still improve pedestrian safety in the area, but still maintain two way traffic for the majority of days.
 - Other recurring messages within the consultation feedback included a strong public support for the former Hyde Library Building, desire to improve links to Hyde Park, the opinion from local residents that Hyde has been forgotten compared to Ashton and the need to support already existing community groups.



05

Vision & Objectives

Hyde town centre will become a place known for its beating independent cultural heart , with a culturally focused, reimagined Town Hall and a rejuvenated market square that encourages socialising and events.

High quality sustainable town centre homes, independent retail and great transport links will allow Hyde to flourish and find its own unique identity within the context of Greater Manchester and the North West.

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The Vision

The creation of a clear vision helps to communicate the values and ideas which will drive the future development of Hyde. It will also continue to inform the development of aims and objectives for the area which respond to current and anticipated needs.

The feedback from of our engagement has been considered and has shaped the vision, development principles and designs for key areas of the town centre.

The vision for Hyde Town Centre is mapped out to provide a future path for growth and regeneration. Key development principles are set out to guide new development, strengthen Hyde's USP and deliver this vision.



Development Principles

Celebrate & Enhance Hyde's Culture & Heritage



The best of Hyde will be celebrated and given a new lease of life by bringing buildings back to life through creative re-use and enhancements of façades and shopfronts. Well designed and contextually driven public realm design will provide the backdrop, bringing pride back to the town's streets and landmarks bringing animation and creativity into the town centre.

Create a Safe, Desirable & Healthy Place to Live

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Putting people at the heart of transformation, Hyde will provide new high-quality homes for all. Supported by first-class public services and excellent transport links, the proposals will build diverse, healthy, sustainable communities within the town centre.

Enhance Active Travel Connectivity & Better integration of Vehicles



The Masterplan seeks to enhance connectivity across the town centre, provide wider access to more sustainable and healthy ways to travel, and create a safer town centre. It strives to improve connectivity between the town centre and surrounding community assets, creating a walkable/cycle friendly town. Borough wide connectivity is also key to build upon the areas strategic location within Tameside and close to Manchester and the Peak District.

Create a Vibrant, Diverse & Sustainable Town Centre



The proposals will consolidate, enhance and diversify the town centre encouraging people to live, work and visit Hyde. Building on the town's strengths, the offer will expand beyond purely retail; encouraging people to stay longer and experience more that Hyde has to offer creating a more robust high street that can withstand changes to the economy.

Enhance Character, Placemaking & the Environment



A key aim of the Masterplan is to ensure that new public realm interventions create successful public spaces which are attractive, inclusive, easy to navigate and safe. This will help to increase footfall and encourage people to explore, rest and interact Hyde.

Unlocking the Town Centre Edges



The potential of the unforgotten edges of the town centre, currently dominated by vehicles and low quality land uses, will be realised by introducing new and enhancing existing connections. Redeveloping these areas will provide the space for the town to grow into, bringing greater diversity and vibrancy to the town centre. They will become welcoming gateways, setting the tone for an attractive, vibrant and green town centre.

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Masterplan Framework

The framework and illustrative masterplan detailed in the following sections have been developed in response to the understanding of place, spatial arrangements, connectivity, land use and property considerations.

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The overall Masterplan is established through layering a series of spatial frameworks that implement the design principles in order to achieve the vision and its goals.

It is designed as a flexible plan that provides a clear structure and guidance as proposals come forward, without being prescriptive. The delivery section of this report sets out a phasing strategy which acknowledges that some projects are likely to be 'quick wins' whilst others are much longer-term aspirations.

The frameworks should guide regeneration efforts, future development and public realm improvements to create an attractive, vibrant, cohesive and sustainable town centre environment.

The emphasis in all the framework plans is on establishing a connected and characterful place with high value placed on Hyde's heritage and culture and existing assets with

the creation of a network of high quality public spaces to complement them.

The strategic frameworks look beyond the study boundary aiming to reconnect the town centre with its surroundings and heritage, while also considering the way that the town is accessed and approached. The frameworks set out strategic, spatial and development principles for the following concepts:

- Land Use
- Movement and Transport
- Public Realm and Placemaking
- Culture and Heritage

The Land Use framework describes the principles of regeneration, land use, development and improvement that should be met by projects within the town centre to ensure that the vision and objectives are realised.

The Movement and Transport framework focusses on improving pedestrian and cycle connectivity around the town centre. The study understands the importance of vehicular access to the town centre and this is still a focus, but a key aim is to prepare the town for a move away from excessive car use and towards healthier and more active modes of travel.

The Public Realm and Placemaking framework draws attention to the areas which can most benefit from improvements in order to enable the above and provide an attractive, inviting backdrop for economic and community life as well as promoting well-being through sociability. It aims to improve the experience of HydeTown Centre's main arrival spaces, linking them together into a network of high quality open spaces.

The Culture and Heritage framework. Hyde's past must be at the centre of its future. The markets, housing stock, community and civic buildings all need to play a critical role in renewing the town. All these elements need to be celebrated and, where necessary, re-purposed to meet the needs of a modern town centre.



Options have been tested by the technical team and a 'baseline option' has been identified for the purpose of the illustrative masterplan. Notwithstanding this a series of potential options has been proposed with multiple scenarios for many of the proposed development areas. Further details of these options can be found in section 9 of this document.

Public Realm & Placemaking

Place making creates identity, improves perceptions of a community and uplifts aspirations. By doing so it creates pride and make a place more attractive for people, including existing and future residents.

The public realm will play a vital role within the regeneration of Hyde. Public realm will be key in connecting the key assets, providing the setting for new leisure & F&B developments, homes and existing cultural buildings within the town centre.

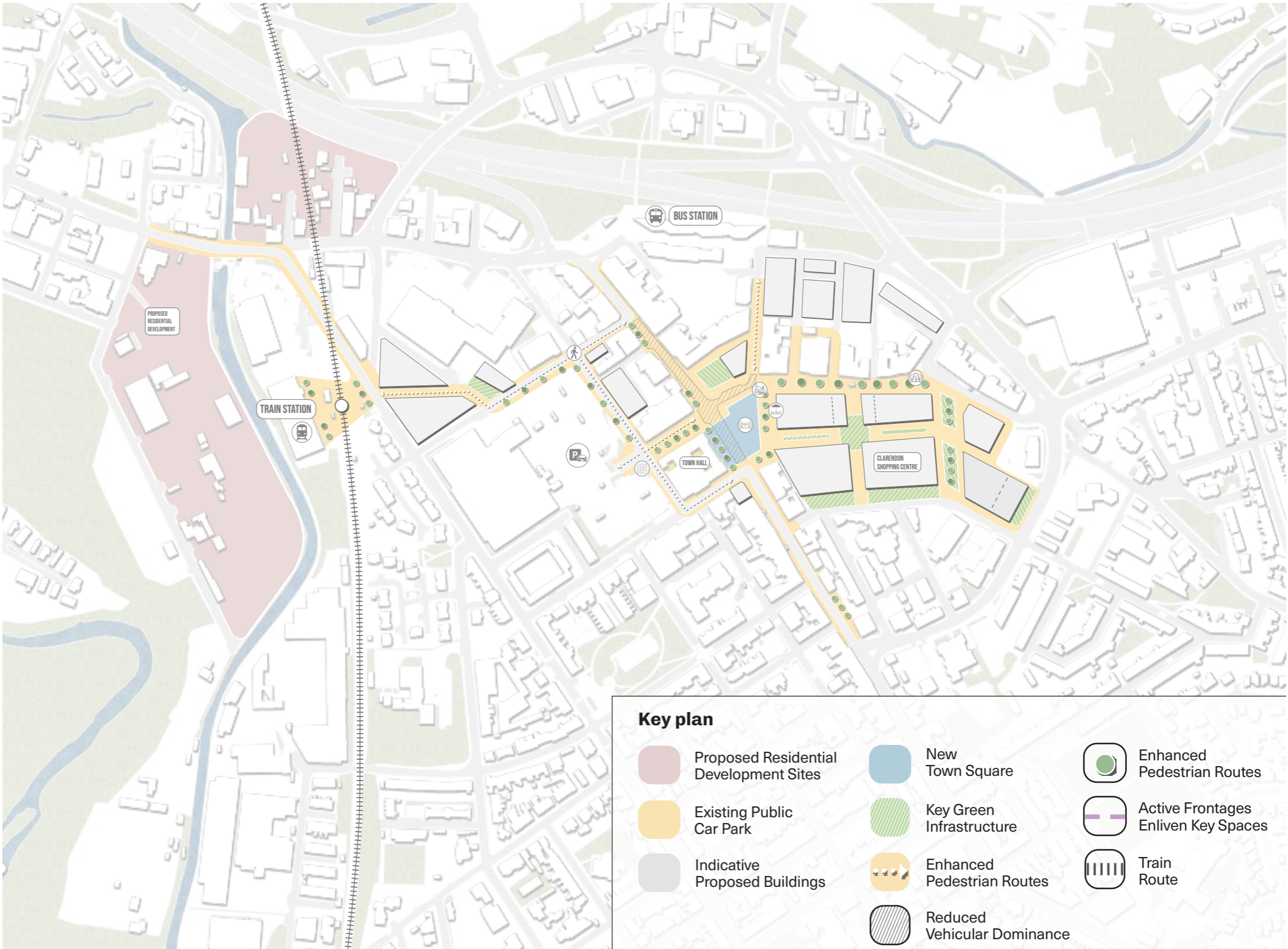
A series of key public realm projects will form structure and points of interest throughout the study area. Key arrival gateways into the town centre will be created through enhanced built form and open spaces.

The plan opposite defines the principles of creating and clarifying the hierarchy of the variety of streets and spaces within Hyde and links closely with the movement and connectivity framework which was set out previously.

This new improved network of public spaces provides the setting for a safe and attractive pedestrian network.

Key Public Spaces

The re-imagination of the market square adjacent to the Claredon Centre will be the primary public space in the town centre. This refurbished space will benefit from reduced traffic on Market Street and should look to embrace the now de-fragmented town hall. There is also an opportunity to bookend this historic space with a new plaza at the eastern side of the Claredon Centre, located on the current surface car park adjacent to KFC.



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Placemaking can create identity, improve perceptions of a community and uplift aspirations. By doing so it creates pride and make a place more attractive for people, including existing and future residents.

Public Realm

The health, social, environmental and economic benefits of high quality public realm cannot be over stated. More so now than ever, it is understood that access to nature and open space positively affect people's health and well-being, bringing towns and spaces to life as well as creating more resilient and sustainable urban areas. High quality spaces can:

- Create an environment for social interaction, physical activity and quiet contemplation
- Make a positive contribution to health and reduce stress
- Provide cultural opportunities encouraging investment and development of high quality facilities
- Create a wide and varied contrast of wildlife habitats
- Improve air quality through the planting of native trees and shrubs which absorb harmful emissions as well as cooling air
- Increase visual continuity and connectivity for the pedestrian through the provision of linked footpaths

- Attract investment and spur rejuvenation of commercial activity
- Contribute to a town's attractiveness as a visitor destination
- Add value to land and property
- Reinforce sense of place and increase dwell time

Hyde's spaces are often people's first encounter with the town. They are the 'front door' to visitors, businesses and residents and ensuring the masterplan designs, delivers improvements and then maintain spaces to the highest standards possible, is essential to the town's profile locally and regionally.

The public realm framework sets out areas for creation of new public realm and areas of enhancement. Driven by the movement framework and the aim of creating a pedestrian friendly town centre it encompasses the key primary public spaces, arrival points and gateways, building on and contributing further to the existing high quality public realm.

Gateways

The masterplan identifies 4 strategic gateway sites within the study areas:

- The Railway Station
- The Bus Station
- Market Street / Union Street Junction
- Union Street / Mottram Road Junction

These gateways are located either busy road junctions or public transport hubs and reflect the general health and quality of the town centre. They are visible by all visitors arriving by any modes of transport and signal that the user is entering the town centre core. These gateways shape a visitor's first impressions of the town and should not be undervalued. These sites should be well maintained, contain green infrastructure and high quality interventions.



Strategic Streets

The masterplan has identified 4 key routes that must be the focus of public realm improvements:

- The link from the train station to the town centre.
- Clarendon Street
- Market Place
- Market Street

These 4 strategic routes are critical to creating a successful town centre. The Movement and Transport framework proposed reduced vehicle traffic but this needs to be followed up with public realm works containing high quality materials, natural surveillance, green infrastructure, comprehensive wayfinding and coordinated street furniture

Green Infrastructure

Hyde Town Centre is lacking in street trees and general green infrastructure (GI). Not only does GI improve the appearance of a place and contribute to placemaking, it also reduces carbon, improves air quality, increases biodiversity and help define spaces. SuDS measures can also reduce the pressure on the existing sewer and drainage network resulting in lower maintenance costs and avoiding the need for additional infrastructure investment.

Our masterplan proposed significant greening of the town centre through street trees and new raised planting beds. Every street within the town centre core, plus the strategic streets, should be tree lined.

Each of the gateways and the key public spaces should contain both trees and ornamental shrub planting.

In towns like Hyde destination marketing and events, will be essential to placemaking and ensuring it stands out from other competing towns.

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Creating events, enhanced spaces and animation to give community strength and purpose.

Building on existing community events and activities, new events can bring in trade, create community and add to the place making opportunities. This makes the place a better place to live. In the town centre, they can bring in additional custom that contribute to the wider vitality and viability.

The masterplan promotes the creation of flexible public realm spaces that can be used for a year round calendar of events or markets which will help to increase footfall and visitors to the town centre, publicise Hyde's assets to a wider audience and engender civic pride.

Street Art will enliven the town and is a platform for longer term impetus. It is also cost effective and a great tool for community engagement. Key assets within the town centre can be linked together through the development of an art and culture trail, combined with physical signposting. This

will become a key wayfinding principle to form strong connections to areas such and the masterplan.

As mentioned within the public realm framework; new development and public realm interventions across the town centre will incorporate well designed public spaces which can accommodate public events and festivals.

This will allow the promotion of a diverse and exciting annual programme of cultural events which will help to publicise Hyde's assets to a broader audience and engender civic pride.

Any redevelopment works must consider the opportunity of pop up or meanwhile uses, particularly within the town centre. Enabling temporary re-use of vacant retail and commercial spaces to provide affordable spaces for new creative and community uses to start up will reanimate the streetscene, whilst a permanent use is secured.



07

The Masterplan

Illustrating The Vision

The illustrative masterplan shown opposite demonstrates how areas of development and public realm intervention will come together as a holistic strategy.

It responds to the key objectives, that were defined in the client's brief, the analytical stages of the masterplan design process and the results of the community engagement showing how the areas of change could be developed over the next 20 years.

The illustrative masterplan represents that vision, demonstrating the potential outcome of following the principles established in the frameworks. It demonstrates the form that the town could take through implementation of the masterplan.

It should be noted that this masterplan is illustrative only and is just one way that the design principles and objectives can be applied. Although all interventions shown here will deliver the vision, any future design work that differs from this arrangement must still follow the guidelines established in the Framework plans.



The Quarters

The development framework describes the key areas of change identifying opportunities to enhance and re-animate parts of the town centre through appropriate interventions and re-development.

The development framework proposes the creation of distinct zones, highlighting the different characters of the town and clustering economic activity of similar uses. The aim is to provide an enriched and diverse experience in Hyde Town Centre.

Western Residential

The area west of the town centre that currently consists of a mix of residential and semi-industrial buildings. This area also contains significant assets such as the railway station and Peak Forest Canal making it a strategically important area of the town that is not reflected within its current land use and condition.

Town Centre Core

The Town Centre core is the heart of the town and contains the markets, shopping centre, town hall and market square. This is the historical centre and has been the focal point of the town for over 200 years.

Southern Residential

This southern fringe lacks a clear identity due to its mix of architectural styles and diverse land use. Its current dominant use is residential but suffers from a fragmented grain due to ad-hoc 20th century developments that ignore the local character and street structure.

Northern Development Zone

A key area of the town due to its proximity to the core and location of the bus station. The current land use is a mix of office space, semi-industrial and retail. This area also contains one of the key gateway sites and must be passed through to reach Hyde Park.



The Quarters
Town Centre Core

Design Principles

The masterplan proposes a series of interventions for the town centre core that focus on diversifying the offer introducing exciting new uses and improving the pedestrian realm.

As with the illustrative masterplan the detail within the projects are not fixed and there are many arrangements that would achieve the objectives set out in the Framework.

1. Re-purposing the Town Hall and the adjacent market square as a regionally significant cultural destination. Creating a flexible space to support a programme of entertainment and cultural events to attract visitors into the town centre.

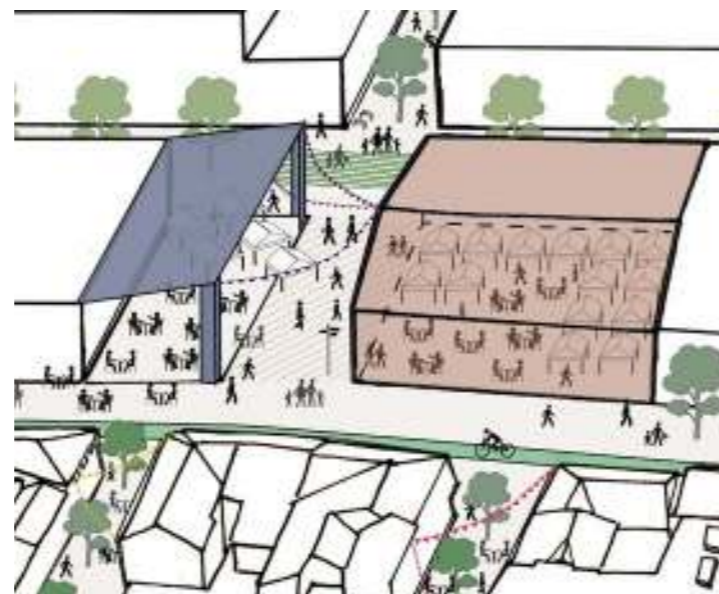
2. Reducing pedestrian conflict in key areas of the town centre, creating a safe, attractive public realm.

3. Enhancing connectivity across the town centre, providing wider access to more sustainable and healthy ways to travel, creating a walkable/cycle friendly town.

4. Re-development of the Clarendon Shopping Centre, helping to improve permeability of visitors through the town centre and considering it's offer and how it interacts with the neighbouring streets.

5. Relocation of the existing indoor and outdoor market facilities into new, flexible units on Market place, diversifying their offer within a prime location.

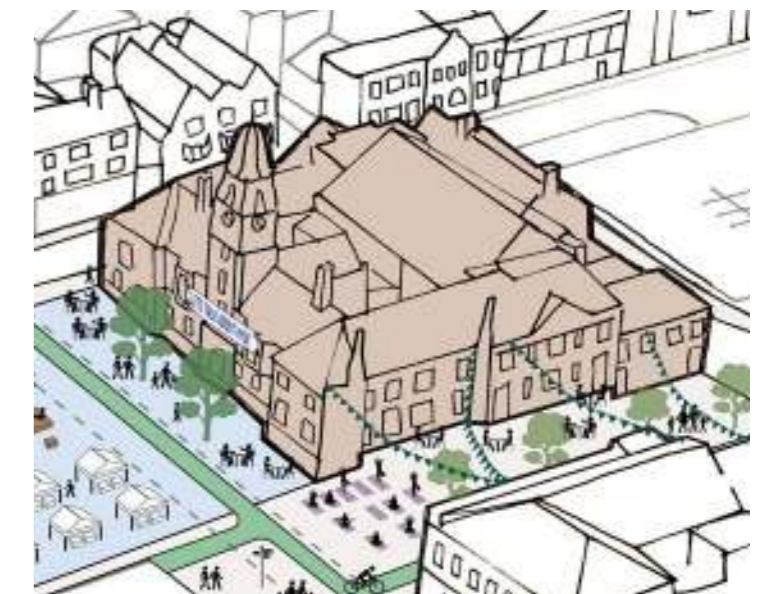
6. Consider key development sites within the town centre to create attractive gateways into the area and diversify the town centre offer.



The markets are re-located to new, high quality facilities in a prime location on Market Place.



Market Square will become a flexible, high quality public realm environment suitable, for markets and events.



The Town Hall can be re-purposed to be a vibrant cultural hub for Hyde and the wider borough. The newly pedestrianised areas around it create a flexible space for it's activities to spill out.

The Quarters

Town Centre Core

Key Interventions - Town Hall

Hyde Town Hall is a locally treasured heritage asset, and its re-use and activation can play a key role in revitalising the town centre. The public survey reinforces this, with many respondents expressing desire to see the Town Hall enhanced and utilised for cultural and community uses.

Utilising the Town Hall as community and cultural hub can help to create a more vibrant and liveable town centre, and contribute to the economic, social, and cultural well-being of the town centre through: building civic pride and identity, increasing town centre footfall, promoting diversity and inclusion, supporting entrepreneurship, unlocking economic opportunities, and place marketing.

Whilst a detailed study of the Town Hall has yet to be undertaken, there are examples up and down the country of town halls being successfully reconfigured and re-imagined to accommodate a range of functions, unlocking their potential to deliver social value as well as revenue for the local area.

Future uses and activations within Hyde Town Hall could include: live music, concerts, performances and screenings; creative and well-being activities and workshops; public facing cafe/restaurant/bar; flexible office and studio spaces for startups and creative industries; youth zone - space and facilities for young people to get together and 'hang out'.



Precedent: Stretford Public Hall

Stretford Public Hall is a community-owned, multi-purpose building. The building is owned and run by a charitable Benefit Society, Friends of Stretford Public Hall.

During the mid-twentieth-century the Hall served as a community centre and popular live music venue, before falling in to disrepair. Following refurbishment works the Hall served as council offices for a brief period in the mid-1990s before re-opening once again as Stretford Public Hall in 2017. Today Stretford Public Hall provides accessible community space, and is home to a varied programme of projects and activities, ranging from health and wellbeing activities, to singing and arts classes, live music nights and a community cinema.

As well as the activities provided by the Hall, a wide variety of local groups and organisations also run activities, classes, and support services at the venue.

The Hall offers several affordable studio spaces, within its shared artist studios. Lofthouse, the hall's co-working space provides working space for creatives, and startups. Since Lofthouse was set up in 2017, the space has supported over 45 small businesses and freelancers, through the provision of affordable workspace.

Additionally, Stretford Public Hall offers a wide range of rooms and spaces available for hire, including the Ballroom, foyer, and other meeting/conference spaces.



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Re-envisioned Town Hall - Illustrative View



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Market Square and Clarendon Centre - Illustrative View

The Quarters

Town Centre Core

Key Interventions - Areas for Town Centre Growth

Located east of the shopping centre are a number of surface car parks and a KFC drive through. Surface car parks are an inefficient use of town centre land and poor aesthetics fail to create an attractive gateway into the town centre.

The proposed new arrangement of the shopping centre creates an open avenue linking the Town Hall to this site both visually and physically.

Our masterplan identifies this area as a key development site. We appreciate the need for avoiding any reduction in car parking number and therefore propose either a new multi-storey or decked car park with the condition that the ground floor should have 360deg active frontages. The new car park could also be incorporated into the higher levels of any new development building.

The arrangement of this development will depend on the end use and land assembly but would advise that an open plaza is located at the end of the east to west avenue which will act as a book-end to the Market Square. Any building elevation facing this avenue should also respond to the distant, yet visible Town Hall building.

End uses that would contribute to the town centre's regeneration would include retail with F&B or leisure with potentially rooftop sports pitches.



The Quarters

Northern Development Zone

Clarendon Street and Connection to Hyde Park

Due to the pedestrianisation of Clarendon Street there is an opportunity to improve the link between the town centre and bus station. A further connection to Hyde Park needs to be considered too. Ideally a new motorway bridge would provide direct safe access, but the funding needed for this would have a bigger impact on improving the town centre if spent elsewhere. Access improvements could be introduced in terms of wayfinding, signage and simple public realm improvements.

Clarendon Street Car Park

Here is another example of an inefficient surface car park. In this location it is screened by a number of buildings so doesn't quite have the same negative influence on the wider town.

This site should be seen as a development zone but any intervention needs to consider the loss of parking and include active ground floor frontages.



Clarendon Street - Illustrative View

08

**Delivery & Next
Steps**

Delivery

Introduction

This Masterplan has been created with emphasis placed on delivering an aspirational place which retains the inherent character of Hyde to encourage a tangible sense of civic pride.

It is targeted towards deliverable and place focussed interventions which will deliver a vision that meets the needs of the existing and future communities within the town. The goal is to attract investment, improve the quality of life for the people who currently and will, one day, live and work there as well as positively contribute to the town's economic, cultural and social well-being by providing long term opportunities and brighter futures for everyone.

Implementation and Delivery

Regeneration and development is a continuous process and this masterplan builds on previous work. In the same way this masterplan is not the 'final-word'. It is a strategic framework for the delivery of infrastructure and development in order that all landowners, investors, developers and public sector agencies 'pull in the same direction'.

Hyde, like Manchester and the wider UK economy, is reeling from the impacts of Covid. The global pandemic has had a profound effect on the way that we live and work and the 'new normal' is still developing. One impact of the pandemic has been to accelerate the move to online retailing with a dramatic effect on high-street shops. This is particularly the case for secondary towns where there is less of an experiential offer.

That said the move to more local delivery of shops and services and the 15-minute neighbourhood provides new opportunities for smaller towns and service centres. There are now many and varied opportunities for investment and development in Hyde as outlined herein in the development framework. In this respect the masterplan is flexible to accommodate changing market circumstances and occupier requirements.

It is apparent that the private sector will have a key role in the delivery of the proposals set out within this masterplan, specifically the redevelopment of the Clarendon shopping centre. However, the Council have an essential role in facilitating development and collaborating with private developers, land owners and other stakeholders to ensure the proposals are successfully delivered. As well as being the local planning authority the Council also has powers related to land assembly to assist in regeneration including the use of Compulsory Purchase Orders. The Council will be responsible for securing government funding and ensuring that developer contributions in the form of S106 payments are utilised effectively and provide significant community benefits across the town. This will encourage further development within the town, providing confidence in the market.

Crucially the successful delivery of the master plan will involve local stakeholders. Shopkeepers, local business owners, community groups, landlords, shoppers, residents and visitors all need to be involved if Hyde Town Centre is to realise its full potential.

Priorities and Phasing

Key to the success of a masterplan is the delivery of the proposals and strategies contained within the masterplan. Therefore, it is important to understand the timing and delivery of each of the proposals to ensure that noticeable change occurs early on. This provides confidence for investors and other relevant stakeholders, key in delivering the masterplan.

It is clear that there are a number of proposals which can be delivered in a short period of time (1-2 years). These proposals have a relatively low cost and have a low planning risk, this includes the public realm improvements, including the provision of tree planting and street furniture. In contrast there are a number of proposals which will involve a longer timescale, given the nature and scale of the development involved. This relates to the larger scale projects, such as the redevelopment of the Clarendon Shopping Centre. This will take a significantly longer amount of time and poses an increased planning risk. Moreover, the property is not within the ownership of the Council and therefore is reliant on the owners to facilitate the development. The timing of such development is likely to take longer (5-10 years).

The successful delivery of the masterplan will be reliant upon the ability to be adaptive to the changing priorities, the availability of funding and the changing economic, social, and environmental factors which affect the baseline conditions. It will be important to review the delivery strategy annually, to ensure that where there are opportunities for development to be brought forward earlier, these are actioned. A series of pre agreed indicators could be used to evidence progress as well as seeking out the views of users of the centre through an annual survey.

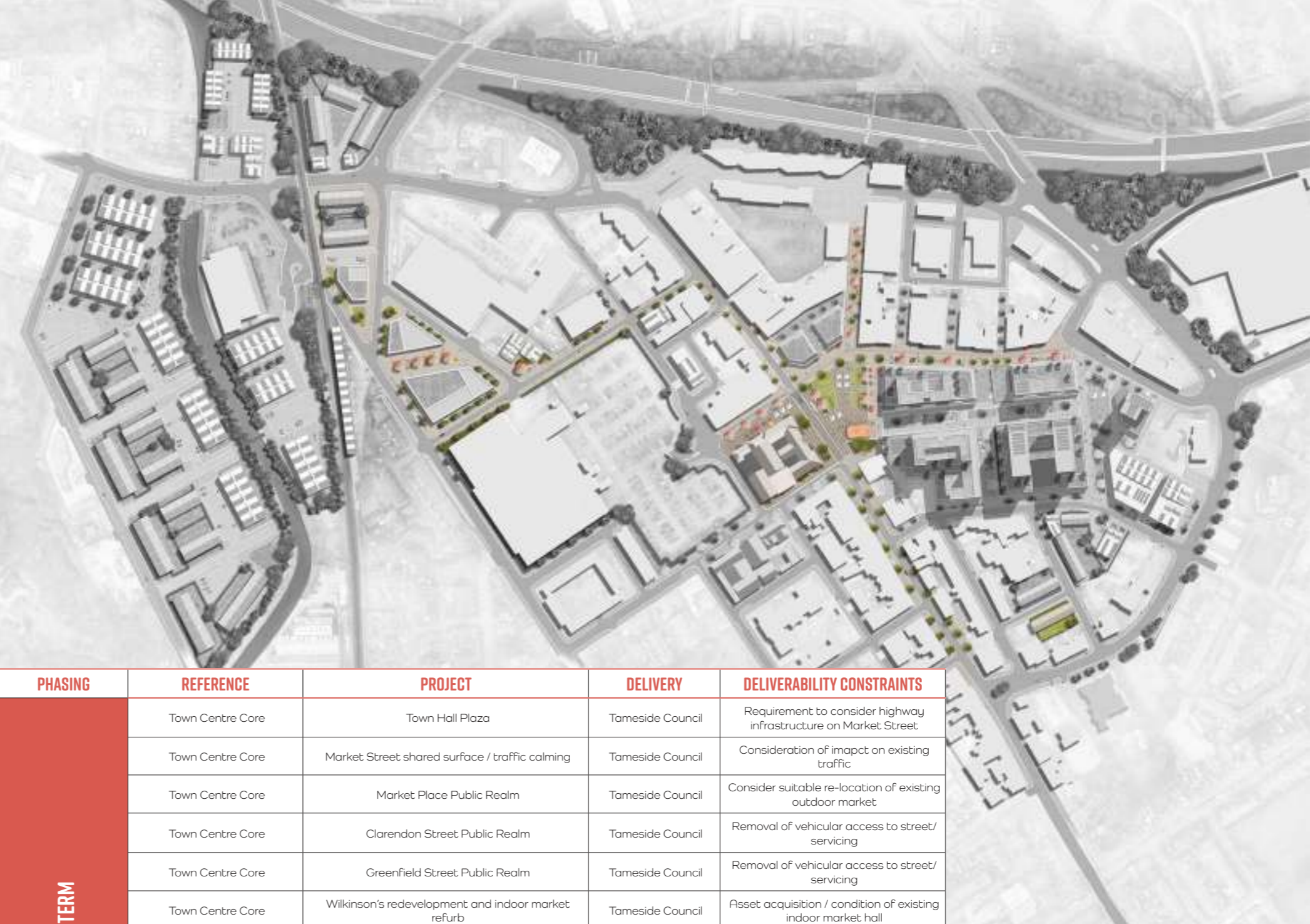
This Masterplan has been created with emphasis placed on delivering an aspirational place which retains the inherent character of Hyde to encourage a tangible sense of civic pride.

It is targeted towards deliverable and place focussed interventions which will deliver a vision that meets the needs of the existing and future communities within the town. The goal is to attract investment, improve the quality of life for the people who currently and will, one day, live and work there as well as positively contribute to the town’s economic, cultural and social well-being in providing long term opportunities and brighter futures for everyone.

There are a number of proposals which can be delivered in a short period of time (1-2 years). These proposals have a relatively low cost and have a low planning risk, this includes the public realm improvements, including the provision of tree planting and street furniture.

A number of proposals which will involve a longer timescale, given the nature and scale of the development involved. This relates to the larger scale projects, such as the redevelopment of the Clarendon Shopping Centre and other schemes that would require land assembly or acquisition. This will take a significantly longer amount of time and poses an increased planning risk.

The following plans and tables intend to show how the identified interventions could come forward over short, medium and long term. It is important to understand that these projects have been classified based on several factors, including complexity, known challenges and ownership. The proposals are by no means rigid and timing of any proposed intervention could vary considerably based on many factors, including available funding streams, market and private investment opportunities.



PHASING	REFERENCE	PROJECT	DELIVERY	DELIVERABILITY CONSTRAINTS
SHORT TERM	Town Centre Core	Town Hall Plaza	Tameside Council	Requirement to consider highway infrastructure on Market Street
	Town Centre Core	Market Street shared surface / traffic calming	Tameside Council	Consideration of impact on existing traffic
	Town Centre Core	Market Place Public Realm	Tameside Council	Consider suitable re-location of existing outdoor market
	Town Centre Core	Clarendon Street Public Realm	Tameside Council	Removal of vehicular access to street/ servicing
	Town Centre Core	Greenfield Street Public Realm	Tameside Council	Removal of vehicular access to street/ servicing
	Town Centre Core	Wilkinson’s redevelopment and indoor market refurb	Tameside Council	Asset acquisition / condition of existing indoor market hall
	Town Centre Core	Removal of permanent market stalls and provision of pop-up	Tameside Council	Consultation required with existing market traders
	Town Centre Core	Re-purpose Town Hall to vibrant cultural Hub	Tameside Council	Re-location of existing tenants/ building condition
	Town Centre Core	Public Realm & GI improvements to Market Street	Tameside Council	Potential clash with existing services
	Western Residential	Public Realm and enabling works including improved route from station to town centre	Public / Private	Extent of council owned land provides limited room for improvements.
	Northern Development Zone	Public Realm Improvements	Tameside Council	Extent of council owned land provides limited room for improvements.
	Southern Residential	Public Realm Improvements	Tameside Council	Extent of council owned land provides limited room for improvements.
	Southern Residential	Former Hyde Library Redevelopment - Resi/Mixed Use	Tameside Council	Condition of existing building / Delivery mechanism



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PHASING	REFERENCE	PROJECT	DELIVERY	DELIVERABILITY CONSTRAINTS
MEDIUM TERM	Northern Development Zone	Astoria building acquisition and development	Public / Private	Asset acquisition / condition of existing building
	Northern Development Zone	Highway rationalisation to enable Market Place pedestrianisation	Tameside Council	Impact on adjacent highway infrastructure
	Northern Development Zone	Rhino Piling acquisition to enable highway rationalisation and development	Public / Private	Acquisition/relocation of existing uses
	Northern Development Zone	Tameside Caravans acquisition to enable highway rationalisation and development	Public / Private	Acquisition/relocation of existing uses
	Northern Development Zone	Royal Mail acquisition to enable highway rationalisation and development	Public / Private	Acquisition/relocation of existing uses
	Southern Residential	The Car Hut land acquisition to enable residential development	Public / Private	Acquisition/relocation of existing uses
	Southern Residential	JR Hughes land acquisition to enable residential development	Public / Private	Acquisition/relocation of existing uses
	Southern Residential	Former Iceland building to enable residential development	Public / Private	Acquisition/relocation of existing uses



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PHASING	REFERENCE	PROJECT	DELIVERY	DELIVERABILITY CONSTRAINTS
LONG TERM	Town Centre Core	Re-development of Clarendon Centre into a retail focused mixed use offer with public realm	Public/Private Partnership	Phasing of development to minimise impact on town centre
	Town Centre Core	Land acquisition to enable development opportunity	Public/Private Partnership	Acquisition/re-provision of car parking facilities
	Western Residential	Edward Street acquisition for potential Residential development	Public / Private	Acquisition/relocation of existing uses
	Western Residential	Raglan Street acquisition for potential Residential development	Public / Private	Acquisition/relocation of existing uses
	Western Residential	Canal Street acquisition for potential residential development	Public / Private	Acquisition/relocation of existing uses
	Western Residential	Cross Street acquisition for potential residential development	Public / Private	Acquisition/relocation of existing uses



Report to:	JOINT MEETING EXECUTIVE CABINET / OVERVIEW PANEL
Date:	14 February 2024
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:	LONG TERM PLAN FOR TOWNS FUNDING AND ASHTON TOWN BOARD
Report Summary:	The report provides an update on the selection of Ashton as one of the 55 towns nationally to receive £20m to invest in local regeneration priorities over a 10 year period, subject to confirmation of further details from Government. Approval is also sought for the formal establishment of the Ashton Town Board and commencement of the draft Ashton Town Plan. 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: <ul style="list-style-type: none">(i) Note the allocation of £20m from the Long Term Plan for Towns for Ashton;(ii) Approve entering into the formal agreements for the receipt of funding, subject an Executive Decision Notice once the full terms of the Grant Funding Agreement are available;(iii) Approve the proposed governance arrangements for the Ashton Town Board and the programme of works associated with the preparation of a draft Ashton Town Plan;(iv) Enable the Director of Place to manage the programme of works associated with the preparation of a draft Ashton Town Plan to inform the first meeting of the Ashton Town Board.
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 can be supported in Ashton by the Long Term Plan for Towns Funding will deliver against these aims in the areas of job creation, modern infrastructure and a sustainable environment.
Policy Implications:	The interventions that can be supported by the funding in Ashton 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 and the draft Greater Manchester Places for Everyone joint development strategy.

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

This report seeks approval for Ashton Town Board and commencement of the draft Ashton Town Plan.

On 1 October 2023 it was announced that Ashton was one of the 55 towns selected nationally as part of the Long Term Plan for Towns programme to receive £20 million of funding from Department for Levelling Up, Housing and Communities (DLUHC) of which 75% will be Capital and 25% Revenue and this will be released over a seven year period with flexibility to spend it over a ten year period.

The Council will receive £0.050m of capacity funding to support establishment of the Town Board 1 April 2024 in accordance with grant conditions

On 1 April 2024, DLUHC will provide a further £0.200m of capacity funding to support the development of the Long-Term Plan which will be led by external support.

Appropriate advice should be sought from STAR where applicable to ensure compliance with procurement regulations and to also ensure that value for money is achieved and is clearly evidenced.

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

The proposed Governance arrangements for the Ashton Town Board appear to be consistent with the Guidance referenced at **Appendix 1**. In particular, Annex A of the Guidance sets out the Governance requirements. It is important that regard is had to the guidance and legislation referenced to ensure that governance arrangements are, and continue to be, robust as the Council will be the responsible body for the grant funding the subject of the report.

Appropriate governance will need to be put in place to ensure that the Council is aware of the nature and extent of its involvement in the Board, including the decision making processes, to ensure that the contract is managed correctly.

A robust system of checks and measures will need to be put in place to ensure that that any monies held by the Council are used in accordance with the contractual framework and that the Council is not held solely liable for any issues arising from the Board and its decisions in connection with the use of monies under the contractual framework.

Risk Management:

Risks associated with the project are set out at Section 7.

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 the Ashton Growth Corridor, comprising St Petersfield, Ashton Moss and Ashton Town Centre, as one of its priority areas to deliver growth and implement the objectives of the Tameside Inclusive Growth Strategy 2021-26. The location forms part of the Greater Manchester (GM) Eastern Growth Cluster, which is one of six Growth Locations across GM that will deliver new development, create and retain jobs, offer better job opportunities, enable training and skill development to increase the number of residents in employment. The major development opportunities within the Ashton Growth Corridor are St Petersfield, Aston Moss, and Ashton Town Centre.
- 1.2 On 1 October 2023 it was announced that Ashton was one of the 55 towns selected nationally as part of the Long Term Plan for Towns programme to receive a 10-year endowment-style fund with £20 million of funding of which 75% will be capital and 25% revenue.

2. LONG TERM PLAN FOR TOWNS

- 2.1 The Long Term Plan for Towns is a new government regeneration programme to support improvements to towns in the UK with a ten year commitment of funding and the creation of new local decision making bodies, Town Boards. The guidance released on 18 December 2023 (**Appendix 1**) sets out a requirement to establish the Towns Board by April 2024 with a Town Plan prepared for submission to the Department for Levelling Up, Housing and Communities (DLUHC) by 1 August 2024. The government will then make funding available to support the interventions set out in the Town Plan, subject to assessment of the Plan by DLUHC.
- 2.2 Within the financial year 23/24 the Council will receive £50,000 of capacity funding to support establishment of the Town Board by 1 April 2024 and commence the planning and initiating of community engagement. On 1 April, DLUHC will provide a further £200,000 of capacity funding to support the development of the Long-Term Plan, including additional community engagement activity to support the submission of the Town Plan before 1 August 2024.
- 2.3 The £20m revenue and capital funding (split 25% revenue and 75% capital) will be awarded to the local authority, acting as accountable body on behalf of the Town Board, and be released over a seven year period with flexibility to spend it over a ten year period. Town Board will need to be properly constituted to assure good governance and respect for the purpose and objectives of the fund. The Levelling Up Funds Local Authority Assurance Framework will apply, requiring the Council's s.151 Officer to provide assurance updates around the proper administration of the funding, including in regard to conflict of interest, subsidy control, procurement, counter fraud and risk.
- 2.4 Additional support will be provided by the Towns Taskforce that will be established as a unit of DLUHC to support the delivery of Town Plans. In particular, the Towns Taskforce will aim to:
- oversee good governance and delivery;
 - support towns to unlock investment and public support;
 - make it easier for towns to repurpose empty high street shops by reforming licensing rules and supporting more housing in town centres; and
 - to attract private and philanthropic investment into the 55 towns, championing the investment opportunities to building on the endowment-style funding granted.
- 2.5 The Towns Taskforce will report directly to the Secretary for State for Levelling Up and the Prime Minister.

3. EXISTING ASHTON REGENERATION PROGRAMME

- 3.1 The Council has secured £19.9m from the Levelling Up Fund (LUF) for Ashton Town Centre. The specific interventions being funded via the LUF have been prepared in the context of the emerging wider strategic vision for Ashton Town Centre. These interventions are critical to unlocking the comprehensive redevelopment of the Town Centre as well as helping to deliver a catalytic economic and social impact for the local community. The works funded via LUF are focused on commencement of the refurbishment programme for Ashton Town Hall; public realm improvements, with a focus on the Market Square; and enabling works on the former interchange site. These interventions will provide the initial stage in the regeneration of the Town Centre with LUF funding work required to complete by 31 March 2025.
- 3.2 The LUF projects in the Town Centre are further supported by interventions under the UK Shared Prosperity Fund (UKSPF) Communities and Place investment priorities for completion by 31 March 2025, including the Ashton Creative Improvement District and the re-purposing of part of Ashton Market Hall.
- 3.3 The St. Petersfield Masterplan (2021) has been completed to provide the long term strategy for the delivery of new development across an area of Council owned sites. The area is 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, whilst also delivering increased town centre residential development in the short term. As part of the UKSPF Local Business (Small and medium-sized enterprise, SME Workspace) investment priority, £1.215m has been allocated for repurposing works and repairs at Ashton Old Baths.
- 3.4 Ashton Moss is a significant employment development site with potential to provide growth on space for Tameside's manufacturing and engineering sectors due to the current lack of available development space in the Borough whilst also providing an opportunity to attract inward investment. The site provides a significant opportunity to deliver new employment space for advanced manufacturing and materials science uses, alongside greater engagement with Higher Educational Institutions. A development framework for the Ashton Moss Innovation Park was prepared by the Council working with the private sector landowners and approved by Executive Cabinet in November 2023.
- 3.5 The award of Long Term Plan for Towns Funding to Ashton provides a significant opportunity to continue the existing regeneration programme beyond 31 March 2025 when all LUF monies will have been utilised.

4. ASHTON TOWN BOARD

- 4.1 The guidance notes that the Town Board must be chaired by a local community leader or local businessperson with the membership requirements set out in Table 1 below.

Table 1: Town Board Required Membership

Required Membership	Notes
Parliamentary representatives	The relevant local MP(s) whose constituencies sit within the boundary of the town must sit on the Town Board.
Local councillors	In unitary authorities, there should be two councillors from the authority.
A senior representative from the police	It is expected that this will be the Police and Crime Commissioner (PCC), though subject to the agreement of the chair, a local senior representative from the police can act as

	an alternative, which would be more appropriate given the arrangements in GM.
Other membership tailored to local context	This is at the Chair's discretion and the guidance is non-prescriptive in terms of these requirements

- 4.2 The Town Board will be responsible for developing the Town Plan and reviewing this prior to submission to DLUHC. The local authority are required to act as secretariat to the Town Board.
- 4.3 There is a requirement for the Town Board to be established by 1 April 2024 and be responsible for:
- Identifying the issues and priorities to focus on within the Town Plan, including supporting a process of ongoing community engagement.
 - Working with the Council to develop the Town Plan, setting out how local partners will use their knowledge, powers, assets and new funding to deliver for their communities.
 - Identifying opportunities for Board members to utilise specific powers to deliver the Town Plan.
 - Identifying opportunities to bring in additional investment.
 - Overseeing the delivery of projects set out in the Town Plan.
- 4.4 The Ashton Delivery Group was established in 2022 to oversee the delivery of regeneration in Ashton Town Centre; this group will be repurposed as the Town Board to avoid duplication. It is proposed that Phill Brown is asked to initially undertake the role of Chair of the Town Board, as an experienced local community leader with extensive local business experience. The membership of the Town Board, in addition to the mandatory requirements set out above at Table 1, will be agreed with the Chair prior to the first meeting of the Town Board.
- 4.5 Due to the requirement that the Town Board should be established by April 2024 and the impact of local elections and the associated pre-election period, it will be necessary to hold a first meeting in March 2024 where the proposed Terms of Reference (**Appendix 2**) can be considered for approval.
- 4.6 There is a requirement that the Council act as secretariat for the Town Board. It is noted that there is £50,000 of capacity funding available to support the establishment of the Town Board and this will support the Council's Democratic Services function with this additional responsibility.

5. ASHTON TOWN PLAN

- 5.1 The Town Plan will need to comprise a ten year vision, which clearly identifies the longer-term priorities for the town, and a three year investment plan as an annex. The Town Plan should be a long-term, strategic document, including the strategic case for change, outcomes and objectives the town is trying to meet and how these align with the priorities of the local community, clear evidence of how stakeholders have been engaged to date and how that engagement will continue, and the high level delivery milestones and overview of potential future interventions. The three year Investment Plan annex should set out the interventions and powers the Town Board wishes to use over the three years for each investment theme and how these will address the outcomes set out in the ten year vision.
- 5.2 The development of a draft Ashton Town Plan, utilising the £200,000 of capacity funding, will be undertaken as follows:
- Draft vision and objectives for the regeneration of Ashton Town Centre over the next 10 years prepared within the context of the Long Term Plan for Towns programme

and taking account of the various studies, strategies and projects undertaken in Ashton over recent years.

- Map out the opportunities within Ashton for support via the Long Term Plan for Towns funding.
- Identify a strategy for the delivery of these opportunities, including timescales and phasing.
- Identify areas where the Long Term Plan for Towns funding can support in the attraction on further public and private investment over a 10 year period.
- Prepare a draft Ashton Town Plan for consultation/engagement based on the identified steps above.
- Formal approval of a final Ashton Town Plan prepared for submission by 1 August 2024.

5.3 The initial work to prepare a draft Ashton Town Plan will draw on existing commissions completed or underway, specifically the projects currently being delivered via LUF and UKSPF and the Ashton Town Centre delivery strategy in receipt of funding from Homes England via the Greater Manchester Combined Authority (GMCA), as approved by Executive Cabinet in September 2023. The preparation and approval of the Ashton Town Plan within a short timescale of five months will require some additional specialist support in relation to consultation and engagement. To ensure that the final Ashton Town Plan is community led it is proposed that specialist external support is procured, utilising the £200,000 of capacity funding, in support of a consultation exercise that will need to take place in June 2024 following the May local elections. This will inform a final Ashton Town Plan for approval and submission by 1 August 2024.

6. NEXT STEPS

6.1 The existing regeneration programme for Ashton will provide the starting point for a Town Plan that complies with the Long Term Plan for Towns guidance. The Town Board will have a duty to engage with local people to finalise the Town Plan that will be assessed by DLUHC as part of the process of releasing funding. It is therefore important that work to prepare a compliant Town Plan is commenced in early 2024, building on the existing programme and recent strategies/studies to provide a clear set of interventions to meet agreed priorities.

6.2 The process to set up the Ashton Town Board will be commenced with the intention to hold the first meeting of the Board by the end of March 2024 to ensure it is formally established by 1 April 2024. The first meeting of the Board will confirm appointment of a Chair/Vice Chair, consider the draft Terms of Reference for approval and agree a programme of works associated with the preparation of the Ashton Town Plan for formal approval and submission by 1 August 2024.

7. RISK MANAGEMENT

7.1 The main project risks associated with delivery of the Long Term Plan for Towns in Ashton have been identified in the table below.

Risk Area	Detail	RAG Rating	Mitigation	RAG Rating
Programme	Lack of time to establish Town Board and prepare a Town Plan before Summer 2024		Repurposing of the existing Ashton Delivery Group and early preparation of a Town Plan.	
Programme	Lack of resource capacity to undertake		Apply adequate resource to the project	

	workstreams in line with expectations.		to ensure programme adherence. Requirements for additional resource will require review following recent grant awards.	
Procurement	Lack of capacity in the consultancy sector to undertake any required works.		Early engagement with STaR procurement to understand the most appropriate procurement routes.	
Financial	Conditions attached to funding agreement may not be acceptable.		Early engagement with DLUHC in relation to terms of conditions.	
Financial	Insufficient budget to complete the scope of works required.		Early engagement with internal Council teams and external partners to clearly understand requirements.	

8. CONCLUSION

- 8.1 The delivery of the interventions via the Town Plan will support the ongoing regeneration of Ashton and support the delivery of national, GM and Tameside strategic policies, including the Tameside Corporate Plan and Tameside Inclusive Growth Strategy. On-going performance and reporting on any capital works will be provided via the Strategic Planning and Capital Monitoring Panel as part of the Council's Capital Programme.

9. RECOMMENDATIONS

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

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Department for Levelling Up,
Housing & Communities

Long-Term Plan for Towns - Guidance for Local Authorities and Town Boards



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December 2023

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Foreword from the Prime Minister



In September, we launched our Long-Term Plan for Britain's Towns, a core part of the government's levelling up programme that has so far invested more than £13 billion to support projects in places that for too long have been taken for granted.

Towns are the places most of us call home, where most of us work, and where many of us grew up and want to raise our families. For too long politicians have focused on cities and businesses have been encouraged to invest elsewhere, local communities have been eroded, and too many young people have concluded that the only way to get on, is to get out.

The result, in too many places, has been run-down town centres, empty, boarded-up shops, discarded rubbish, appalling antisocial behaviour and people left angry and frustrated by the neglect. There is nothing inevitable about this. With the right plan, our towns can turn themselves around.

Our plan will complement our existing work and give towns the focus and attention they deserve. We're investing £1.1 billion in 55 of our towns and giving them the tools they need to help build a better future for their local people. We will do so in 3 important ways.

First, we're putting towns back into the hands of local people, so that they can decide on local priorities and what's best for the long-term future of the places where they live. Each town will have a new Town Board made up of local community leaders and employers, who will draw up their town's Long-Term Plan for the next 10 years. This work will be backed by up to £20 million of "endowment-style" funding and support to invest over the next decade.

Second, we're not wasting time. We want towns to set up their Town Boards as soon as possible. So we're providing £50,000 this year, and £200,000 the next – along with a dedicated data pack full of local insights and intelligence – so that towns can build their own local capacity, talk to local people about what they want from their town, and get going on their Long-Term Plans.

Third, we want to make towns places where people and businesses want to invest, creating new jobs and breathing new life into our high streets and town centres. And we believe that the government's local £20 million endowment-style funding and support in each town will be a catalyst for private investment and community capital too.

So, this is our plan to turn around Britain's towns: local people in charge, accelerating change, and bringing in new investment. This guidance sets out the next steps in delivering on that plan, and our support offer to you to ensure that Long-Term Plans are grounded in the best available evidence. In addition, our policy toolkit sets out the range of powers available to local areas.

It's time that we do away with the idea that some communities and some places can never and will never get better. They can – and they will. Our Long-Term Plan for Towns fundamentally changes the way politics works to support local communities – putting them in control. And it sets out a new direction for Britain's towns: one that is right for local people, and right for the future of the country.

Foreword from the Secretary of State for Levelling Up, Communities and Housing



Our Long-Term Plan for Towns is levelling-up in action. Communities driving progress so that towns can go further, faster than ever before. Councils allowed to be bolder, so that they can bring bustle and life back to rundown high streets. Residents encouraged to make the most of their can-do spirit so that prosperity returns to towns around the country.

The Long-Term Plan is centred on local stakeholders acting in the interests of local people. Why towns? Well, for the overwhelming majority of Britons, home is a town – the place where they live and an important part of their identity. Yet many towns are struggling.

Since the financial crisis of 2008, jobs growth in towns has been just half that in cities, and a quarter that in London. Whenever I visit one of our many great towns, I come away inspired by the passion and pride of the people. Yet I also share their anger and frustration over shabby high streets lined by empty shops, and their anxieties about antisocial behaviour and crime.

We have made great strides for towns and for cities, too, through the Levelling Up Fund that has so far awarded £4.8 billion to support regeneration. The Long-Term Plan for Towns is something distinct again: a way of doing local politics that draws on our experience with previous Funds and respects local feedback to take a different approach – one that captures and makes the best use of all that councils and communities already do for their area.

It means that Town Boards, the new decision-making bodies, will be run by local people for local people: bringing together residents, business and community leaders to devise and agree a shared vision for the future.

I look forward to working with Town Boards as partners in this new-style politics. I am excited by the prospect of the entrepreneurial, creative and forward-looking initiatives that will flow from the funding. And I know we all want to see the difference in lives and outcomes as we unleash a new era of regeneration, aspiration and pride in place in towns across England, Wales and Scotland.



Long-Term Plan for Towns summary

This guidance is relevant to Town Boards in England, Scotland and Wales. We will release dedicated Scottish and Welsh versions of the policy toolkit early in 2024, which will build on existing publications, and a Welsh language version of this guidance will follow.

Purpose: Regenerate local towns across England, Scotland and Wales over the next decade.

Type of fund: Allocative

Eligibility: Preselected local authorities via a methodology set out on GOV.UK.

Funding available: Towns will receive funding and support totalling up to £20 million.

Important dates:

Between 18 December 2023 and 1 April 2024:

- local authorities receive £50,000 of capacity funding
- local authorities receive a data pack for their town, with a local insight profile curated by DLUHC's Spatial Data Unit, to be shared with the Town Board once established
- where relevant, appoint a chair for Town Boards
- local authorities work with the chair to set up the Town Board or repurpose an existing Town Deal Board or equivalent relevant Board in Scotland/Wales
- Town Boards start planning and initiating community engagement

By 1 April 2024:

- all Town Boards must be established

From 1 April 2024 to 1 August 2024:

On April 1, DLUHC will release the next £200,000 of capacity funding to support the development of the Long-Term Plan, including additional community engagement activity.

Town Boards submit their Long-Term Plans (comprising their 10-year vision and 3-year investment plan) from 1 April and before 1 August. The Plan will set out how funding will be allocated and spent, with the local authority as the body ultimately accountable for funding.

We strongly encourage Town Boards to submit plans as early as possible – the earlier the Town Board is established, and Plan submitted, the quicker funding can be unlocked by DLUHC.

DLUHC assess plans as they come in, and release 2024 to 2025 capital and revenue funding once plans are approved.

We acknowledge that Scottish councils operate with different recess periods to their English counterparts. We will discuss the implications of this with the local authorities in Scotland.

Local authorities eligible for funding

ITL1/2 Region	Local authority	Town/Place
East Midlands	Mansfield	Mansfield
East Midlands	Boston	Boston
East Midlands	Bassetlaw	Worksop
East Midlands	East Lindsey	Skegness
East Midlands	Newark and Sherwood	Newark-on-Trent
East Midlands	Chesterfield	Chesterfield
East Midlands	Nottingham	Clifton
East Midlands	South Holland	Spalding
East Midlands	Ashfield	Kirkby-in-Ashfield
East of England	Tendring	Clacton-on-Sea
East of England	Great Yarmouth	Great Yarmouth
North East	Redcar and Cleveland	Eston
North East	South Tyneside	Jarrow
North East	Sunderland	Washington
North East	Northumberland	Blyth
North East	Hartlepool	Hartlepool
North East	County Durham	Spennymoor
North West	Blackburn with Darwen	Darwen
North West	Oldham	Chadderton

North West	Rochdale	Heywood
North West	Tameside	Ashton-under-Lyne
North West	Hyndburn	Accrington
North West	Wigan	Leigh
North West	Bolton	Farnworth
North West	Pendle	Nelson
North West	Knowsley	Kirkby
North West	Burnley	Burnley
South East	Hastings	Hastings
South East	Rother	Bexhill-on-Sea
South East	Isle of Wight	Ryde
South West	Torbay	Torquay
West Midlands	Sandwell	Smethwick
West Midlands	Walsall	Darlaston
West Midlands	Wolverhampton	Bilston
West Midlands	Dudley	Dudley
Yorkshire and The Humber	North East Lincolnshire	Grimsby
Yorkshire and The Humber	Wakefield	Castleford
Yorkshire and The Humber	Doncaster	Doncaster
Yorkshire and The Humber	Rotherham	Rotherham
Yorkshire and The Humber	Barnsley	Barnsley

Yorkshire and The Humber	North Lincolnshire	Scunthorpe
Yorkshire and The Humber	Bradford	Keighley
Yorkshire and The Humber	Kirklees	Dewsbury
Yorkshire and The Humber	North Yorkshire	Scarborough
West Wales and The Valleys	Merthyr Tydfil	Merthyr Tydfil
West Wales and The Valleys	Torfaen	Cwmbrân
East Wales	Wrexham	Wrexham
East Wales	Vale of Glamorgan	Barry
West Central Scotland	Inverclyde	Greenock
Southern Scotland	North Ayrshire	Irvine
Southern Scotland	East Ayrshire	Kilmarnock
West Central Scotland	North Lanarkshire	Coatbridge
West Central Scotland	West Dunbartonshire	Clydebank
Southern Scotland	Dumfries and Galloway	Dumfries
Highlands & Islands	Moray	Elgin

Funding available

As confirmed in our [Long-Term Plan for Towns guidance document](#), the Long-Term Plan for Towns takes a new endowment-style approach. This means that funding is released over a 7-year period and local authorities have the flexibility to spend it over 10 years, with light touch assurance from DLUHC – the full funding profile will be provided in early 2024.

Towns will receive funding and support totalling up to £20 million, delivered through the powers as set out in Section 50 of the United Kingdom Internal Market Act 2020.

Capacity funding

Lead local authorities in each of the 55 towns will receive £50,000 in capacity funding in the 2023 to 2024 financial year. This is paid as an RDEL grant.

We expect this funding to cover the upfront costs of setting up a Town Board by April 1 at the latest. While we will not ask local authorities to formally report on how this £50,000 is spent, where progress is slower than expected, DLUHC's area teams will offer support and advice.

Local authorities might want to use this money to:

- convene a Town Board
- run community engagement
- support the Town Board in developing Long-Term Plans
- provide technical expertise to the Town Board for project development including feasibility studies and business cases

Once Towns Boards are established we will release approximately £200,000 in RDEL capacity funding at the start of the new financial year 2024 to 2025. Town Boards should advise local authorities on how best to use this money, to support the development of their Long-Term Plan.

The process

Establishing a Town Board

While the local authority remains the accountable body for funding and executing plans, Town Boards are responsible for developing the Long-Term Plan, working closely with local people.

The independent chair of Long-Term Plan for Town Boards should be invited by the local authority, considering who is best placed to convene partners and is a respected figure in the community with an obvious passion for the place. The local MP should be engaged as part of the process. Further information on governance is available at Annex A. Consideration should be given to the length of tenure for the chair, given the nature of the Long-Term Plan including a 10-year vision, it may be the case that towns wish to consider succession planning, for example by appointing one or more deputy chairs. If a town already has a Town Deal Board in place, or a similar such structure – for example, an appropriate subset of a Community Planning Partnership in Scotland – we strongly encourage the utilisation of that forum to act as the Town Board, to avoid unnecessary duplication and allow towns to move quickly to draw up their Long-Term Plan. If an existing forum is to be repurposed, it is incumbent on the chair, supported by the local authority, to ensure the right people are around the table to fully reflect the priorities of the town - this may require further appointments, if deemed appropriate.

Town Boards must be chaired by a local community leader or local businessperson. The chair should act as a champion for the town and provide leadership for the Town Board, ensuring it is community-led and embedded within the local area. They can be anyone who holds a prominent role such as:

- a local charitable organisation
- a philanthropist
- the head of a Further Education College
- a director for the NHS Board or Trust
- a director of a football club

Elected representatives, such as MPs, MSPs, MSs or local councillors, must not chair the Town Board.

Town Board Membership

Having considered whether there is a suitable existing Board that can be utilised, or that it is necessary to establish a new Town Board, the chair should engage with the local authority to consider whether further appointments are necessary to the Town Board. Similarly, the chair may choose to appoint a deputy – although this is not a requirement.

As with appointing the chair, it is worth considering the length of membership when inviting members onto the Board, and whether the Board make-up needs to change over the duration of its lifetime.

The local authority, or an alternative organisation such as a community group if that is agreed between the chair and local authority, should act as secretariat to the Town Board.

Outside of the requirements around the inclusion of certain elected representatives and a senior representative from the police, this guidance is wholly non-prescriptive and membership will vary depending on the local context:

1. Parliamentary representatives

The relevant local MPs, for example, those MPs whose constituencies sit within the boundary of the town must sit on the Town Board. Councils in Scotland and Wales may wish to invite the local MSP or MS.

2. Local councillors

In areas where there are two tiers of local authorities, there should be one councillor from each tier of local government. In unitary authorities, there should be 2 councillors from the authority. Where relevant for the town, the chair may wish to invite parish, town, or community councillors, noting that total numbers of elected representatives should be limited to promote community leadership.

3. A senior representative from the police

Town Boards must have a senior representative from the police. In England and Wales, it is expected that this will be the Police and Crime Commissioner (PCC), though, subject to the agreement of the chair, a local senior representative from the police can act as an alternative. In Scotland, the chair may wish to invite a senior police officer. Where combined authority mayors exercise PCC functions, it is expected that the Mayor or their Deputy Mayor for Policing and Crime should be the representative, though, subject to agreement with the chair, a local senior representative from the police can act as an alternative. Should Town Boards feel that they require further contribution from the police, noting particularly the different skills and input that could be provided by an operational representative, then it is within their discretion to invite whomever they deem appropriate to sit on the Board.

Other membership should be tailored to local context and is at the chair's discretion, but might comprise:

4. Community partners, such as:

- community groups
- faith groups
- local charities
- neighbourhood forums
- youth groups
- the local Council for Voluntary Service (CVS) or Third Sector Interface (TSI) in Scotland

5. Local businesses and social enterprises, such as:

- the chair or board members for the Business Improvement District (BID) where these exist
- key local employers or investors in the town

Community and smaller businesses have been shown to be able to support regeneration and improve investment at a local level, and property owners have a major stake in how towns are repurposed.

6. Cultural, arts, heritage and sporting organisations, such as:

- local sports club directors
- local heritage groups

7. Public agencies and anchor institutions, such as:

- local schools, higher education and further education institutions
- relevant government agencies for that area, for example Integrated Care Boards or Community Planning Partnerships in Scotland

Town Boards should consider the size of membership and could convene smaller working groups to facilitate wider engagement in the themes of the Long-Term Plan for Towns. DLUHC will work with Town Boards, supported by local authorities, with contracting and commercial advice to ensure value for money, based on best practice from previous Levelling Up Funds. In the first instance, local authorities should get in touch with their existing area team leads.

Town Boards must be set up by 1 April 2024 at the latest, though we encourage earlier establishment wherever possible, to allow the Town Board to hold its first meeting and start drawing up Long-Term Plan as quickly as possible. The earlier the Board is established and Long-Term Plans are submitted, the sooner the funding can be confirmed by DLUHC.

DLUHC's offer

To enable the Town Boards - supported by the local authority - to develop and deliver their Long-Term Plan, the local area team lead will act as the first line of support across England, Scotland and Wales, drawing in help where appropriate (for example, engaging with the Scotland Towns Partnership in Scotland).

A Towns Unit has been set up within DLUHC to act as a cross-cutting hub that will work with other government departments to help Town Boards work with the local authority to use every lever at their disposal. It will seek to align cross-government activity to ensure that central government, local government and private resources are used most efficiently. Our offer includes:

- a data pack for each town, with a local insight profile curated by DLUHC's Spatial Data Unit
- a policy toolkit, outlining powers available to towns and partners across the town
- a list of policy interventions with an already agreed case for investment
- dedicated support from the respective area team to help guide the Town Boards and local authorities through the process

Additionally, an independent, consultancy-style High Streets and Towns Taskforce will be established in 2024 to support towns after their Long-Term Plan is submitted.

Engaging MPs

MPs play an important role in representing the views of their constituents, working collaboratively with local authorities and other local partners for the good of local places. They should be closely engaged in the design and delivery of the Long-Term Plan.

As well as being a member of the Town Board, MPs should be individually involved in reviewing the Long-Term Plan prior to submission to DLUHC. Each Long-Term Plan must list the MPs involved in the Town Board and whether each are supportive of the final Long-Term Plan submitted to DLUHC for consideration. Town Boards in Scotland and Wales may also wish to share their Long-Term Plan with the local MSP and MS, although there is no requirement to do so.

While one or more MPs not supporting the Long-Term Plan will not prevent DLUHC considering it, the government is keen to see broad local consensus for the interventions put forward. In the absence of such agreement, Ministers reserve the right to defer sign off until broad consensus is secured.

Ensuring the Town Board is a community-led institution

Town Boards should be community-led institutions that build civic capacity in the town, with the local authority, or an alternative organisation such as a community group, providing a secretariat function. The local authority will act as the accountable funding body.

We encourage local authorities to help empower the Town Board in realising this role and driving forward a community-led vision for change. This may include providing advice and support on legal duties like impact assessments, to help leaders with non-public sector backgrounds navigate those requirements they may be less familiar with.

The Town Board (or, if prior to establishment, the Town Board chair) and the local authority should also consider existing community organisations that might want to undertake work on behalf of the Town Board. Capacity funding could be used support this, or the recruitment by a third-party of an individual to lead the development of the Long-Term Plan full-time. Local Trust research shows that employing a single member of full-time staff from the community helps to build local capacity and resilience. If support is required to identify suitable community organisations, local authorities should speak to their respective area team leads in the first instance. Area teams will provide ongoing support for the duration of the programme, including helping local authorities and Town Boards to access the support they need, and acting as a focal point between them and central government, including the Towns Unit and the High Streets and Towns Taskforce.

Case study: The benefits of community driven vision

After almost fifty years of industrial decline, downtown Whytheville in rural Virginia (population of less than 10,000) sought to change its fortunes and appointed a 'people powered' governance organisation (Downtown Whytheville Inc.) with the explicit aim of revitalising and reenergising their local community.

By adopting a person-and-place-based approach, Whytheville was able to leverage local assets, build regional partnerships, encourage community capacity-building and, ultimately, revitalise its regional economy. It completed a major downtown streetscape renovation, improving sidewalks, lighting and pedestrian crossings on Main Street, creating a more inviting environment. Recognising the need to also address skills concerns, the Downtown Whytheville Inc. sought additional funding from private and public sources to start a small business design competition, building community capacity, delivering long-term investments and creating a self-sustaining entrepreneurial ecosystem.

Setting a strategy

Town Boards should drive the priorities for investment, identify where the powers set out in the policy toolkit can be maximised to deliver change and steer the long-term vision for their town, in conjunction with the local community.

Town Boards are responsible for developing the Long-Term Plan. This Long-Term Plan should recognise and seek to build on the good work that is underway, or has been undertaken already, in each town. In many places, there are strategies and plans for the town that align with the Long-Term Plan for Towns' objectives, and we hope the Long-Term Plans will build on those.

The programme has been designed to provide long-term certainty and facilitate strategic thinking. We know, however, that towns will want to retain flexibility and the ability to amend plans as they develop, as well as reflect the context and changing priorities of local people. We are therefore asking that Town Boards, supported by the local authority, develop a single Long-Term Plan to be submitted to DLUHC on, or before 1 August 2024. We acknowledge that Scottish councils operate with different recess periods to their English counterparts. We will discuss the implications of this with the local authorities in Scotland. Further detail on how Plans will be submitted will be provided in early 2024. The earlier the long-term plan is submitted, the quicker the funding can be unlocked by DLUHC.

The Long-Term Plan should comprise a 10-year vision, which clearly identifies the longer-term priorities for the town, and a 3-year investment plan as an annex. As with Town Deals previously, the Town Board should also use the Plan to confirm the area that will be covered. As a default, this should use the boundaries defined by the Office for National Statistics. This is important so that local communities and other bodies understand where the area of benefit will be. We expect that the geographical area should be contiguous. Any proposed changes to the ONS boundaries will need to be discussed with government to ensure it includes, as part of the area, the town that was originally selected.

10-year vision

The Town Board's 10-year vision should be a long-term, strategic document. It should be backed by insights gained through engagement with local people, to create buy-in with the public. It should include:

1. A 250-word vision statement that articulates, at a high level, the vision for the future of the town and how success will be judged.
2. The strategic case for change, building on the evidence in the pack provided by DLUHC with, where relevant, more granular local data and stories.
3. The outcomes and objectives the town is trying to meet and how these align with the priorities of the local community, including what local people think needs fixing, the opportunities the investment offers over the decade, and priority outcomes for 2034 and beyond.
4. The planned direction of travel for the regeneration of the town, across the 3 investment themes. It should detail the interventions that are available to achieve this:
 - a. The Town Board should seek to draw on the list of interventions and can also consider other, 'off-menu' interventions, provided they sit within the 3 investment themes.

- b. The Long-Term Plan does not need to go into detail on specific investments as part of the 10-year vision. Detail on investment and interventions only need to focus on the first 3 years and should sit within the 3-year investment plan annex.
5. Clear evidence that the Town Board is community led, including through its membership, ways of working and distinction from the local authority, and evidence of buy-in from local businesses, civil society and communities. It should describe how these stakeholders have been engaged to date, and how that engagement will continue going forward.
6. How the Town Board will attract and combine new and existing private, public and philanthropic investment, setting out the existing commitments and ambitions to secure further support going forwards.
7. High level delivery milestones over the 10-year lifespan of the programme, with an overview of potential future interventions and how the powers in the policy toolkit will be used in a way that best suits the town across the 3 investment themes.

The policy toolkit covers England in-full and, regarding the Safety and Security powers, Wales. We will provide additional guidance for towns in Scotland and Wales early in 2024.

The policy toolkit outlines the powers already available to towns to help make improvements. It also includes new powers, which are yet to be implemented, that were introduced through the Levelling Up and Regeneration Act 2023.

3-year investment plan annex

This should set out:

- the interventions and powers the Town Board wishes to use over the 3 years for each investment theme;
- whether the interventions are from the list of interventions or are 'off-menu';
- how the Town Board will use the interventions locally and how much they will cost; and
- how the interventions will address the outcomes set out in the 10-year vision, grounded in evidence and data.

Local authorities will receive the investment from the Long-Term Plan for Towns over the next 3 years to fund the Town Board's 3-year investment plan. We strongly encourage Town Boards to work with the local authority and other partners to consider how additional funding can be attracted from other sources. This could include new private investment, philanthropy or other public funding, particularly where there is scope for partnership working between bodies or agencies.

Local authorities should also be engaged throughout the development of the plan, including discussing the list of interventions and powers to be used from the toolkit. In many cases, the council will need to formally agree through its own structures to deploy powers or interventions where they interact with council responsibilities (for example, planning permission for a new cycle path). Where an intervention would commit the local authority to future expenditure beyond long term plan for towns fund (for example ongoing maintenance of a new leisure facility), Town Boards must engage with local authorities and ensure that this is agreed.

The list of interventions provided at Annex C are those which have already been assessed as having a strong case for investment, value for money and benefit-to-cost ratio. Should a Town Board wish to pursue one of these interventions, a business case will not be required as part of the assessment process – this is intended to simplify the process as far as possible and reduce

bureaucracy. Any interventions drawn from the list should be costed to a town's local context and the investment plan should describe how they reflect the distinct opportunities and challenges that different towns and communities face.

This list of interventions is not exhaustive - we encourage Town Boards to think creatively about what solutions will deliver the desired outcomes. Should it be agreed that other, 'off-menu' interventions better meet local needs, Town Boards should seek to pursue those. Where an 'off-menu' intervention is pursued, an outline business case will need to be provided, underpinned by insights from local stakeholders, agreement with the local authority where they are required to underwrite the risk, and – where possible – numeric evidence.



A toolkit for community engagement

Community engagement is at the heart of the Long-Term Plan for Towns, so plans should reflect local priorities and be co-designed with communities, businesses and residents, drawing on available evidence and data. Recognising the many examples of excellent community engagement already underway at a local level, this toolkit sets out further ideas that Town Boards may want to consider.

As set out in the Levelling Up White Paper, there have been numerous attempts at regeneration over a prolonged period. One of the reasons these have not always been consistently successful is a lack of community engagement, failing to build on existing partnerships, consultation and ongoing activity that mobilises local people. The think-tank [Onward](#) has set out why this is so vital:

“First, doing so helps to ensure regeneration is focused on the actual rather than perceived needs of the community. Second, because a community needs to be invested in an initiative for it to be sustained beyond the initial period of intervention. Third, because engagement helps to build the capacity for action that so many communities lack.”

Onward’s research on previous regeneration efforts and the government’s own engagement with local places have shown that upfront investment is essential to ensuring that places can conduct the necessary level of community engagement. This is why capacity funding will be provided from early 2024.

Some community engagement principles Town Boards might wish to consider when developing their Long-Term Plans:

1. Map the assets in the local area to build from existing strengths and work with community groups who have existing relationships and expertise in community development to design engagement and ensure sufficient reach. Consider using allocated development funding to invest in these organisations to support this work.
2. Engage early and identify priorities and ambitions to ensure the plans are co-created with the community from the start.
3. Use local knowledge to understand where engagement has typically been weakest and which groups have been underrepresented. Seek out relationships with community groups to establish how engagement can work better for these groups and overcome barriers such as income, ethnicity, age, disability and language.
4. Go to where the people are and be creative. Hold engagement events in the social spaces where people meet, for example, the local high-street, youth clubs, pubs, schools and community centres. Maximise the opportunity to get the view from as broader set of residents who may not typically attend consultation events.
5. Use participatory tools, such as participatory budgeting. This can act as a hook to engage residents, helping to identify local solutions and bring forward innovative ideas.
6. Identify opportunities for community ownership of plans and delivery. Consider how community partner members of the Town Board, such as community organisations, can have a clear role in the process. This could also include devolving budgets and delivery to community groups for neighbourhood priorities.

7. Commit to ongoing accountability. The Town Board should plan ongoing opportunities for engagement with the community at key milestones within plans. People like to stay informed of developments, share progress and how their input has fed in at regular stages throughout the process; this could be done through email, press release, exhibition or in-person events.
8. Seek opportunities for building the development of community leadership and capacity into delivery plans.
9. Don't over-complicate it.

[Create Streets](#), leaders in research, master-planning, design coding and community co-design, also recommend using:

1. Wide engagement. This typically involves asking simple, high-level questions across a broad range of audiences allowing people to have their say on a specific place, the good or bad, and to make positive suggestions to improve it. This could include:
 - online mapping platforms such as the Create Communities platform
 - 'come to the people' events. For example, setting up a stall at a community event or on the local high street
2. Deep engagement. This involves more in-depth analysis through asking key questions and issues explored through:
 - one to one interviews with key stakeholders
 - site walkarounds with residents and neighbours
 - co-design workshops or charettes (a public meeting with an interdisciplinary group, focused on solving a problem or planning the design of something)

There are several other useful organisations that publish guidance and can support Town Boards to ensure the local community is sufficiently engaged in the development and delivery of the Long-Term Plan, including [Power to Change](#), [Locality](#) and Heritage Action Zones. [The Local Government Association](#) has resources aimed at involving residents and voluntary and community sector organisations in local service delivery and decision-making. In Scotland, there are many examples of strong community engagement and plenty of resources available. Towns in Scotland may want to refer to examples set out through the Scotland Town's Partnership, as well as the national standards set by the [Scottish Development Community Centre](#).

Town Boards should be transparent with local people throughout the programme as to how they are investing money and using their powers, working closely with the local authority. We encourage Town Boards to run themselves in a way that facilitates community-led decisions and the space to think about things differently. Such as:

- having meetings in a community space or setting, instead of council offices or public sector premises
- holding open meetings for local people to observe and inviting those who aren't traditionally involved, including young people
- live streaming open meetings
- recognising routes for the Town Board to become a self-sustaining body over time

Case study: Chesham Design Code and Neighbourhood Development Orders

Create Streets worked with Chesham Town Council to develop Neighbourhood Development Orders (NDO) in the town and to inform an updated neighbourhood plan. Residents' views were sought through a combination of 'engaging wide' using online tools and 'engaging deep' through interviews with key stakeholders, hosting pop-up consultation sessions at community events and drop-in sessions. Residents were also asked what 'good looks like' for Chesham – and feedback was also requested on draft house types and site masterplans. Over 2,822 responses were received online and many hundreds in person, with the results used to inform the content of the design code and NDO sites.

Case study: Design Code Pathfinder Programme, Medway Council

Medway Council are developing a design code for Chatham, to contribute to the urban regeneration of the town centre and ensure the local character is better reflected, whilst also protecting the natural environment. The team carried out extensive engagement and consultation with the local community, key stakeholders, members and officers in the development of their code. A combination of two techniques were used – a digital platform and traditional face-to-face engagement - to ensure that as many people could engage in the design code process as possible. The digital platform focussed on 14 key places and gave users the ability to comment on buildings, streets or open spaces - producing 1,900 individual responses. The in-person events enabled people who were less tech-savvy, or did not have access to the internet, to share their views, with sessions held on weekends in busy locations for maximum reach.

Case study: Dunbarton, West Dunbartonshire

West Dunbartonshire Council will use its £19.9 million Levelling Up Fund allocation to help the town of Dumbarton become more attractive for residents and visitors. The successful bid was built on feedback from the community gained through extensive consultation and surveys, demonstrating how the Levelling Up Fund can meet the need of the community. The project includes the restoration of Glencairn House into a state-of-the-art library, museum and community facility, improve connections between the town centre and Dumbarton Central train station. The project improves active travel connections, attracting visitors and residents into the town centre, and making Dumbarton a more attractive destination.

Submit your Long-Term Plan to DLUHC

Town Boards should move as quickly as possible to engage the local community and work up their vision and Long-Term Plan. From 1 April 2024, Town Boards should submit their Long-Term Plan to DLUHC. The final deadline for submitting plans is 1 August 2024. We acknowledge that Scottish councils operate with different recess periods to their English counterparts. We will discuss the implications of this with the local authorities in Scotland. Further details on how to submit will be published in supplementary guidance in early 2024. The closer to 1 April 2024 the Long-Term Plan is submitted, the sooner the funding can be unlocked by DLUHC.

The 10-year vision and 3-year investment plan annex will be subject to a light touch assessment process by DLUHC. This will ensure towns' proposed interventions are aligned with the broader objectives of the Long-Term Plan for Towns and fit within the 3 investment themes. While we may seek clarification on some points, this is not a pass or fail gateway, unless there is substantial deviation from the 3 investment themes, or the requirements set out above.



The three investment themes

Towns across the UK will identify the measures that matter most to local people. By including a policy toolkit, a list of interventions and providing the opportunity for Town Boards to take bespoke, 'off-menu' approaches where such an approach can be justified, we are providing significant flexibility to tailor the Long-Term Plan across the 3 broad investment themes. There is no requirement as to how towns utilise the funding across the 3 themes. But we would expect to see at least one intervention per theme covered in the Long-Term Plan, unless towns justify an alternate approach.

SAFETY AND SECURITY

Tackling crime and anti-social behaviour is a priority for turning around local areas and ensuring business can thrive. It is impossible to level up a town if people do not feel safe to go into the town centre. Towns that feel unsafe:

- drive away shoppers
- deter investors
- undermine the norms and behaviour that underpin a thriving society

The increase in shop vacancy rate and decrease in footfall has resulted in high streets becoming prime locations for anti-social behaviour, diminishing pride in place. The [Anti-Social Behaviour \(ASB\) Action Plan](#) launched this year in England and Wales, to make our streets safer and treat anti-social behaviour with the urgency it deserves. To support this, towns can use the funding provided through the Long-Term Plan for Towns to help reduce crime and improve safety in the local area.

Interventions and the use of powers could include:

- new and improved security infrastructure, such as CCTV and streetlights
- additional hotspot policing
- local authority wardens

Recognising the scope for potential overlap between the role of the Town Board and a Community Safety Partnership (CSP), in England and Wales, who in some instances may already be carrying out interventions such as this, we encourage Town Boards to proactively engage with the relevant CSP in their town to ensure a consistent approach and avoid duplication. [See the Home Office's guidance on CSPs for more information.](#)

Case studies of safety and security interventions

Denbighshire - CCTV

Denbighshire County Council has used the UK Shared Prosperity Fund to purchase and place CCTV cameras in fly-tipping hot spot areas. The local authority has already identified people leaving items at locations and managed to speak with those individuals. The aim is to use the cameras to change people's behaviours as well as prosecuting further down the line. By monitoring and preventing antisocial activities this investment has led to increased confidence in public spaces and improved quality of life for residents.

Bloxwich and Walsall's Town Deal

Bloxwich and Walsall each received over £20 million from their respective Town Deals and have been working closely together ever since.

Local people from both towns said they wanted to walk more, but often felt unsafe because of traffic, pollution and fear of crime. The towns are now delivering new footpaths, cycle lanes and safer places to lock bikes, making it much easier to move around and between the two towns and surrounding area. Lighting and other improvements will mean people feel safer and more confident walking around and they will have more choice in how they travel. In the process, the Town Deal Board hopes that both air quality and local people's general health and wellbeing increases as they increasingly choose to leave their cars at home.

HIGH STREETS, HERITAGE AND REGENERATION

As research from [More in Common](#) and [Power to Change](#) has found, 'for many people, nothing epitomises local neglect more than the state of their local high street'. Since the 1960s, our high streets have centred around retail, however, increasing overhead costs, an oversupply of retail space, the growth of out-of-town shopping centres and online shopping have created a challenging local retail environment.

A hollowing out of high streets and town centres can affect the liveability of a place. This makes it less attractive for, and harder to retain, skilled workers, often resulting in towns having an older population and creating an economic environment that exacerbates these demographic challenges.

To ensure they remain the beating heart of our towns and can offer opportunities to local people, traditional high streets need help to adapt and diversify their offer. Towns can use this funding to enhance their town centres, making them and their buildings more attractive and accessible to residents, businesses, and visitors. Interventions and the use of powers could include:

- preserving and improving heritage sites in the town
- creating and maintaining parks and green spaces
- establishing Business Improvement Districts
- running high street rental auctions.

Case studies of high streets, heritage and regeneration

Aberdare

Administered by Rhondda Cynon Taf Council, the Large-Scale Property Improvement Grant Programme – funded by UK Shared Prosperity Fund - provides financial support to bring vacant floorspace in key town centres back into economic use offering investment up to a maximum of £250k. The Former Trina's Boutique is a vacant town centre property benefiting from this. The development will include a full internal refurbishment to accommodate a distinctive independent business on the ground floor leading to 151m² of commercial space completed, and three high quality residential units on the upper floors. Alongside internal works, a full external refurbishment will be undertaken which will have a positive impact of the street scape in Aberdare.



Lincoln Drill Hall, Lincoln

Lincoln's iconic Drill Hall has received £1 million from the Towns Fund. Located on the edge of one of the most economically deprived wards in Lincolnshire, the Drill Hall has reopened as a brand-new, multi-purpose, arts and entertainment complex. In the day, the Drill Hall is a leisure venue for local community groups to meet and provide adult training to help people into jobs. In the evenings it has a packed programme of concerts, comedy, plays and pantomimes. In collaboration with other arts venues, the Drill Hall is making the arts more visible within the community and easier to access. In addition, it will offer a mental health drop-in service that will be based in the community cafe. To date the project has created 929 square metres of quality commercial space, and 8 new permanent jobs. The venue is forecast to see an increase in visitor numbers of almost 50,000 visitors.

Farnworth (Bolton)

Farnworth's £13.3 million Future High Streets Fund grant is helping the town transform its centre, drive growth and ensure it can meet local people's needs far into the future. The market precinct is being redeveloped, transforming into a mixed-use, high-quality development, featuring a new public square. In addition, the funding has supported the expansion of Farnworth Leisure Centre, delivering an extended gym, new dance studio and additional car-parking spaces. The funding is also helping pedestrians, cyclists and people with mobility problems to use Market Street through a number of targeted improvements.

Altrincham

A 2010 survey by the BBC survey found that Altrincham had England's emptiest high street, with 29% of shops standing empty. Local retailers came together to form the 'Altrincham Partnership', with the aim of turning the high street around, and the town's Neighbourhood Plan Forum drove projects to increase parking; create additional housing in the town centre; and set up a loan scheme for small businesses to renovate unused retail space. In 2016, Altrincham's BID was set up. In combination with business leaders, it created a fund to support local projects and events like the annual Lantern Parade, Christmas Lights Switch-on and Trooping the Corgis. Transport in the town has been improved with new cycle lanes, pedestrianised areas and electric charging points, and leisure facilities made greener and more accessible.

Eight years later, in 2018, Altrincham was crowned Britain's best high street the Great British High Street awards. This accolade helped the town welcome high-profile events, including the final stage of the 'Tour of Britain' cycle championship, and Altrincham became the pilot town for the government's 'National High Street's Perfect Day'. Thanks to the work of the community, supported by local leadership, in 2022, the town was named one of the Sunday Times' best places to live in the UK for the fifth year in a row.

Cumbernauld, North Lanarkshire

This £9.2 million Levelling Up Fund project will enable North Lanarkshire Council to deliver an ambitious vision for establishing Cumbernauld as a 21st century new town which will bring education, employment and homes into the heart of North Lanarkshire's largest town. The project was designed upon extensive community consultation and will see the purchase and demolition of a failing shopping centre and surrounding buildings, to develop a new Town Hub acting as a catalyst for the wider regeneration of the town centre, unlocking investment and helping to realise Cumbernauld's potential.

TRANSPORT AND CONNECTIVITY

The ease with which residents can access high streets, jobs and local shopping centres is critical if towns are to thrive into the future. This means offering transport options, such as:

- linking different parts of the town with new infrastructure
- providing safe ways for people can walk or cycle into the centre
- ensuring public transport options are viable and accessible.

While improving transport connectivity is a critical component of levelling up, it alone will not turn around the economic fortunes of a place. Investment will need to be used alongside other themes, particularly safety and security, to ensure that transport options are seen as attractive and safe. Used well, this funding could make towns more connected and easier to find good quality and affordable parking - increasing footfall and viability – to high streets and local shopping centres, and accessibility to local employment opportunities.

Interventions and the use of powers could include:

- new infrastructure schemes
- road improvements, such as fixing potholes or improving congested junctions
- new programmes to encourage cycling
- making the town centre more walkable and accessible

Case studies of transport and connectivity

Leven, Fife

Fife Council secured £19.4 million from the Levelling Up Fund to support regeneration in Glenrothes and Leven. Extensive public consultation was conducted through the Levenmouth Connectivity Project which engaged with the local community. The project facilitated public events, online and social media events and collaboration with project partners which formed key part of the project development. This resulted in a successful application which drew on the feedback from community groups and local stakeholders. The funding will help deliver an ambitious long-distance footpath connecting Loch Leven, Kinross and Levenmouth and renovate Riverside Park with the aim to increase tourism and draw more interest to the area.



Porth Transport Hub

The Porth Transport Hub, which has been supported by over £3.5 million of funding from the government's Levelling Up Fund, will deliver a modern bus and rail interchange for the town, providing seamless travel across the network. This improved public transport provision is designed to give residents greater access to local services, employment and housing functions for residents.

The Porth Transport Hub will serve as a cornerstone for the comprehensive regeneration, development and investment across the town centre and its surrounding area. It will help to create sustainable and thriving communities.

Beyond its primary function of transport, the project is expected to drive an increase in visitor numbers to Porth, making it easier for people to get to the town and explore the local region. This, in turn, attracts greater investment into the local area.

Lincolnshire's A16 Corridor Improvements

Almost £20 million from the Levelling Up Fund has been used to improve the A16 corridor between Boston and Spalding. The funding will reduce congestion on the road, address connectivity and improve walking and cycling facilities.

As well as benefitting residents and visitors to the area, the investment is expected to open up the area for further investment. In particular, the A16 corridor is a key route for the agri-food sector, which is a prominent economic asset for South Lincolnshire.

Support from the High Streets and Towns Taskforce

In 2024, towns across Britain will also be able to access consultancy-style support through a new High Streets and Towns Taskforce (HSTTF). This support will come after Town Boards have submitted their Long-Term Plan, as the HSTTF is about providing hands-on place making assistance to deliver on those plans. The HSTTF will be available to all 55 towns, building on the success of the existing High Streets Task Force that has, to date, visited over 130 local places in England. It will use lessons learned from the successes of the High Streets Task Force to go further in convening experts skilled in regeneration to identify and disseminate best practice, sharing intelligence with the Towns Unit on the trends and innovations that could support regeneration and have wider potential benefits to the UK economy and society. It will also provide bespoke, hands-on support and training to places, providing access to guidance, tools and guidance, particularly where local authorities are experiencing capacity challenges. Once established, Town Boards should engage directly with the HSTTF, to understand how to best use the powers and flexibilities set out in the policy toolkit.

We will publish further information on the scope and aims of the HSTTF in early 2024.

How we'll monitor projects

Evaluation

Alongside future updates on the Long-Term Plan for Towns, we will set out our plans for an evaluation feasibility study and investigate whether evaluation work would be feasible and robust enough.

Assurance

Long-Term Plan for Towns funding will be assured in line with the requirements set out in the [Levelling Up Funds Local Authority Assurance Framework](#), using 3 lines of defence.

Where the grant is awarded via a non-Grant Funding Agreement (GFA) route, and the recipient is a local authority, the first line of defence is provided by the local authority and is the responsibility of the Chief Finance Officer (Section 151/127/114 in England & Wales, Section 95 Scotland, and Section 54 in Northern Ireland) as they act at an operational management level within the local authority in receipt of the funding.

The Chief Financial Officer will be required to submit a Statement of Grant Usage and an Assurance Letter to DLUHC. The Chief Finance Officer will be required to provide written confirmation that they have undertaken to actively apply all the necessary checks to ensure proper administration of its financial affairs regarding the funding programme, particularly in respect to financial administration and transparency of governance. The first line of defence will also include compliance checks to ensure the governance requirements around the Town Board are being met.

The second line of defence will be undertaken by the Assurance and Compliance Team within DLUHC. DLUHC will undertake a range of checks, on a risk and sample basis. Local authorities will be required to engage with and support this process.

The third line of defence will be carried out by the Government Internal Audit Agency (GIAA) and will take the form of a review of the activity completed by DLUHC for the second line of defence. GIAA will liaise with internal audit teams operating within devolved administrations as appropriate.

Subsidy Control Act 2022

All public authorities must comply with the Subsidy Control Act 2022 when giving a subsidy or making a subsidy scheme. Accountable bodies should refer to the Statutory Guidance for the United Kingdom Subsidy Control Regime. For more information, please refer to [Subsidy Control rules: Key requirements for public authorities](#).

If a subsidy is present, then accountable bodies must consider the principles of the subsidy control requirements set out in the subsidy control Statutory Guidance unless the funding can be given as Minimal Financial Assistance (MFA).

Where a subsidy will, or may, exceed the MFA limits (and does not fall within one of the exemptions permitted by the Subsidy Control Act 2022), or is not capable of being provided under a streamlined route (see [Subsidy Control Act 2022: Streamlined routes guidance](#) for more information), accountable bodies or other applicants will need to assess subsidies against the subsidy control principles and other requirements.

HOW ACCOUNTABLE BODIES SHOULD CONSIDER INFORMATION ON SUBSIDY CONTROL

Accountable bodies must work with all their stakeholders to understand how proposed projects can be delivered in compliance with subsidy control. Accountable bodies should use the assessment framework as well as drawing on their responses in the wider proposal (particularly any deliverability information) in assessing subsidy control.

Where an application presents an unacceptable risk of non-compliant delivery, then an accountable body may choose to either reject it or require adjustments to be made such that funding the project will not contravene subsidy control.

WHAT HAPPENS IF SUBSIDY CONTROL OR STATE AID LAW ARE NOT COMPLIED WITH

Accountable bodies may need to recover funding from project deliverers where subsidy control or State aid law has not been complied with.

Therefore, accountable bodies should ensure that any project deliverers manage subsidy control or State aid in line with their agreed approach and take steps to monitor this. They should ensure that project agreements are designed to enable the recovery of subsidy / State aid if it has been misused.

It is also recommended that project deliverers ensure that project partners are aware of their obligations and that they can recover funding from them if it is not compliantly managed or is misused.

Annex A: Town Board governance requirements

1. Transparency

In line with the principles of public life, the operations of the Town Board must be transparent.

The Town Board should publish membership and governance arrangements (including minutes of meetings and decision logs) on the lead council's website.

We expect Town Boards to meet quarterly and to publish:

- a documented decision-making process outlining the voting rights of the board
- profiles of board members
- all board papers in advance of the meeting within 5 working days
- draft minutes of meetings following the meeting within 10 working days
- final minutes, once approved by the board within 10 working days
- any conflicts of interest reported, within the published minutes

Town Boards should follow lead council governance and finance arrangements when considering private reports, with the default position being that all papers are open to the public.

2. Code of conduct

All Town Board members should sign up to a code of conduct based on the Seven Principles of Public Life (the Nolan Principles).

There should be clear processes for managing conflicts of interests (both commercial, actual, and potential) in decision making, which apply to all involved with the work of the Town Board.

3. Declaration of interests

The lead council should provide guidance on:

- the financial and non-financial interests individuals must declare
- the process Town Board members must follow for declaring interests
- the process for requesting an exemption

Town Board members must then complete a declaration of interests, which the lead council will then hold. This can be in a format the lead council already uses.

Town Board members are responsible for declaring their interests before the Town Board considers any decisions. The lead council must record:

- actions taken in response to any declared interest
- any gifts or hospitality given to the Town Board or individual members

Annex B: Policy toolkit

The Long-Term Plan for Towns is designed to help local areas make the most of all powers and tools at their disposal.

As part of designing an investment plan, we expect all Town Boards, supported by the local authority, to demonstrate how they are using powers, where they apply.

The policy toolkit extends to England in-full and partially to Wales (regarding the safety and security powers). It does not extend to Scotland. Town Boards in Scotland and Wales should consider the local and national levers available to them to develop their Long-Term Plan. We will provide additional guidance on these measures for towns in Scotland and Wales early in 2024.

Safety and security powers available

To tackle anti-social behaviour, there are several powers local authorities, the police and other responsible organisations can use in England and Wales.

POWERS IN THE ANTI-SOCIAL BEHAVIOUR, CRIME AND POLICING ACT 2014

This is a summary of the powers introduced through the Anti-social Behaviour, Crime and Policing Act 2014. If local authorities are considering using these powers, [view the Home Office's Statutory Guidance for Frontline Professionals](#).

1. Public Spaces Protection Orders (PSPOs) are used to address persistent anti-social behaviour incidents, such as a group being drunk and disorderly or dogs fouling in a public park, by imposing conditions on the use of a certain area, which apply to everyone. Local authorities are responsible for issuing PSPOs, on any public space within their area, but they must do so in consultation with the police and appropriate community representatives.

PSPOs can be issued by the local authority if they are satisfied on reasonable grounds that the activity or behaviour concerned, carried out, or likely to be carried out, in a public space has:

- had, or is likely to have, a detrimental effect on the quality of life of those in the locality
- is, or is likely to be, persistent or continuing in nature
- is, or is likely to be, unreasonable and justifies the restrictions imposed
- PSPOs can last for a duration of up to 3 years

Local authorities could use Town Boards to agree PSPOs and involve them in public consultation. Alongside the required consultation set out in the legislation and the relevant bodies.

2. Civil injunctions are a tool that can stop individuals engaging in anti-social behaviour quickly. A civil injunction can also include positive requirements, such as requiring an individual to attend a drug rehabilitation course.

They are issued by a civil court following an application from agencies including - but not limited to:

- the police

- local authorities
- housing providers

The court must be satisfied on the balance of probabilities that the respondent engaged or threatened to engage in anti-social behaviour and that it is just and convenient to grant the injunction for the purpose of preventing the respondent from engaging in anti-social behaviour.

3. Community Protection Notice (CPNs) are designed to stop individuals, businesses, or organisations from committing anti-social behaviour. They are used to deal with ongoing problems or nuisances, which are having a detrimental effect on the community's quality of life by targeting those responsible. CPNs can be applied by police, local authorities and registered housing providers.

A CPN can only be issued if the offender has been given a written warning, in addition to being given enough time to make necessary changes. Failure to comply with a CPN can lead to a court summons and, on conviction, can result in a fine of up to Level 4, currently £2,500 for individuals, or £20,000 for businesses. A Fixed Penalty Notice (FPN) may also be issued for this behaviour.

4. Closure powers can prohibit access to licensed and non-licensed premises for a specified period. They are used to temporarily close premises where there is, or is likely to be, incidents of anti-social behaviour. The power is used in two stages; the first stage is the Closure Notice and the second is the Closure Order.

The Closure Notice can be used by the local authority or the police out of court and can be issued, in the first instance, for 48 hours or extended from 24 hours up to a maximum of 48 hours by the local authority's chief executive officer (head of paid service) or designate thereof, or by a police superintendent. Following the issuing of a Closure Notice, an application must be made to the magistrates' court for a Closure Order, unless the closure notice has been cancelled. The Closure Order, if granted by the Court, can last up to 6 months.

5. Criminal Behaviour Orders (CBOs) are orders made in the criminal court. They are aimed at preventing a person who has been convicted of another criminal offence, from committing anti-social behaviour (including threatening others in the community, persistently being drunk and aggressive in public). CBO prosecutions can occur following a request from the police or local authority. To issue a CBO, the court must be satisfied beyond reasonable doubt that the offender has engaged in behaviour that has caused or is likely to cause harassment, alarm or distress to any person. The court must also consider that making the order will help prevent the offender from engaging in such behaviour.

The terms of the CBO must include the duration of the order. For adults this is a minimum of two years, up to an indefinite period. For under 18s, the order must be between one and 3 years.

6. The Anti-Social Behaviour Case Review is an important statutory safety net for victims of anti-social behaviour, who believe they have not had a satisfactory response to their complaints about anti-social behaviour. Victims have the right to request an anti-social behaviour case review, where a local threshold is met. The review must involve all relevant parties including local authorities, police, integrated care boards, and registered providers to review a victim's case. The purpose is to bring agencies together to take a joined up, problem-solving approach

to find a solution for the victim. Town Boards could be involved in representing victims of their communities.

Case study: Sandwell Council

Sandwell Council worked with ASB Help to review its Anti-Social Behaviour Case Review process. The council consulted with its statutory partners, other stakeholders and the community during its review. They developed a revised policy which aims to improve the service for victims, including a 'triple package' offer of support, advocacy and representation at the case review for any victim where the threshold is met, as well as a new threshold allowing cases that don't meet the primary criteria to be referred to a case review by a senior manager from one of the statutory partners. They also created a suite of documents to provide greater clarity to victims and assist staff decision making.

7. A Community Remedy gives victims a say in the out-of-court punishment of perpetrators of anti-social behaviour when a community resolution, conditional caution or youth conditional caution is chosen as the most appropriate response. A "Community Remedy Document", produced by the Police and Crime Commissioner (in agreement with the local chief constable and after consultation with members of the public and community groups), includes a list of actions which may be chosen by the victim for the perpetrator to undertake.

POWERS IN THE ENVIRONMENTAL PROTECTION ACT 1990

8. Local authorities can issue Fixed Penalty Notices (FPNs) to take appropriate enforcement action against fly-tipping, illegal dumping and illegal waste. FPNs can range from £150 to £1,000, if settled out of court or an unlimited amount if taken to court.

ANTI-SOCIAL BEHAVIOUR ACTION PLAN

9. Building on existing powers, on 27 March 2023, the government published the [Anti-Social Behaviour Action Plan](#). The Action Plan sets out an ambitious new approach to working with local agencies to tackle anti-social behaviour in England and Wales.

As part of the Action Plan, we announced Hotspot Response and Immediate Justice trailblazers. For some towns on the Programme, Police and Crime Commissioners on their Town Board will hold responsibilities for these pilots. Town Boards could be used as a forum for discussion of how Hotspot Policing and Immediate Justice is deployed in a Town. Considering specifically Hotspot Policing, this should be based on data and analysis conducted by the Police, which may result in no hotspot being identified or prioritised. The deployment of Officers will remain at the direction of the local Force. Considerations may include (but are not limited to):

- how to deploy Hotspot Response funding for additional local authority wardens through Community Safety Partnerships
- if multiple hotspots are identified, the locations could be discussed and review in conjunction with the Police
- how anti-social behaviour offences and breaches of orders are referred into Immediate Justice or similar programmes of work, such as Youth Diversion.

PROPOSALS TO FURTHER STRENGTHEN EXISTING POWERS

On 14 November 2023, the government introduced the Criminal Justice Bill in Parliament. Through this bill, we are committed to strengthening and improving existing powers to reduce and prevent anti-social behaviour.

High streets, heritage and regeneration powers available

HIGH STREETS AND TOWN CENTRES

1. High Street Rental Auctions (HSRA) are a new power for local authorities in England, introduced through the Levelling Up and Regeneration Act 2023 (LURA). The government will prepare the necessary secondary legislation to implement HSRA's over the next year and will provide a separate toolkit for local authorities to support delivery. When implemented, landlords must rent out commercial property that has been vacant for over a year in a 24-month period in town centres on one-to-five-year leases that are auctioned through the local authority.

HSRA's will provide local authorities with a route to reduce vacancy rates, promote minimum letting standards for commercial units and flexible rent arrangements, and improve the use and perception of local high streets. They will also seek to increase cooperation between landlords and local authorities, and to make town centre tenancies more accessible and affordable for tenants, including small businesses and community groups.

2. In England, local authorities and Town Boards can encourage businesses to apply for pavement licences. These allow furniture to be placed outside the premises, creating outdoor dining spaces. A new application process will be introduced through the Levelling Up and Regeneration Act 2023. [Read the current guidance about pavement licences.](#)
3. A Business Improvement District (BID) is an area in which local businesses have voted to invest together to improve their environment. In BIDs, eligible business rate payers are charged a levy on top of the business rates bill, to deliver projects and services to their collective benefit.

There is no limit on what projects or services can be provided through a BID, but it must be additional to services provided by local authorities. Improvements may include extra safety and security, cleansing and environmental measures. There are reported to be over 300 BIDs operating across the UK.

Case study: Ambassadors

BIDs can employ city ambassadors to act as a visible and welcoming presence in the area. Ambassadors can undertake a range of tasks as they patrol the area, including providing members of the public with directions to attractions and facilities and helping businesses to address and report incidents of anti-social behaviour.

As well as day-time ambassadors, Wolverhampton BID provide Night Guardians. These night-time ambassadors help to keep the city centre safe by providing a visible, reassuring presence in the area. According to Wolverhampton BIDs 2022 annual report, their Night Guardians now operate a 60-night service throughout the year, with the BID purchasing body-worn cameras to improve the level of information gathered from their patrols. The Night Guardian's patrols complement the Late Night Safe Haven and Late Night First Aid provision, supporting people to enjoy the nighttime economy.

REGENERATION AND NEIGHBOURHOOD PLANNING

4. Permitted development rights (PDRs) are a national grant of planning permission by the Secretary of State for Levelling Up, Housing and Communities that allow certain building works and changes of use to take place without having to submit a planning application. In England, PDRs can:
 - provide for the change of use of existing buildings such as offices, shops, and restaurants found in Town Centres to residential use
 - support businesses to grow by granting permission to extend their existing premises
 - allow local authorities to hold outdoor markets for unlimited time to support local communities and businesses and provide a boost to high streets
 - allow the temporary use of land for any purpose for up to 28 days per calendar year, of which 14 days can be used for markets. In July 2023, DLUHC launched a consultation on proposals to increase the number of days that markets can operate under this PDR. The consultation closed in September 2023, and we are currently analysing responses to inform next steps. Further announcements will be made in due course. [Read more about the consultation.](#)
 5. Local Development Orders (LDOs) are locally focused planning tools that local planning authorities can use to grant planning permission for specific types of development within a defined geographical area. LDOs can play an important role in incentivising development by simplifying the planning process and making investment more attractive. Local authorities could use LDOs for many reasons, including to regenerate high streets, incentivise development on stalled sites, deliver housing. The Planning Advisory Service has published [guidance for local authorities on LDO preparation](#), as well as [good practice case studies](#).
- Case study: Local Development Order, Grimsby**

A LDO has brought forward new housing development in Grimsby. North East Lincolnshire Council developed the Local Development Order for the site in 2016. The 4-hectare urban site had been vacant since 2005 and had become an eyesore. The council aimed to increase the likelihood that the site could be developed for a residential-led, mixed-use development. The reserved matters planning application for a mixed-use development comprising 184 houses, 76 apartments and 1000 metre squared of commercial floor space obtained consent in 2017. Local people are now benefitting from the homes delivered.
6. To bring forward quality residential development and regenerate commercial sites, Town Boards can work with the local planning authority to deliver local plan policies and LDOs. New-style Supplementary Plans (once introduced through the LURA 2023) will provide a more flexible way for planning authorities to react and respond to unanticipated changes in their area, separate from the local plan preparation process.
 7. Parish councils and neighbourhood forums, as “qualifying bodies”, can prepare a neighbourhood development plan or a neighbourhood development order.
 - Neighbourhood development plans can be used, for example, to allocate development sites, designate protected green space and set policies on design and to protect local

heritage. Once made, they form part of the local development plan, against which planning decisions are made by the local planning authority.

- Neighbourhood development orders grant planning permission for development in a neighbourhood area, for example, for housing development on allocated sites or for specified changes of use to support the regeneration of high streets. Where qualifying bodies are preparing or updating their neighbourhood development plans, they are encouraged to consider how policies in their plan can be aligned with the priorities set out in the Long-Term Plan.

8. Section 226 of the Town and Country Planning Act 1990 is a compulsory purchase power which enables local authorities to assemble land or acquire properties to deliver regeneration schemes, providing there is a compelling case in the public interest for use of the power. It can be used to acquire vacant or derelict land and properties in a high street (which are an eye sore and attract anti-social behaviour), to improve the well-being of the area and encourage greater economic activity.

The LURA 2023 contains a measure that clarifies that the section 226 planning compulsory purchase power can be used by local authorities to deliver regeneration in their areas. This will give local authorities more confidence to use their section 226 compulsory purchase order planning power for regeneration purposes. This measure is expected to come into force, and be usable by local authorities, in early 2024.

Case study: Compulsory Purchase, Sheffield

Sheffield City Council used their section 226 compulsory purchase order powers to acquire land on the northern edge of Sheffield city centre. Most of the land comprised vacant and derelict buildings from different eras, which resulted in the land having a run-down appearance. The compulsory purchase order meant they could acquire the land, so they could deliver a comprehensive redevelopment and regeneration scheme. The scheme comprised mixed use development including office, residential, hotel, retail and leisure uses.

9. Section 17 of the Housing Act 1985 is a compulsory purchase power that empowers local housing authorities (in England and Wales) to acquire land, houses or other properties for the provision of housing accommodation (providing there is compelling case in the public interest for use of the power). The acquisition must achieve a quantitative or qualitative housing gain.

Case study: High Street renewal, Shropshire

Shropshire Council recently purchased the White Lion Public House in Wem. This Grade II listed coaching inn occupies a prominent location in the town and had stood empty for 20 years. Purchasing the building for £92,000, the Council can now ensure it is restored in a sensitive manner, but will also be able to ensure it is brought into uses (potentially a mixture of homes and commercial uses that will draw footfall to this part of the high street) that will benefit the town.

10. Through the Town and Country Planning Act 1990, a local planning authority can serve a Section 215 Notice to require an owner to take steps to clean up land or buildings, when their condition adversely affects the amenity of an area. This notice must detail the steps to be taken and the associated timescales. Local planning authorities should consider how proactive use of this power could support local regeneration aims, identifying opportunities with their Town Board. Positive examples can be found in [the Town and Country Planning Act 1990 Section 215: best practice guidance](#).
11. The Housing Act 2004 introduced a power for local housing authorities to take over management control of a qualifying residential property, known as Empty Dwelling Management Orders.
12. The Law of Property Act 1925 allows a local authority with a debt on a vacant property to register the debt as a charge, registered in Part 2 of the Local Land Charges Register. The local authority has all the powers and remedies available to a mortgagee under the Law of Property Act 1925, which would include a power to force the sale of the property to recover the debt.

PROTECTING HERITAGE

13. Design guidance and design codes in England provide property owners, developers and investors with certainty about the requirements new developments will need to fulfil. These are key to securing investment and avoiding delay and provide local people with the reassurance that new developments will meet a known standard and character will be preserved. Once implemented through the LURA 2023, authorities will be able to adopt design codes as supplementary plans, which will have considerable weight in decisions. Design guides and codes do not have to cover every aspect of design but can be focused on aspects that are considered necessary to achieve acceptability and where a parameter can be established. See the [Newport and Ryde Commercial Frontage Design Guide \(Isle of Wight\)](#), as an example.

[View the national design guide.](#)

Case study: Kilmarnock, East Ayrshire

This £20 million Levelling Up Fund investment into Kilmarnock will create a theatre and concert hall that will attract high profile performers and make performing arts more accessible to local people. The project was scoped and defined following extensive stakeholder engagement through the development of the Kilmarnock Urban Integrated Development Plan and the Celebrate Kilmarnock Town Centre Community Action Plan, which identified the requirement for investing in the Palace Theatre and Grand Hall. It will transform the historic building into a visitor attraction, celebrating the unique heritage of the area. The project will deliver improved accessibility in customer and performance areas, create a new cafe and bar, allow the theatre to establish a new youth theatre company.

[View the National Model Design Code guidance.](#)

14. Local planning authorities have a duty to prepare proposals to preserve or enhance the character or appearance of their conservation areas from time to time, and to present these proposals through a public meeting within the area. These are called conservation area

management proposals, which can constitute a strategy or action plan that includes both planning and wider place investment and management measures, agreed by local stakeholders in partnership with the local planning authority. An example of this is Dudley Borough Council, who are working with the local community to improve the Brierley Hill Town Centre Conservation Area in the West Midlands, following the steps laid out in their management plan.

[See Historic England's advice on Conservation Area Appraisal, Designation and Management.](#)

15. Local Listed Building Consent Orders allow local authorities to grant listed building consent as a proactive blanket permission across all or part of their areas, for the alteration or extension of groups of listed buildings of a particular description. This can be used, for example, to grant permission for energy efficiency measures such as solar panels on listed buildings. [Read Historic England's guidance on Local Listed Building Consent Orders.](#)
16. Local planning authorities can prepare local lists to give locally important heritage assets some protection under the planning system. Where an asset is locally listed, it should be afforded weight within planning decisions. Local planning authorities should think about the role listing assets could play in protecting heritage, working with Town Boards to do so. Further guidance on this process is available from [Historic England: Local Listing Historic England.](#)
17. Historic buildings that have fallen into disrepair can fuel a sense of decline, even where their condition is the responsibility of a single negligent owner. Section 48 of the Listed Buildings Act 1990 enables local planning authorities to serve a Repairs Notice on the owner of a listed building, specifying those works it considers reasonably necessary for the proper preservation of the building.
18. Section 78 of the Building Act 1984 relates to emergency measures. Before exercising their powers, however, the local authority must give notice of their intention to the owner and the occupier of the building. [Read about the guide to enforcement action to save historic buildings.](#)

COMMUNITY OWNERSHIP

19. Under the Assets of Community Value Scheme (ACV), under the Localism Act 2011, a building or piece of land can be registered as an "Asset of Community Value" if its principal use furthers a community's social wellbeing or social interests and is likely to do so in future. Community groups and parish councils can submit nominations for Assets of Community Value, which local authorities will then consider. If an Asset of Community Value comes up for sale, communities have a window of opportunity to raise finance for a bid to buy it, to protect it for community use (known as the Community Right to Bid). Local authorities could work with Town Boards to consider the role this process can play in identifying and protecting local assets.
20. Community Asset Transfer (General Disposal of Consent) allows local authorities to sell land and buildings at lower than market value when a local social, economic or environmental benefit can be realised. While this is a complex process, local authorities and Town Boards could consider whether this is an appropriate tool for supporting community ownership and protecting their town's heritage.

Case study: Community Ownership Fund, Harborough

The Hub was previously a derelict brick pavilion building owned by Harborough District Council. Over the years the building gradually fell into disrepair and with the high cost of maintenance and disrepair it had become economically non-viable to maintain and was at risk of being demolished. Through the agreement of a 125-year peppercorn lease to The Parochial Church Council of the Ecclesiastical Parish of St Luke and with £250,000 of grant funding from the Community Ownership Fund, the building will be refurbished to create a 'Community Centre and Café', serving as a meeting hub and helping to provide support services and other benefits to the local community.

Transport and connectivity powers available

STREET DESIGN AND ROAD IMPROVEMENTS

1. Local traffic authorities are responsible for managing their road network for the benefit of all traffic, including people walking and wheeling. Street design should aim to create a pleasant and attractive environment. Creating this sort of environment, which encourages people to linger and spend time, has been shown to create economic benefits, contributing to growth.

Measures that local traffic authorities can take include, but are not limited to:

- making sure footways are wide enough to enable access for everyone, particularly disabled people, and to cater for the expected demand.
- providing crossing places of the right type and at suitable intervals, with accessibility features such as dropped kerbs and tactile paving
- creating an attractive pedestrian environment, for example through planting, street art and use of sympathetic materials
- providing enough seating, shelter and other measures to ensure people can rest and enjoy the space as well as move around safely and accessibly
- ensuring fixed street furniture such as litter bins and electric vehicle charge points are placed appropriately and do not cause obstructions by narrowing the footway below the recommended minimum
- ensuring moveable street furniture such as advertising A boards and café furniture is placed thoughtfully and action is taken where it is not
- maintaining footways to make sure the surface is level, free of trip hazards, cleared of litter and gritted in cold weather

Local authorities have powers to make changes to road layouts, including footways, through various pieces of legislation including the Highways Act 1980, the Road Traffic Regulation Act 1984, and the Traffic Management Act 2004.

A range of good practice advice available to support local authorities. [Manual for Streets and Manual for Streets 2](#) set out principles of street design that aim to put consideration of the needs of people walking and wheeling first. [Inclusive Mobility](#) sets recommendations on minimum footways widths. Local authorities are also responsible for ensuring changes to their

roads are delivered in a way that enables them to comply with equalities legislation, particularly the Public Sector Equality Duty set out in the Equality Act 2010.

Local authorities are reminded that the pause on shared space that incorporates a level surface, announced in the Inclusive Transport Strategy, is still in place. Level surfaces remove the kerb distinction between the footway and the carriageway, and groups representing visually impaired people in particular have made clear that this can make it difficult for them to navigate independently and safely.

LOCAL TRANSPORT INFRASTRUCTURE

2. The Community Infrastructure Levy (CIL) is a charge that can be levied by local authorities on new development in their area. It can be used to fund a wide range of infrastructure to support the development on an area. This could include transport, schools, hospitals and green spaces.

Where all or part of a chargeable development is within the area of a parish council, the charging authority must pass a proportion of the CIL receipts from the development to the parish council. This is known as the neighbourhood portion. Communities without a parish council can still benefit from the neighbourhood portion. If there is no parish council, the charging authority will retain the CIL receipts but should engage with the communities where development has taken place and agree with them how best to spend the neighbourhood funding. [Read the guidance about CIL.](#)

We will update guidance to make clear that local authorities, and parish council where they exist, should engage Town Boards to determine priorities for how the neighbourhood portion is spent.

Case studies: Chalfont St Giles Parish Council and Bristol

Chalfont St Giles Parish Council used its allocation from the CIL to spend £8,650 on accessible paths within Chalfont St Giles Recreation Ground.

Bristol, an unparished area, used £25,000 of the neighbourhood portion of their CIL receipts to help fund a youth club and £17,000 for provision of improvements to the Blaise Nursery Glasshouses, which provides businesses and councils with high-quality plants and supplies throughout the year.

3. The LURA 2023 includes powers to introduce a new Infrastructure Levy, which will eventually replace the Community Infrastructure Levy in England (excluding Mayoral CIL which is charged by the Mayor of London). Under the Infrastructure Levy, local planning authorities will be required to prepare Infrastructure Delivery Strategies, setting out a strategy for how they intend to spend Levy proceeds. Through guidance, we will make clear that local authorities are expected to involve Town Boards in identifying investment priorities, including those for transport and connectivity, when development takes place in a town.

Annex C: List of policy interventions

We encourage Town Boards to engage communities and review the interventions below. They should submit the most appropriate interventions as part of their Long-Term Plan, following the above guidance. The case for support for the interventions has already been agreed, simplifying the Long-Term Plan process.

The interventions are flexible so places can focus on what best meets their local needs. Town Boards should consider how they can implement interventions to suit local characteristics, reflecting the opportunities and challenges that their communities face.

Town Boards can also take forward interventions outside of this list if they submit an outline business case to DLUHC as part of their Long-Term Plan. This should be based on numeric evidence where possible.

Safety and security interventions

S1: Design and management of the built and landscaped environment to 'design out crime'. This might include:

- promoting the active use of streets and public spaces throughout the daytime and evening
- improvements to streetlighting
- installation of new CCTV

S2: Engage with Police Force and together consider interventions to focus on visible crime prevention in defined areas places. Interventions could include:

- hotspot policing
- problem-oriented policing

S3: Measures to prevent anti-social behaviour, crime and reduce reoffending. These might include:

- sports programmes designed to prevent crime and reduce reoffending
- mentoring
- police-led pre-charge diversion models for young offenders
- focused deterrence strategies
- halfway house programmes

S4: Measures to reduce repeat burglary. These might include:

- Neighbourhood Watch
- provision of crime prevention advice
- property marking
- target hardening (increasing the security of a property)
- cocoon watch (provision of crime prevention advice, support and guidance to neighbours and surrounding addresses of burgled properties)
- alley gating

High streets, heritage and regeneration interventions

H1: Funding for place-based regeneration and town centre and high street improvements, which could include better accessibility for disabled people, including capital spend and running costs. This might include:

- regenerating a town square or high street
- public realm improvements, for example street furniture or other decorative improvements
- the delivery of outreach, engagement and participatory programmes for community spaces, including youth centres and public libraries

H2: Funding for new or improvements to existing, community and neighbourhood infrastructure projects and assets including those that increase communities' resilience to natural hazards, such as flooding, and support for decarbonisation of facilities, energy efficiency audits, and installation of energy efficiency and renewable measures in community buildings (including capital spend and running costs). This might include:

- building new or updating existing defences to increase communities' resilience to natural hazards like flooding or coastal erosion

H3: Creation of and improvement to local green spaces, community gardens, watercourses and embankments. Improvements to the natural environment and the incorporation of more of these natural features into wider public spaces. This might include:

- development of a new park, particularly in areas with the least access to greenspace
- development of a new park or community garden
- improvements to a canal towpath, particularly in more deprived neighbourhoods
- urban or riparian tree planting
- changes to management of green spaces and verges
- regeneration of existing parks or community gardens, particularly in areas with poor quality parks and gardens
- improving access to existing parks

H4: Enhanced support for arts, cultural, heritage and creative activities, projects and facilities and historic institutions that make up the local cultural heritage offer. This might include:

- the delivery of events programmes for community spaces, including youth centres and public libraries
- the development, restoration or refurbishment of local natural, cultural and heritage assets and sites

H5: Support for local arts, cultural, heritage and creative activities. This might include:

- funding for maker spaces
- funding for local art galleries, museums, libraries for exhibitions
- support for displays for artists to showcase work
- locally led music and theatre performances, tours, author events and film screenings
- funding for cultural, heritage and creative events

H6: Funding for the development and promotion of wider campaigns which encourage people to visit and explore the local area. This might include:

- campaigns promoting the local area and its culture, heritage, leisure and visitor offer to residents and visitors
- campaigns to encourage visitors from further afield to visit and stay in the region, collaborating with other places where appropriate

H7: Funding for impactful volunteering and social action projects to develop social and human capital in local places. This might include:

- funding for local volunteering groups, such as youth charities and carer's groups
- support for people to develop volunteering and social action projects locally

H8: Funding for local sports facilities, tournaments, teams and leagues; to bring people together. This might include:

- renovation and maintenance of existing sports facilities
- support for community sports leagues
- regeneration of an unused area to build sports facilities
- creation of new 3G sports pitches and other sports facilities

H9: Investment in capacity building, resilience (which could include climate change resilience) and infrastructure support for local civil society and community groups. This might include:

- funding for community spaces, such as village halls, libraries or community centres for local civil society and community groups to use
- support for people to develop volunteering and social action projects locally

H10: Investment and support for digital infrastructure for local community facilities.

H11: Investment in open markets and improvements to town centre retail and service sector infrastructure, with wrap around support for small businesses. This might include:

- funding to support the establishment and ongoing running of a new open air market
- business support activity for entrepreneurs

H12: Funding for the development and promotion (both trade and consumer) of the visitor economy, such as local attractions, trails, tours and tourism products more generally. This might include:

- development of local visitor trails and tours
- grants for the development, promotion and upkeep of local tourist attractions
- development of other local visitor experiences based around the local offer

H13: Grants to help places bid for and host international business events and conferences that support wider local growth sectors. This might include:

- grants to bid for, secure and hold a conference for a leading sector locally.

Transport and connectivity interventions

T1: Support for active travel enhancements in the local area. This might include:

- creation of new foot paths and cycle paths, particularly in areas of health need or social inequalities
- upgrading of existing foot paths and cycle paths, particularly in areas of health need or social inequalities

T2: Funding for bus infrastructure and connections to speed up journeys. This might include:

- traffic signalling improvements
- bus lanes and corridors
- improved passenger information

T3: England and Scotland Only: Additional revenue funding added to the Bus Service Improvement Programme Plus (BSIP+) funding model from June 2024 - that would award funding to LTAs based on a connectivity scoring so they could undertake activities that would boost economic growth.

T4: Funding for new, or improvements to road networks to improve access within and to the town. This might include:

- traffic management improvements to relieve congestion
- road safety
- highway maintenance (including potholes)

T5: Funding to improve rail connectivity and access. This might include:

- adding stations along existing lines
- improved accessibility and journey quality at and around stations
- improved passenger information

T6: Reducing vehicle emissions. This might include:

- EV charging facilities
- procuring zero emission buses

T7: Investment and support for digital infrastructure for local community facilities.

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Ashton Town Board: Terms of Reference (DRAFT)

Purpose

The Ashton Town Board will be the vehicle for the preparation of the Ashton Town Plan as part of the Long Term Plan for Towns programme and will provide challenge and accountability to ensure local priorities are progressed and delivered in a timely, cost efficient way through the review and monitoring of the implementation of the Ashton Town Plan.

Scope of the Ashton Town Board

The role of the Board is to be responsible for:

- Identifying the issues and priorities to focus on within the Town Plan, including supporting a process of ongoing community engagement.
- Working with the Council to develop the Town Plan, setting out how local partners will use their knowledge, powers, assets and new funding to deliver for their communities.
- Identifying opportunities for Board members to utilise specific powers to deliver the Town Plan.
- Identifying opportunities to bring in additional investment.
- Overseeing the delivery of projects set out in the Town Plan.

The Board may establish such sub-groups, consultative bodies etc. as it considers necessary to assist in the delivery of its functions.

The Board will serve as an advisory body to Tameside Metropolitan Borough Council who are the accountable body (see below).

Accountability

Tameside Metropolitan Borough Council (the Council) is the accountable body for the Ashton Town Board, as determined by the guidance released by the Department for Levelling Up, Housing and Communities, [Long-Term Plan for Towns: guidance for local authorities and Town Boards - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/consultations/long-term-plan-for-towns-guidance-for-local-authorities-and-town-boards). This lead role is undertaken by the executive of the Council, which is led by the Executive Leader.

The Board is established as a sub-board of the Tameside Metropolitan Borough Council Executive Cabinet. The Executive Cabinet will support the work of the Ashton Town Board and the Ashton Town Plan and any further strategic documents.

Membership

Town Board must be chaired by a local community leader or local businessperson with the membership requirements from the Government guidance set out in Table 1 below.

Table 1: Town Board Required Membership

Required Membership	Notes
Parliamentary representatives	The relevant local MP(s) whose constituencies sit within the boundary of the town must sit on the Town Board.
Local councillors	In unitary authorities, there should be two councillors from the authority. This will consist of two Ashton Ward Councillors and an opposition member Ashton Councillor if there is one.
A senior representative from the police	It is expected that this will be the Police and Crime Commissioner (PCC), though subject to the agreement of the chair, a local senior representative from the police can act as an alternative.
Other membership tailored to local context	This is at the Chair's discretion and the guidance is non-prescriptive in terms of these requirements

Phill Brown will undertake the role of Chair of the Town Board. The membership of the Town Board, in addition to the mandatory requirements set out above at Table 1, will be agreed with the Chair prior to the first meeting of the Town Board and be reflected in an updated version of these Terms of Reference.

Additional organisations may be included in the work of the Board, either through membership or through engagement activity:

Members of the Board are expected to promote and gain the support of their organisations or umbrella groupings to the Ashton Town Plan programme of interventions.

Conduct of Board members

Members of the Board must adhere to the Seven Principles of Public Life (also referred to as the 'Nolan Principles'):

1. Selflessness – Board members should act solely in terms of the public interest.
2. Integrity – Board members must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.
3. Objectivity – Board members must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.
4. Accountability – Board members are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.
5. Openness – Board members should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.
6. Honesty – Board members should be truthful.
7. Leadership – Board members should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

All Members of the Board must comply with their own organisations' Code of Conduct (or like document). All Members of the Board generally, and all Members of the Board specifically who may not be subject to a Code of Conduct (or like document), must be aware of and comply with the generality of the Council's Code of Conduct for Members (but not with any requirement to register interests) at Appendix 2 to this document.

Chair / Vice Chair

Phill Brown will undertake the role of Chair of the Town Board.

At the first meeting the Board will also appoint a Vice Chair from among its members to act in the absence of the Chair.

If both the Chair and the Vice Chair are absent from a meeting of the Board, the members of the Board present shall appoint one of their number to chair that meeting.

Subsequent Annual Meetings of the Board will confirm appointment of the Chair and the Vice Chair for the following year.

Meeting arrangements

The Board will meet quarterly or on such other frequency as may be determined by the Board. The Chair may determine to hold an emergency or special meeting of the Board and shall specify such reason when the meeting is convened.

The secretariat shall give notice to the members of the Board no later than five clear working days prior to the meeting, unless the meeting is convened at shorter notice.

The secretariat shall issue copies of the agenda and reports to members of the Board at least five clear working days before the meeting, unless the meeting is convened at shorter notice in which case the agenda and reports will be available as soon as available. Where reports are prepared after the agenda has been issued, such reports will be circulated to members of the Board as soon as the report is available.

Papers to be made available to the public

When issuing copies of the agenda and reports to members of the Board, the papers will be made available for public inspection on the Council's website. In making papers available for public inspection, there is no requirement to make available information which is confidential and no absolute requirement to make available exempt information.

Confidential information means information given to the Council [or to an individual or an organisation represented on the Board] by a Government Department on terms which forbid its public disclosure or information which cannot be publicly disclosed by Court Order.

Exempt information means information falling within the following categories -

1. Information relating to any particular individual.
2. Information which is likely to reveal the identity of any individual
3. Information relating to the financial or business affairs of any particular person (including the authority holding that information).

4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the Council [or an organisation represented on the Board], or a Minister of the Crown, and any employees of, or office holders under, the Council [or an organisation represented on the Board].
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6. Information reveals that the Council [or an organisation represented on the Board] proposes:
 - (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person or
 - (b) to make an order or direction under any enactment.
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

Certain of the above exemptions are conditional, and these are detailed in Appendix 1 to this document.

There is a discretion as to whether exempt information can be made available to the public and the public interest test must be applied. In all cases, before determining to withhold information from the public, the report author must be satisfied that, in all circumstances, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

At meetings of the Board, the Board shall determine whether to maintain the exemption claimed in respect of reports withheld from public inspection.

Meeting Procedures

Business to be transacted

1. Appointment of Chair – to be undertaken at the first meeting of the Board and at subsequent Annual Meetings;
2. Appointment of Vice Chair – to be undertaken at the first meeting of the Board and at subsequent Annual Meetings;
3. Apologies for absence;
4. Notice of any urgent business to be accepted onto the agenda and of reasons for that urgency;
5. Declarations of Interest;
6. Minutes of the previous meeting; and
7. Any procedural business as listed on the agenda or accepted as urgent business including
 - i. Consideration of the Terms of Reference of the Board; and/or
 - ii. Membership issues; and/or
 - iii. Determination as to whether to maintain any exemption claimed in respect of reports withheld from public inspection
8. Substantive business for the meeting as shown on the agenda or accepted as urgent business.

Quorum

No business shall be transacted unless there is a quorum of 6 or more voting members in attendance, provided that those voting members in attendance include at least one Elected Member of the Council and one representative of the private sector.

If a quorum is not present ten minutes after the scheduled start of the meeting, the meeting shall not be held. If a meeting in progress become inquorate, the meeting shall cease immediately and no further business considered.

Apologies for absence

In reporting any apology for absence, any substitute members in attendance will make themselves known and, if attending in place of a voting member, confirm whether they are authorised to vote.

Declarations of Interest

Members of the Board shall declare such interests in the business listed on the agenda as may be required by their own organisations' Code of Conduct (or like document) and, if so required, leave the meeting for the duration of the consideration of that business.

Members of the Board not subject to a Code of Conduct (or like document) should have regard to the Council's Code of Conduct and declare such personal, prejudicial and pecuniary interests.

Minutes

Minutes of the previous meeting are submitted only for consideration as to whether those minutes are a correct record. No other substantive consideration shall be permitted on consideration of the submitted minutes.

Only those parts of the minutes that do not contain confidential or maintained exempt information shall be published to the public.

Voting

The Chair and the Board will seek to reach decisions on the basis of a consensus. In the event of a vote, the vote shall be taken by a show of hands from all those present and eligible to vote. The Chair shall not have a second and casting vote.

In the event of any dispute concerning the conduct of meetings, the content and intention of the Council's Procedure Rules will be considered and applied.

Reporting

The Board will report to the Council's Executive Cabinet as and when decisions are required of the Executive Cabinet or, in any event, on an annual basis.

The Board will likewise report to any member of the Board and/or member organisation as and when decisions are required of that person or organisation, and will make the annual report prepared for the Council's Executive Cabinet available to all members of the Board and member organisations.

Complaints

Complaints about any matter related to the Ashton Town Board may be submitted through the Council's complaints arrangements and be considered, so far as possible, through the Council's complaints processes.

Complaints about individual members of the Board should be made to that member's employing or nominating body or, in respect of individuals, whatever formal complaints arrangements may apply to that individual.

Whistleblowing

Any person wishing to use whistleblowing procedures concerning any matter related to the Ashton Town Board would be encouraged to make such concerns known to the LCouncil which shall, so far as is appropriate, follow the procedures in the Council's Whistleblowing Policy.

Notwithstanding, an employee of a constituent organisation could use the established procedures for their own organisation though concerns may need to be shared with the Council in order for a proper consideration of matters raised.

Review of Terms of Reference

These Terms of Refence will be reviewed on an annual basis and in any event be submitted to the Annual Meeting for re-affirmation.

APPENDIX 1

Qualifications and definitions applying to exempt information

1. Information relating to the financial or business affairs of any particular person (including the authority holding that information).

“Financial or business affairs” includes contemplated, as well as past or current, activities;

Information is not exempt if it must be registered under

- (a) the Companies Acts (as defined in section 2 of the Companies Act 2006);
- (b) the Friendly Societies Act 1974;
- (c) the Friendly Societies Act 1992;
- (d) the Co-Operative and Community Benefits Societies Act 2014;
- (e) the Building Societies Act 1986; or
- (f) the Charities Act 2011.

“Registered” in relation to information required to be registered under the Building Societies Act 1986, means recorded in the public file of any building society (within the meaning of that Act).

2. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the Council, or a Minister of the Crown, and any employees of, or office holders under, the Council.

“Employee” means a person employed under a contract of service.

“Labour relations matter” means—

- (a) any of the matters specified in paragraphs (a) to (g) of section 218(1) of the Trade Union and Labour Relations (Consolidation) Act 1992 (matters which may be the subject of a trade dispute, within the meaning of that Act); or
- (b) any dispute about a matter falling within paragraph (a) above; the enactments in paragraph (a) applying, with the necessary modifications, also to office-holders under the authority.

“Office-holder”, in relation to the authority, means the holder of any paid office appointments to which are or may be made or confirmed by the authority or by any joint board on which the authority is represented or by any person who holds any such office or is an employee of the authority.

Information that falls within any of paragraphs 1-7 is not exempt by virtue of that paragraph if it relates to proposed development for which the local planning authority (the Council) can grant itself planning permission or permission in principle under Regulation 3 of the Town and Country Planning General Regulations 1992.

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Report to:	JOINT MEETING EXECUTIVE CABINET / OVERVIEW PANEL
Date:	14 February 2024
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:	STALYBRIDGE STREET FEST, 2024
Report Summary:	The report seeks approval to continue Stalybridge Street Fest in 2024 with future delivery brought in-house to support a more financial sustainable delivery model.
Recommendations:	That Executive Cabinet be recommended to: <ul style="list-style-type: none">(i) Approve the delivery of eight Stalybridge Street Fest events in 2024.(ii) Approve the proposed delivery model and a maximum budget of £31,592 via the repurposing of UKSPF (Communities and Place) funding from projects delivered under budget.(iii) Approve the purchase of ten gazebos for Stalybridge at an estimated cost of £9,000 (ex VAT) from the Capital Regeneration Project grant funding.(iv) Note the intention to work towards a sustainable offer following the expiry of the UK Shared Prosperity Fund (UKSPF) revenue grant.
Corporate Plan:	Continuation of Stalybridge Street Fest will support the key aims of the Corporate Plan 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.
Policy Implications:	Continuation of Stalybridge Street Fest will support the policy aims of the Council's Corporate Plan, proposals within Places for Everyone agreed at Council 20 July 2021, the Tameside Inclusive Growth Strategy 2021, and the Stalybridge Town Centre Delivery Framework.
Financial Implications: (Authorised by the statutory Section 151 Officer)	<p>The report sets out details for the delivery of eight street feast events to be held in the 2024 calendar year.</p> <p>The estimated costs of the 2024 programme (£0.032m – section 3.3, table 1) will be financed as eligible expenditure via the UK Shared Prosperity Fund (UKSPF) revenue grant allocated to the Place Directorate; any underspends can be carried forward up to 31 March 2025.</p> <p>To mitigate against uncertainty associated with the level of income that will be generated, a maximum budget provision has been identified for Street Fest with the potential to generate some income to offset costs. This budget will be met utilising underspends from</p>

externally funded UKSPF projects that were delivered under budget.

In the March 2023 UK Budget, Stalybridge Town Centre was awarded capital funding of £19.9m from the Government's Department for Levelling Up Housing and Communities (DLUHC). The funding will support work underway through the wider Stalybridge Town Centre Regeneration. There is £2.715m budget available against the Capital Regeneration Projects for Cultural Quarter to purchase ten branded gazebos for Stalybridge Street Fest.

All works and services that will be funded via the grant award are to be commissioned in accordance with the approved procurement procedures with advice sought via STaR as appropriate.

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

The proposed purchase of equipment should be in accordance with the Council's Contract Procedure Rules.

Risk Management:

A risk register for the project is in place and regularly reviewed. The main risks are summarised in Section 5 below.

Access to Information:

Not confidential

Background Information:

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



Telephone: 07974 111 756



e-mail: mike.reed@tameside.gov.uk

1. INTRODUCTION

- 1.1 Tameside Council has identified Stalybridge Town Centre as one of its growth priorities, supporting delivery 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. Stalybridge Town Centre was selected as Tameside's focus for the GM Mayor's Town Centre Challenge in 2018. Initial work to plan and progress the delivery of Stalybridge's Town Centre Challenge was co-ordinated by the Stalybridge Town Centre Challenge (STCC) Board and a Stalybridge Town Centre Challenge Action Plan now sets out the aspirations for the town centre.
- 1.2 Collectively the Stalybridge Town Centre Regeneration Programme comprises a number of related projects within the Town Centre that are in receipt of grant funding, primarily from the Capital Regeneration Projects grant funding award to Stalybridge of £19.9m, the High Street Heritage Action Zone (HSHAZ), UK Shared Prosperity Fund (UKSPF) Communities and Place projects for Stalybridge and the Council's Capital Programme. The delivery of the Stalybridge Regeneration Programme is co-ordinated by the Stalybridge Strategic Project Board and guided by the Stalybridge Town Centre Delivery Framework, prepared to support project implementation and development.

2. STALYBRIDGE STREET FEST UPDATE

- 2.1 The Stalybridge Street Fest is an early evening street food and drink market offering a wide array of hot food, drinks, family entertainment, and live music. Since its introduction in July 2021, Street Fest has helped to positively raise awareness of Stalybridge town centre appearing in a number of publications and attracting thousands of additional visitors from Tameside and across Greater Manchester.
- 2.2 As a new event in 2021, to ensure it was a success and became established, the Council worked with a partnership operator who had a robust trader database with an established reputation within the street food industry. The Market Co have supported delivery of the Stalybridge Street Fest programmes for 2021, 2022 and 2023 and helped to successfully establish a popular event. Demand from traders has remained solid and numbers wishing to attend has increased demonstrating that the market has an appetite for ongoing delivery within Stalybridge.
- 2.3 Feedback from attendees has included the high quality offer available, and the social value of having an opportunity to get out and meet friends and family as being significant factors of the events success. In respect of economic growth, footfall and visitor spend is being spread to other town centre businesses who have reported an increase in their own activity and takings. The analysis of footfall data for Street Fest dates shows an average increase of 36% more people in the town centre during Street Fest than compared to the same day at other times of the week. The success of Street Fest has acted as a catalyst for businesses who have taken the opportunity to develop their offer (such as Magpie's Nest), extend their opening times (such as Florence & Amelia's), and establish a new customer base.
- 2.4 Based on success and experience of delivering these events over the last three years, it is proposed that a total of eight Street Fest events are delivered in 2024. The first will be held in April followed by monthly events up to October and a further festive Street Fest at the end of the year.

3. STALYBRIDGE STREET FEST COSTS AND FUNDING 2023

- 3.1 In 2021, the Welcome Back Fund (WBF) provided the required funding to deliver the programme of events for that year. In 2022, funding was approved for £30,000 from within

the existing Place Directorate revenue budget to build upon the success of the pilot events held in 2021. In 2023, the UK Shared Prosperity Fund (UKSPF) provided the finance to deliver a programme of six events through the year utilising savings from a number of projects that were delivered under budget.

3.2 In 2024 it is proposed that the operation of Street Fest will be delivered in house, including trader management and event promotion. The Council's Market's Team have confirmed their capacity to continue the operation of Street Fest now the event is successfully established. This will help to provide a pathway for a more financially self-sustaining model with the ability to establish an income stream via trader rents. To mitigate against uncertainty associated with the level of income that will be generated, a maximum budget provision has been identified for Street Fest with the potential to generate some income to offset costs. This budget will be met utilising underspends from externally funded UKSPF projects that were delivered under budget.

3.3 Table 1 below includes a list of estimated costs required to deliver the programme events for Street Fest 2024. Costs are based on the experience of delivery over the last three years.

Table 1 – Total Cost of Street Fest 2024 Programme

Activity	Cost per Event (8 in total) £
S&S Marquees (Stall/Power set up/Fuel)	600
Market Staff 1 x Porter 1 x Event Manager	350
First Aid	200
SIA Stewards	220
Portable Toilets x 4	520
Waste Bins (delivered, collected, emptied)	500
Cleansing Staff x 2 (Operations)	200
Entertainment (programme of activities to include regular performer/DJ)	1,000
Contingency allowance (10%)	359
Cost (per Street Fest event)	3,949
Total Cost (x8 Street Fest events)	31,592

3.4 Table 2 includes those projects from UKSPF (Communities and Place) where an underspend has been identified that will be used to fund the Street Fest events in 2024.

Table 2 – UKSPF Project Savings

UK Shared Prosperity Fund Project	Funding Allocated £	Cost to Deliver UKSPF Project £	Underspend identified for Street Fest 2024 £
Stalybridge Street Fest 2023	33,000	27,563	5,437
Stalybridge West	35,000	5,000	30,000
Total			35,437

3.5 The estimated costings in Table 1 are based on the running costs, including all additional costs for staff time to cover the event after hours and cleansing staff now it is proposed to continue the operation of Street Fest in house.

3.6 Table 3 below provides the anticipated income of £8,000 that could be achieved from Street Fest on the basis of 15 vendors per event at the eight Street Fest events proposed for 2024. This provides an additional source of potential income to the Council, which would not be available if the operation of Street Fest were not to be brought in house. Therefore the total costs set out in Table 1 represent a maximum budget required that may be reduced if additional income is generated.

Table 3 – Projected Income, 2024

Activity	Amount
Rents charged to vendors per event (average based on x15)	1,000
Total rents generated for events x8	8,000

3.7 In addition to the revenue costs it is proposed that capital provision is made for the purchase of ten gazebos for Stalybridge at an estimated cost of £9,000 (ex VAT). As a capital cost, this is an eligible expenditure against the Capital Regeneration Projects Cultural Quarter intervention where there is sufficient budget available.

4. CONCLUSION

4.1 Stalybridge Street Fest events is now a well established event that has delivered on its aim of engaging residents and businesses, increasing footfall in the town centre, supporting local SME traders and increasing the profile of Stalybridge as a desirable location to visit. Demand throughout the programme in the last three years and there is a clear opportunity for the Council to continue to deliver this event for the benefit of the local economy in Stalybridge.

4.2 In delivering these aims it has supported the objectives required by the Action Plan for Stalybridge – Our Place Our Plan produced in accordance with the result of the 2018 Stalybridge Town Centre Challenge Public Consultation. The Street Fest is helping to develop a vibrant and visited town that attracts a wide range of people and a town where local people can be proud to promote its strengths and are active in enjoying, supporting and enhancing the offer.

4.3 There is now a clear opportunity for Stalybridge Street Fest to become more self-sustainable and support the ongoing regeneration of the Town Centre based around a strong independent retail offer, high quality public realm, new homes, heritage, food and drink, community and events. This 2024 programme of events for the Street Fest will enable the continuity of an established event in Stalybridge.

5. RISK MANAGEMENT

5.1 The main risks associated with the delivery of the Stalybridge Street Fest in 2024 have been identified in the table 4, below.

Table 4 – Main Risks Identified

Risk Area	Detail	RAG Rating	Mitigation	RAG Rating
Procurement	Lack of capacity for a market traders to attend the Street Fest event.	High	Street Fest is now an established event with proven interest.	Medium
Financial	Insufficient budget to deliver the event programme in 2024.	Medium	A maximum budget provision has been made for Street Fest with the potential to generate some income to offset costs.	Low
Financial	Insufficient budget to enable the programme of arts and culture that enhance the offer of the event.	Medium	Funding to deliver a programme of cultural events will be allocated from the UKSPF Communities and Place savings.	Low
Programme	Lack of resource capacity to undertake responsibilities in line	Medium	The events are supported by a significant amount of good will from local volunteer	Low

	with expectations of delivering this event.		organisations such as Stalybridge Town Team who assist with the tidying and cleaning for the event. Council staff are required to support these events outside of normal office hours.	
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6. RECOMMENDATIONS

6.1 As set out at the front of the report.

Report to: JOINT MEETING EXECUTIVE CABINET / OVERVIEW PANEL

Date: 14 February 2024

Executive Member: Councillor Bill Fairfoull – Deputy Leader and Executive Member with responsibility for Childrens

Reporting Officer: Deborah Myers– Interim Assistant Director for Education

Subject: **DETERMINATION OF SCHOOL ADMISSION ARRANGEMENTS FOR SEPTEMBER 2025**

Report Summary: The report sets out the proposed admission arrangements for Tameside community, and voluntary controlled schools for admission in September 2025. There are no proposed changes to the admission arrangements for September 2024. The latest information on school place planning is presented which concludes that there are currently sufficient places to meet expected demand for mainstream primary and secondary schools with rising levels of surplus capacity in primary schools due to the current birth rate pattern in the borough. The report concludes that there is a need to continue to develop capacity for specialist places given the predicted continuing rise in demand set out in the SEN Sufficiency Strategy.

Recommendations: The Executive Cabinet is recommended to approve the determination of admission arrangements for all Tameside community and voluntary controlled schools for 2025/26 as set out in **Appendix 1** of the Report

Corporate Plan: The proposals contained within this report will support the delivery of the Community Strategy, through the delivery of sufficient and suitable places in 2025/26

Policy Implications: No change in policy is proposed.

Financial Implications: All schools places are funded from the ring-fenced Dedicated Schools Grant which must be fully allocated to all schools and Academies in the borough.

(Authorised by the statutory Section 151 Officer & Chief Finance Officer) The Council’s DSG for 2023/24 is £257.273m. The table below demonstrates the forecast outturn position as at Month 7 reporting.

DSG Block	Funding	DSG 2023-24 (before recoupment & incl. block transfer) £m	Forecast Distribution Expenditure 2023-24 £m	Forecast (Surplus) / Deficit 2023/24 £m
Schools Block		(200.358)	200.349	(0.010)
Central School Service Block		(1.249)	1.249	0
High Needs Block		(37.604)	43.480	5.876
Early Years Block		(18.062)	17.511	(0.550)
Total		(257.273)	262.589	5.317

The current DSG reserve balance is a deficit position of £3.306m. The four-year forecast to 2027/28 is for the deficit to grow to £66.842m.

Mainstream Schools and Academies are funded on a per pupil basis, any schools with falling numbers of pupils on roll face financial pressures, which will need to be managed. Where mainstream schools are sponsored to academise, the school balance is offset against the DSG reserve. Where sponsored schools transfer with a deficit balance it worsens the position, this is a risk to the Council's General Fund as a Priority Education Attainment Area meaning Academisation is accelerated in the borough.

The continued demand for Specialist Provision is creating further financial pressures on the High Needs budget that is already significantly in deficit, as highlighted in the table above, and subject to a deficit recovery plan. The Local Authority is working with the Department of Education as part of the Delivering Better Value (DBV) Programme to seek to address the deficit.

Without the DBV programme the deficit by 2027/28 would be £72.409m. There is a statutory override on the DSG to 2026. At this point, without DBV, the deficit is forecast to be £33.967m. If this is not extended, the deficit will be a call on the General Fund, i.e. reserves. The Council holds £30m of unallocated reserves of the £160m earmarked alongside the General Fund Balance of £27m. The DSG deficit would therefore reduce reserves to an unsustainable level requiring significant and difficult decisions around financial retrenchment and other service cessations.

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

The Council has statutory obligations to consult upon its co-ordinated admission scheme and admissions arrangements pursuant to The School Admissions (Admission Arrangements and Co-ordination of Admission Arrangements) (England) Regulations 2012 and made under the School Standards and Framework Act 1998 and section 29(5) of the Education Act 1996. The report provides appropriate detail of the arrangements proposed pursuant to the legislation.

Risk Management:

Failure to determine admission arrangements and a coordinated admissions scheme by 28 February 2024 could result in the Secretary of State imposing admissions arrangements on the Council and lead to the displacement of children from community high schools

Background Information:

The background papers relating to this report can be inspected by contacting Catherine Moseley, Head of Access Services



Telephone: 0161 342 3302



e-mail: catherine.moseley@tameside.gov.uk

1. INTRODUCTION

- 1.1 All admission authorities are required to consult on their coordinated admission scheme and on changes to admission arrangements. Where no changes are proposed to the coordinated admissions scheme or admission arrangements, there is no requirement to consult. Admission authorities must ensure that their determined admission arrangements comply with the mandatory requirements of the School Admissions Code 2021.
- 1.2 Admission authorities must consult once every seven years as a minimum.
- 1.3 Tameside Council last consulted on amendments to the admission arrangements for September 2024. These were determined by Executive Cabinet on 8 February 2023.

2. ADMISSION ARRANGEMENTS IN COMMUNITY AND VOLUNTARY CONTROLLED SCHOOLS FOR SEPTEMBER 2025

- 2.1 For entry to community or voluntary controlled primary, junior and secondary schools in September 2025, no changes were planned and therefore consultation was not necessary.
- 2.2 Admission arrangements must be determined by 28 February annually and must be published by 15 March. Following determination of the admission arrangements objections to those arrangements must be made to the Schools Adjudicator by 15 May.
- 2.3 The proposed admission arrangements for entry in September 2025 for community or voluntary controlled primary, junior and secondary schools are set out in **Appendix 1**

3. SCHOOL PLACE PLANNING

- 3.1 School place planning in the borough is reviewed on an annual basis and forms part of the annual report on admission arrangements that is reported to Executive Cabinet in January. **Appendix 2** sets out the latest information.
- 3.2 School place planning is a complex process that requires almost constant review to ensure that the Council is able to meet its statutory duty to provide sufficient places.
- 3.3 By being proactive and working in partnership with all our schools over a number of years, the Council has been able to meet the demand for places in spite of significant variations in pupil numbers.
- 3.4 After the sustained period of growth, data indicates the need to consider reducing levels of surplus that are predicted to increase in primary and secondary schools over the next few years.
- 3.5 There is a need to engage in dialogue with primary school leaders to begin to consider options to reduce projected levels of surplus capacity. Whilst levels of surplus in secondary schools are not expected to increase significantly for a number of years, dialogue will begin to ensure that temporary places added to cope with the increase in pupils over recent year are removed first.
- 3.6 Whilst there are currently sufficient places to meet expected demand in mainstream provision, this is not the case for specialist places. The draft SEN Sufficiency Strategy is important to understand the supply and demand issues for specialist places and to drive plans to meet identified need in a systematic way.
- 3.7 The school place planning process must continue to be dynamic particularly in view of

significant housing development and predicted increases in children and young people requiring support for their additional needs within the borough and the impact that will have on demand and travel to learn patterns.

4. RECOMMENDATION

4.1 As set out at the front of the report.

APPENDIX 1

PROPOSED ADMISSION ARRANGEMENTS FOR TAMESIDE COMMUNITY AND VOLUNTARY CONTROLLED PRIMARY SCHOOLS 2025/26 ACADEMIC YEAR

1 INTRODUCTION

- 1.1 These arrangements apply to the admission of children to Tameside community and voluntary controlled primary schools in the normal admissions round for the academic year 2025/26. Tameside will operate an equal preference scheme. These arrangements do not apply to those being admitted for nursery provision including nursery provision delivered in a co-located children's centre;
- 1.2 Children in Tameside are eligible for a Reception place from the beginning of the school year in which they become 5 years old. However, they do not become of compulsory school until the start of the term after their fifth birthday. Parents may therefore request that their school place be deferred until later in the school year and if they do this the place will be held for the child. However, they cannot defer entry beyond the beginning of the term after the child's fifth birthday or for children born between 1st April and 31st August, not beyond the beginning of the final term of the school year for which the offer is made. Parents can also request that their child attend on a part time basis until the child reaches compulsory school age.
- 1.3 Parents of summer born children can request that their child is placed outside their age range if they feel that their child will not be ready for school. (See Section 6. Admission of Children outside their normal age group)
- 1.4 Parents of children who are admitted for nursery provision must apply for a place at the school if they want their child to transfer to the reception class; attendance at a nursery or co-located children's centre does not guarantee admission to the school.

2 APPLYING FOR A PLACE IN A TAMESIDE COMMUNITY AND VOLUNTARY CONTROLLED PRIMARY SCHOOL SEPTEMBER 2025

- 2.1 If you are a Tameside resident you must make your application online to Tameside Local Authority, even if you wish your child to attend a school in another Local Authority area.
- 2.2 You should use your application to apply for any primary school, whether this is in Tameside or in another Local Authority area. Application details may also be obtained from the School Admissions Section at Tameside MBC. Starting Out will be available on Tameside's website. NB: Only one application may be submitted for each child.
- 2.3 The local authority may verify information you provide on your application, which could involve contacting other departments of the local authority. In instances where the information provided is different from that held by them, they may use the information on the application to investigate further. If false or misleading information is given, Tameside local authority has the right to withdraw the offer of a school place.
- 2.4 If you are not a Tameside resident you must make your application to the Local Authority where you live, even if you wish your child to attend a Tameside school. Applications must be returned in accordance with your own local authority's specific instructions and not to Tameside.

3 THE PROCESS

- 3.1 The application will invite parents to indicate a preference for up to 6 schools, and then to rank the schools in order of preference, parents will also be able to give reasons for each preference.

- 3.2 Your online application must be submitted by the closing date of **15 January 2025**, with any supporting information / evidence if appropriate.
- 3.3 The council will follow the timetable set out in the coordinated admissions scheme. Late applications will be dealt with as late and ranked after all applications received by the deadline.
- 3.4 Changes to preferences, ranking order, or pupil details, will not be allowed after the closing date of **15 January 2025**, except in exceptional circumstances, for example, if the family has recently moved address. Evidence must be provided to support the request. An intention to change address cannot be considered by the local authority until the move has actually taken place and proof is available, or parents may provide a solicitor's letter confirming an exchange of contracts on a property, or a tenancy agreement and proof of disposal of current property. No changes can be considered even where there are exceptional circumstances, once information has been exchanged with other admission bodies because the allocations process has commenced. In the case of primary schools, this cut-off date is the **23 January 2025**.
- 3.5 Notification of offers of a single school place will be sent out to parents on **16 April 2025**. These notifications will also inform parents of their right of appeal, and who to contact, if an application has not been successful.
- 3.6 Parents will not receive multiple offers.

4 PUBLISHED ADMISSION NUMBERS FOR TAMESIDE COMMUNITY AND VOLUNTARY CONTROLLED PRIMARY SCHOOLS

- 4.1 A list of all Tameside community and voluntary controlled primary schools, with their respective Published Admission Numbers, can be found here: <http://www.tameside.gov.uk/schools/admissions/2025>
- 4.2 Where applications for admission to any school exceed the number of places available, the following criteria will be applied, in the order set out below, to decide which children to admit.

5 CRITERIA FOR ALLOCATING PLACES TO OVERSUBSCRIBED SCHOOLS

- 5.1 Children with an Education Health and Care Plan where the school is named will be allocated places before the oversubscription criteria are applied. The criteria for over-subscription for community and voluntary controlled primary schools are:

- 1. Looked after children and all previously looked after children, including those children who appear (to the admission authority) to have been in state care outside of England and ceased to be in state care as a result of being adopted. Previously looked after children are children who were looked after but ceased to be so because they were adopted (or became subject to a child arrangements order or special guardianship order**

A 'looked after child' is a child who is (a) in the care of a local authority, or (b) being provided with accommodation by a local authority in the exercise of their social services functions (see the definition in Section 22(1) of the Children Act 1989) at the time of making an application to a school. A child is regarded as having been in state care outside of England if they were in the care of or were accommodated by a public authority, a religious organisation, or any other provider of care whose sole or main purpose is to benefit society.

- 2. Children and families with exceptional medical or social needs**

Written evidence must be provided by a suitably qualified professional – e.g. a GP or consultant for medical needs, or a social worker for social needs – the information must confirm the exceptional medical or social need and demonstrate how the specified school is the only school that can meet the defined needs of the child. A panel of officers from Tameside MBC will make a decision as to whether to admit a child under this criterion, using the evidence provided. Parents/carers are responsible for providing all information in support of an application by the closing date, officers of the Council will not ask for additional information. All information provided will be treated in the strictest confidence.

3. Sibling

This will apply where there are brothers or sisters attending the school or the linked junior school as at the closing date for applications, who will still be attending at the time of admission, i.e. in the September when a pupil is admitted to Reception. Preference will be given to pupils living nearest to the school.

The sibling criterion includes; natural sisters/brothers; half sisters/brothers; step sisters/brothers; adopted sisters/brothers; sisters/brothers of fostered children; children of the parent/carer's partner, and in each case living at the same address. This allows for the admittance of children whose siblings will still be attending the preferred school.

4. All other applications on distance

Preference will be given to pupils living nearest to the school.

Distance will be measured as a straight line from the child's home address, using the address point assigned by the National Land and Property Gazetteer, to the main gate to the school property. Measurements will be made using the local authority's school admissions data mapping software, which uses a Geographical Information System based on Ordnance Survey.

5.2 Where oversubscription occurs in applying either criteria 1, 2 or 3, priority will be given to those pupils living nearest the school, measured as a straight line (as above).

5.3 The address from which distance will be measured will be the permanent residential address, as at the closing date for applications, of the parent with whom the child is normally resident. Where a child lives with parents with shared responsibility, each for part of a week, the home address is the address from which the parent receives the child benefit.

5.4 In the event of distances being the same for 2 or more applications where this distance would be the last place/s to be allocated, the place will be allocated to the pupil that is nearer using walking distance as measured using the local authority's school admissions data mapping software.

In the event of two or more applications with distances, which are exactly the same competing for a final place, e.g. blocks of flats, the place will be decided by drawing lots, the first name drawn will be offered the place.

5.5 An adoption order is an order under section 46 of the Adoption and Children Act 2002. A 'child arrangement order' is as an order settling the arrangements to be made as to the person with whom the child is to live under section 8 of the Children Act 1989. Section 14A of the Children Act 1989 defines a 'special guardianship order' as an order appointing one or more individuals to be a child's special guardian (or special guardians).

5.6 In cases where twins, triplets, or other multiple birth siblings are split when allocations take place, they will be allocated a place over the Published Admission Number and will remain

excepted pupils for the time they are in an infant class or until the class numbers fall back to the current infant class size limit.

6 ADMISSION OUTSIDE NORMAL AGE GROUP

6.1 Parents may seek a place for their child outside of their normal age group, for example, if the child is gifted and talented or has experienced problems such as ill health.

6.2 School admission authorities are required to provide for the admission of all children in the September following their fourth birthday, but flexibilities exist for children whose parents do not feel they are ready to begin school before they reach compulsory school age.

6.3 Summer Born (1st Entry to School), A parent who chooses not to send their summer born child (those born between 1st April and 31st August) to school until they have reached compulsory school age may request that their child is admitted outside their normal age group - to reception rather than year 1.

6.4 Where a parent requests their child is admitted out of their normal age group, the school admission authority is responsible for making the decision on which year group a child should be admitted to. They are required to make a decision on the basis of the circumstances of the case and in the best interests of the child concerned.

6.5 There is no statutory barrier to children being admitted outside their normal age group, but parents do not have the right to insist that their child is admitted to a particular age group.

6.6 Admission authorities **must** make decisions on the basis of the circumstances of each case and on the basis of evidence provided from appropriate professionals where relevant, for example educational psychologist. Parents will be informed of their statutory right to appeal. This right does not apply if they are offered a place in another year group at the school.

6.7 Application process for Summer Born/Admission Outside Normal Age Group

Parents requesting their child to be admitted outside of the normal age range should submit reasons for the request together with their application. The online application provides space to do this and you should also submit views of medical professionals as necessary. A decision will be made taking account of parents' wishes, information about the child's academic, social and emotional development; and whether they have previously been educated outside their normal age group. Each request will be treated on an individual basis having regard to the views of an educational professional who will be involved in educating the child.

6.8 Each request and the evidence provided will be considered by a panel of officers from Tameside MBC who will make a decision on the parental request, using the evidence provided. Parents/carers are responsible for providing all information in support of an application by the closing date, officers of the Council will not ask for additional information. All information provided will be treated in the strictest confidence.

6.9 Please note that one admission authority cannot be required to honour a decision made by another which means where multiple applications are being made to different schools, you may receive differing outcomes.

7. ADMISSION OF CHILDREN OF UK SERVICE PERSONNEL

- 7.1 The council acknowledges that service families are subject to movement within the UK and from abroad. Although the council is not able to reserve places for blocks of pupils we will consider requests, if accompanied by an official MOD letter declaring a relocation date and a Unit postal address or quartering area address. For in year admissions places will be allocated, subject to a place being available in the relevant year group, prior to moving. If we are unable to allocate a place at that time, parents will be offered the right to appeal.

8 IN YEAR TRANSFERS

- 8.1 Parents wishing to apply for an in year transfer to a school in Tameside should apply using the online School Transfer Request Form. The School Transfer Request Form can be completed online from the Tameside Council website: www.tameside.gov.uk/admissions
- 8.2 Forms should be fully completed and submitted electronically with any additional/supplementary documentation/evidence to the School Admissions Team to enable their application to be considered as quickly as possible.
- 8.3 If you want to transfer your child to a school in Tameside, you must apply through Tameside Council even if you live in another area. If you want to apply for a school in another area, you will need to contact that area for further details of what you need to do.
- 8.4 If a place is available in the requested year group, parents will normally be offered that place but there are some exceptions (see Fair Access Protocol section).
- 8.5 Parents will receive an offer of a school place through Tameside Council and this can take up to 15 school days.

9 IN YEAR FAIR ACCESS PROTOCOL

- 9.1 All local authorities have a Fair Access Protocol for in year transfers that ensures the speedy admission of pupils who may experience difficulty in being allocated a school place, for example, if they have been out of school for a long period of time. With specific short-term exceptions, all schools in Tameside are participants in the protocol, which may result in schools admitting pupils over their published admission number. Full details of the In Year Fair Access Protocol can be found on the Council's website <http://www.tameside.gov.uk/schools/primarytransfers>

10 WAITING LISTS

- 10.1 If any school is oversubscribed the Council will maintain a waiting list. The waiting list will operate until the end of the relevant school year. Parents, who have expressed the school as a preference and have not been offered a place at the school, or at a higher preference school, will automatically be placed on the waiting list. All pupils on the waiting list will be ranked according to the oversubscription criteria. When a place becomes available children who have been referred under the local authority's Fair Access protocol or who is the subject of a direction by the local authority to admit will be given precedence over any other children on the waiting list. Then any places will be offered to the highest ranked application received by the date the place becomes available. If new or late applications have a higher priority under the oversubscription criteria, they will be ranked higher than those who have been on the list for some time. If the circumstances of children on the waiting list change, (eg they move house) they should inform the Council immediately and provide appropriate supporting evidence.
- 10.2 A place from the waiting list will only be held for two school days. Tameside Council will use the information provided on the original application to contact parents, it is the responsibility

of parents to change their details with the School Admissions Team if they move house or change their phone number. If no response is received from a parent who has been offered a place from the waiting list within the 2 school day limit, it will be offered to the next child on the ranked list and so on until the place is filled.

- 10.3 If a parent is offered a place from the waiting list and rejects it or does not respond to requests by email or answerphone message to contact the School Admissions Team, they will be removed from that waiting list.

11 APPEALS

- 11.1 Any parent who is refused admission to a preferred school has the right of appeal to an Independent Appeals Panel. For pupils with an Education Health and Care Plan, an appeal can be made to the SEN and Disability Tribunal (details are included in the plan).

- 11.2 Parents, who wish to appeal against the decision of the local authority to refuse admission to a preferred school, should do so in writing, setting out clearly why your child should go to that particular school. Information about appeals will be sent out with the allocation letter and can also be found on the School Admissions webpage <http://www.tameside.gov.uk/schools/admissions..>

- 11.3 The Appeals Panel will:
- be independent of the school and the LA;
 - give the appellant, who may be accompanied by a friend or be represented, the opportunity to make oral representation;

- 11.4 The Local Authority will:
- give the appellant at least ten school days notice of the time and place of the hearing;

- 11.5 The clerk will:
- send the appeal papers to the appellant at least seven working days before the hearing.

- 11.6 The appeal shall be decided by a simple majority of the votes cast, the chair of the panel having a casting vote.

- 11.7 The decision of the Appeals Panel and the grounds on which it was made shall be communicated by the Clerk in writing to the appellant. That decision shall be binding on all parties. Subject to the above conditions, all matters of procedure shall be determined by the local authority.

**PROPOSED ADMISSION ARRANGEMENTS FOR
TAMESIDE COMMUNITY HIGH SCHOOLS
2025/26 ACADEMIC YEAR**

1 INTRODUCTION

- 1.1 These arrangements apply to the admission of children to Tameside community high schools in the normal admissions round for the academic year 2025/26. Tameside will operate an equal preference scheme.

2 APPLYING FOR A PLACE IN A TAMESIDE COMMUNITY HIGH SCHOOL SEPTEMBER 2025

- 2.1 If you are a Tameside resident you must make your application to Tameside Local Authority, even if you wish your child to attend a school in another Local Authority area.
- 2.2 Tameside primary schools will forward details of children eligible to transfer to secondary school in September 2024 to the Local Authority Admissions Team, who will send out details of how to apply in September 2024. The pack will contain details of where to view Moving On and a letter explaining how to make your application. You should use your application to apply for any secondary school, whether this is in Tameside or in another Local Authority area. Application details may also be obtained from the Admissions Section at Tameside MBC. Moving On will be available on Tameside's website. NB: Only one application may be submitted for each child.
- 2.3 The local authority may verify information you provide on your application, which could involve contacting other departments of the local authority. In instances where the information provided is different from that held by them, they may use the information on this form to investigate further. If false or misleading information is given, Tameside local authority has the right to withdraw the offer of a school place.
- 2.4 If you are not a Tameside resident you must make your application to the Local Authority where you live, even if you wish your child to attend a Tameside school. Application forms must be returned in accordance with your own local authority's specific instructions and not to Tameside.

3 THE PROCESS

- 3.1 The application will invite all parents to indicate a preference for 6 schools, and to rank the schools in order of preference, giving reasons for each preference. In allocating places, Tameside will operate an equal preference scheme.
- 3.2 Your application must be submitted by the closing date of 31 October 2024, with any supporting information / evidence if appropriate.
- 3.3 The council will follow the timetable set out in the coordinated admissions scheme. Late applications will be dealt with as late and ranked after all applications submitted after the deadline.
- 3.4 Changes to preferences, ranking order or pupil details, will not be allowed after the closing date of 31 October 2024 except in exceptional circumstances, for example, if the family has recently moved address. Evidence must be provided to support the request. An intention to change address cannot be considered by the local authority until the move has actually taken place and proof is available, or parents may provide a solicitor's letter confirming an exchange of contracts on a property, or a tenancy agreement and proof of disposal of current property. No changes can be considered even where there are exceptional circumstances once information has been exchanged with the other admission bodies by the Council,

because the allocations process has commenced. In the case of secondary schools this date is the 7 November 2024.

3.5 Notification of offers of a single school place will be sent out to parents on 3 March 2025. These notifications will also inform parents of their right of appeal, and who to contact, if an application has not been successful.

3.6 Parents will not receive multiple offers.

4 PUBLISHED ADMISSION NUMBERS FOR TAMESIDE COMMUNITY HIGH SCHOOLS

4.1 A list of all Tameside community high schools, with their respective Published Admission Numbers, can be found here: <http://www.tameside.gov.uk/schools/admissions/2025>

4.2 Where applications for admission to any school exceed the number of places available, the following criteria will be applied, in the order set out below, to decide which children to admit.

5 CRITERIA FOR ALLOCATING PLACES TO OVERSUBSCRIBED SCHOOLS

5.1 Children with an Education Health and Care Plans where the school is named in the plan will be allocated places before the oversubscription criteria are applied. The criteria for oversubscription for community secondary schools are:

5. Looked after children and all previously looked after children, including those children who appear (to the admission authority) to have been in state care outside of England and ceased to be in state care as a result of being adopted. Previously looked after children are children who were looked after but ceased to be so because they were adopted (or became subject to a child arrangements order or special guardianship order

A 'looked after child' is a child who is (a) in the care of a local authority, or (b) being provided with accommodation by a local authority in the exercise of their social services functions (see the definition in Section 22(1) of the Children Act 1989) at the time of making an application to a school. A child is regarded as having been in state care outside of England if they were in the care of or were accommodated by a public authority, a religious organisation, or any other provider of care whose sole or main purpose is to benefit society.

6. Children and families with exceptional medical or social needs

Written evidence must be provided by a suitably qualified professional – e.g. a GP or consultant for medical needs, or a social worker for social needs – the information must confirm the exceptional medical or social need and demonstrate how the specified school is the only school that can meet the defined needs of the child. A panel of officers from Tameside MBC will make a decision as to whether to admit a child under this criterion, using the evidence provided. Parents/carers are responsible for providing all information in support of an application by the closing date, officers of the Council will not ask for additional information. All information provided will be treated in the strictest confidence.

7. Sibling:

This will apply where there are brothers or sisters attending the school as at the closing date for applications, who will still be attending at the time of admission, i.e. in the September when the pupil is admitted to Year 7. Preference will be given to pupils living nearest to the school.

The sibling criterion includes; natural sisters/brothers; half-sisters/brothers; step sisters/brothers; adopted sisters/brothers; sisters/brothers of fostered children; children of the

parent/carer's partner, and in each case living at the same address. This allows for the admittance of children whose siblings will still be attending the preferred school. In cases where twins, triplets, other multiple birth siblings, or other siblings whose date of birth falls within the same academic year, are split when allocations take place, siblings will be offered a place at the same school which may not be a preference school named on the common application form.

8. Children attending the named partner primary school on the closing date for applications. Preference will be given to pupils living nearest to the school.

9. All other applications on distance

Preference will be given to pupils living nearest to the school.

- 5.2 Distance will also be used as a tiebreaker where oversubscription occurs within any of criteria 1 to 4. Preference will be given to pupils living nearest to the school.
- 5.3 Distance will be measured as a straight line from the child's home address, using the address point assigned by the National Land and Property Gazetteer, to the main gate to the school property. Measurements will be made using the local authority's school admissions data mapping software, which uses a Geographical Information System based on Ordnance Survey.
- 5.4 The address from which distance will be measured will be the permanent residential address, as at the closing date for applications, of the parent with whom the child is normally resident. Where a child lives with parents with shared responsibility, each for part of a week, the home address is the address from which the parent receives the child benefit.
- 5.5 In the event of distances being the same for 2 or more applications where this distance would be the last place/s to be allocated, the place will be allocated to the pupil that is nearer using walking distance as measured using the local authority's school admissions data mapping software.

In the event of two or more applications with distances, which are exactly the same competing for a final place, e.g. blocks of flats, the place will be decided by drawing lots, the first name drawn will be offered the place.

- 5.6 An adoption order is an order under section 46 of the Adoption and Children Act 2002. A 'child arrangement order' is as an order settling the arrangements to be made as to the person with whom the child is to live under section 8 of the Children Act 1989. Section 14A of the Children Act 1989 defines a 'special guardianship order' as an order appointing one or more individuals to be a child's special guardian (or special guardians).

6 ADMISSION OUTSIDE NORMAL AGE GROUP

- 6.1 Parents of gifted and talented children, or those who have experienced problems or missed part of a year, for example due to ill health, can seek places outside their normal age group. Admission authorities **must** make decisions on the basis of the circumstances of each case and on the basis of evidence provided from appropriate professionals, where appropriate for example educational psychologist. Parents will be informed parents of their statutory right to appeal. This right does not apply if they are offered a place in another year group at the school.
- 6.2 There is no statutory barrier to children being admitted outside their normal age group, but parents do not have the right to insist that their child is admitted to a particular age group
- 6.3 Parents requesting their child to be admitted outside of the normal age range should submit

reasons for the request together with their application. The online application provides space to do this and you should also submit views of medical professionals as necessary. A decision will be made taking account of parents' wishes, information about the child's academic, social and emotional development; and whether they have previously been educated outside their normal age group. Each request will be treated on an individual basis having regard to the views of an educational professional who will be involved in educating the child. Parents should complete the online application and include details of their request to defer entry for their child. They may also contact the School Admissions Team for further information.

- 6.4 Each request and the evidence provided will be considered by a panel of officers from Tameside MBC who will make a decision on the parental request, using the evidence provided. Parents/carers are responsible for providing all information in support of an application by the closing date, officers of the Council will not ask for additional information. All information provided will be treated in the strictest confidence.
- 6.5 If a child was admitted to reception class outside age group and has continued on this basis throughout primary school, on application for secondary education, it is anticipated that the child will continue to be educated outside of age range. However please note a decision by Tameside MBC, does not bind another own admission authority school (VA's and Academies) and you may need to reapply or seek further permission.
- 6.6 Important Note: If your child has been taught out of year group, he/she will no longer be of compulsory school age during Year 11 of secondary school and will therefore be able to leave school before completing examinations. However, young people are required to continue in education or training until their 18th birthday.

7. ADMISSION OF CHILDREN OF UK SERVICE PERSONNEL

- 7.1 The council acknowledges that service families are subject to movement within the UK and from abroad. Although the council is not able to reserve places for blocks of pupils we will consider requests, if accompanied by an official MOD letter declaring a relocation date and a Unit postal address or quartering area address. For in year admissions places will be allocated, subject to a place being available in the relevant year group, prior to moving. If we are unable to allocate a place at that time, parents will be offered the right to appeal.

8 IN YEAR TRANSFERS

- 8.1 Parents wishing to apply for an in year transfer to a school in Tameside should apply using the online School Transfer Request Form. The School Transfer Request Form can be completed online from the Tameside Council website: www.tameside.gov.uk/admissions
- 8.2 Forms should be fully completed and submitted electronically with any additional/supplementary documentation/evidence to the School Admissions Team to enable their application to be considered as quickly as possible.
- 8.3 If you want to transfer your child to a school in Tameside, you must apply through Tameside Council even if you live in another area. If you want to apply for a school in another area, you will need to contact that area for further details of what you need to do.
- 8.4 If a place is available in the requested year group, parents will normally be offered that place but there are some exceptions (see Fair Access Protocol section).
- 8.5 Where a child is currently being educated outside of age range, any previous decision is not binding on another Admission Authority. Decisions on whether or not a child transferring

schools is educated out of year group will be made by the admission authority of the school in question, e.g. Tameside MBC or via own admission authority schools e.g. Voluntary Aided Schools and Academies.

- 8.6 Parents will receive an offer of a school place through Tameside Council and this can take up to 15 school days.

9 IN YEAR FAIR ACCESS PROTOCOL

- 9.1 All local authorities have a Fair Access Protocol for in year transfers that ensures the speedy admission of pupils who may experience difficulty in being allocated a school place, for example, if they have been out of school for a long period of time. With specific short-term exceptions, all schools in Tameside are participants in the protocol, which may result in schools admitting pupils over their published admission number. Full details of the In Year Fair Access Protocol can be found on the Council's website <http://www.tameside.gov.uk/schools/primarytransfers>

10 WAITING LISTS

- 10.1 If any school is oversubscribed the Council will maintain a waiting list. The waiting list will operate until the end of the relevant school year. Parents, who have expressed the school as a preference and have not been offered a place at the school, or at a higher preference school, will automatically be placed on the waiting list. All pupils on the waiting list will be ranked according to the oversubscription criteria. When a place becomes available children, who have been referred under the local authority's Fair Access protocol or who is the subject of a direction by the local authority to admit will be given precedence over any other children on the waiting list. Then any places will be offered to the highest ranked application received by the date the place becomes available. If new or late applications have a higher priority under the oversubscription criteria, they will be ranked higher than those who have been on the list for some time. If the circumstances of children on the waiting list change, (e.g. they move house) they should inform the Council immediately and provide appropriate supporting evidence.
- 10.2 A place from the waiting list will only be held for two school days. Tameside Council will use the information provided on the original application to contact parents, it is the responsibility of parents to change their details with the School Admissions Team if they move house or change their phone number. If no response is received from a parent who has been offered a place from the waiting list within the 2 school day limit, it will be offered to the next child on the ranked list and so on until the place is filled.
- 10.3 If a parent is offered a place from the waiting list and rejects it or does not respond to requests by email or answerphone message to contact the School Admissions Team, they will be removed from that waiting list.

11 APPEALS

- 11.1 Any parent who is refused admission to a preferred school has the right of appeal to an Independent Appeals Panel. For pupils with an Education Health and Care plan, an appeal can be made to the SEN and Disability Tribunal (details are included in the plan).
- 11.2 Parents, who wish to appeal against the decision of the local authority to refuse admission to a preferred school, should do so in writing, setting out clearly why your child should go to that particular school. Information about appeals will be sent out with the allocation letter and can also be found on the School Admissions webpage <http://www.tameside.gov.uk/schools/admissions>.

- 11.3 The Appeals Panel will:
- be independent of the school and the LA;
 - give the appellant, who may be accompanied by a friend or be represented, the opportunity to make oral representation;
- 11.4 The Local Authority will:
- give the appellant at least ten school days notice of the time and place of the hearing;
- 11.5 The clerk will:
- send the appeal papers to the appellant at least seven working days before the hearing.
- 11.6 The appeal shall be decided by a simple majority of the votes cast, the chair of the panel having a casting vote.
- 11.7 The decision of the Appeals Panel and the grounds on which it was made shall be communicated by the Clerk in writing to the appellant. That decision shall be binding on all parties. Subject to the above conditions, all matters of procedure shall be determined by the local authority.

PROPOSED ADMISSION ARRANGEMENTS FOR STALYHILL JUNIOR SCHOOL 2025/26 ACADEMIC YEAR

1 INTRODUCTION

- 1.1 These arrangements apply to the admission of children, currently attending an Infant School, to Stalyhill Junior School in the normal admissions round for the academic year 2025/26

2 PUBLISHED ADMISSION NUMBER FOR STALYHILL JUNIOR SCHOOL

- 2.1 The Published Admission Number for entry in September 2025 is 60.

3 APPLYING FOR A PLACE AT STALYHILL JUNIOR SCHOOL SEPTEMBER 2025

- 3.1 If your child attends Stalyhill Infant School, you will receive a letter in October 2024 from School Admissions advising you to apply online - using the online Application Form.
NB: Only one online application may be submitted for each child.
- 3.2 The Local Authority may verify information you provide on the form, which could involve contacting other departments of the Local Authority. In instances where the information provided is different from that held by them, they may use the information on this form to investigate further. If false or misleading information is given, Tameside Local Authority has the right to withdraw the offer of a school place.

4 THE PROCESS

- 4.1 The online application form will open from 1st November 2024 and will invite parents to indicate a preference for a place at Stalyhill Junior School, or at another Tameside primary school.
- 4.2 Forms must be submitted online by the closing date of 15 January 2025. Parents/carers are responsible for providing any supporting information / evidence if appropriate by the closing date.
- 4.3 Late applications will be dealt with as late and ranked after all applications received by the deadline.
- 4.4 Changes to pupil details, such as a change of address, cannot be considered after the closing date, 15 January 2025.
- 4.5 Decision letters in respect of places at Stalyhill Junior School will be sent out to parents on 16 April 2025. These letters will also inform parents of their right of appeal, and who to contact, if an application has not been successful.
- 4.6 If parents indicate that they wish their child to be considered for a place at another Tameside primary school for September 2025, they will need to complete an online application on Tameside's website www.tameside.gov.uk/admissions from June 2025.

5 CRITERIA FOR ALLOCATING PLACES IF THE SCHOOL IS OVERSUBSCRIBED

- 5.1 Where applications for admission to the school exceed the number of places available, the following criteria will be applied, in the order set out below, to decide which children to admit. Children with an Education Health and Care Plan where the school is named will be allocated places before the oversubscription criteria are applied. The criteria for over-subscription are:

10. Looked after children and all previously looked after children, including those children who appear (to the admission authority) to have been in state care outside of England and ceased to be in state care as a result of being adopted. Previously

looked after children are children who were looked after but ceased to be so because they were adopted (or became subject to a child arrangements order or special guardianship order

A 'looked after child' is a child who is (a) in the care of a local authority, or (b) being provided with accommodation by a local authority in the exercise of their social services functions (see the definition in Section 22(1) of the Children Act 1989) at the time of making an application to a school. A child is regarded as having been in state care outside of England if they were in the care of or were accommodated by a public authority, a religious organisation, or any other provider of care whose sole or main purpose is to benefit society.

2 Children who attend Stalyhill Infant School as at the closing date for applications.

3 Children and families with exceptional medical or social needs

Written evidence must be provided by a suitably qualified professional – e.g. a GP or consultant for medical needs, or a social worker for social needs – the information must confirm the exceptional medical or social need and demonstrate how the specified school is the only school that can meet the defined needs of the child. A panel of officers from Tameside MBC will make a decision as to whether to admit a child under this criterion, using the evidence provided. Parents/carers are responsible for providing all information in support of an application by the closing date, officers of the Council will not ask for additional information. All information provided will be treated in the strictest confidence.

4 Sibling:

This will apply where there are brothers or sisters attending the school at the time of application, who will still be attending at the time of admission, i.e. in the September when a pupil is admitted to Year 3. Preference will be given to pupils living nearest to the school.

The sibling criterion includes; natural sisters/brothers; half sisters/brothers; step sisters/brothers; adopted sisters/brothers; sisters/brothers of fostered children; children of the parent/carer's partner, and in each case living at the same address. This allows for the admittance of children whose siblings will still be attending the preferred school.

5 All other applications on distance

Preference will be given to pupils living nearest to the school.

Distance will be measured as a straight line from the child's home address, using the address point assigned by the National Land and Property Gazetteer, to the main gate to the school property. Measurements will be made using the Local Authority's school admissions data mapping software, which uses a Geographical Information System based on Ordnance Survey.

- 5.2 Where oversubscription occurs in applying either criteria 1, 2, 3 or 4, priority will be given to those pupils living nearest the school, measured as a straight line (as above).
- 5.3 The address from which distance will be measured will be the permanent residential address, at the time of application, of the parent with whom the child is normally resident. Where a child lives with parents with shared responsibility, each for part of a week, the home address is the address from which the parent receives the child benefit.
- 5.4 In the event of distances being the same for 2 or more applications where this distance would be the last place/s to be allocated, the place will be allocated to the pupil that is nearer using walking distance as measured using the local authority's school admissions data mapping software.

In the event of two or more applications with distances, which are exactly the same competing for a final place, e.g. blocks of flats, the place will be decided by drawing lots, the first name drawn will be offered the place

5.5 An adoption order is an order under section 46 of the Adoption and Children Act 2002. A 'child arrangement order' is as an order settling the arrangements to be made as to the person with whom the child is to live under section 8 of the Children Act 1989. Section 14A of the Children Act 1989 defines a 'special guardianship order' as an order appointing one or more individuals to be a child's special guardian (or special guardians).

5.6 In cases where twins, triplets, or other multiple birth siblings are split when allocations take place, they will be allocated a place over the Published Admission Number and will remain excepted pupils for the time they are in an infant class or until the class numbers fall back to the current infant class size limit.

6 IN YEAR TRANSFERS

6.1 Parents wishing to apply for an in year transfer to a school in Tameside should apply using the online School Transfer Request Form. The School Transfer Request Form can be completed online from the Tameside Council website: www.tameside.gov.uk/admissions.

6.2 Forms should be fully completed and submitted electronically with any additional/supplementary documentation/evidence to the School Admissions Team to enable their application to be considered as quickly as possible.

6.3 If you want to transfer your child to a school in Tameside, you must apply through Tameside Council even if you live in another area. If you want to apply for a school in another area, you will need to contact that area for further details of what you need to do.

6.4 If a place is available in the requested year group, parents will normally be offered that place but there are some exceptions (see Fair Access Protocol section).

6.5 Parents will receive an offer of a school place through Tameside Council and this can take up to 15 school days.

7 IN YEAR FAIR ACCESS PROTOCOL

7.1 All local authorities have a Fair Access Protocol for in year transfers that ensures the speedy admission of pupils who may experience difficulty in being allocated a school place, for example, if they have been out of school for a long period of time. With specific short term exceptions, all schools in Tameside are participants in the protocol, which may result in schools admitting pupils over their published admission number. Full details of the In Year Fair Access Protocol can be found on the Council's website <http://www.tameside.gov.uk/schools/primarytransfers>

8 WAITING LIST

8.1 If the school is oversubscribed the Council will maintain a waiting list. The waiting list will operate until the end of the relevant school year. Parents who have expressed the school as a preference and have not been offered a place at the school, or at a higher preference school, will automatically be placed on the waiting list. All pupils on the waiting list will be ranked according to the oversubscription criteria. When a place becomes available children who have been referred under the local authority's Fair Access protocol or who is the subject of a direction by the local authority to admit will be given precedence over any other children

on the waiting list. Then any places will be offered to the highest ranked application received by the date the place becomes available. If new or late applications have a higher priority under the oversubscription criteria, they will be ranked higher than those who have been on the list for some time. If the circumstances of children on the waiting list change (eg they move house) they should inform the Council immediately and provide appropriate supporting evidence.

- 8.2 A place from the waiting list will only be held for two school days. Tameside Council will use the information provided on the original application to contact parents, it is the responsibility of parents to change their details with the School Admissions Team if they move house or change their phone number. If no response is received from a parent who has been offered a place from the waiting list within the 2 school day limit, it will be offered to the next child on the ranked list and so on until the place is filled.
- 8.3 If a parent is offered a place from the waiting list and rejects it or does not respond to requests by email or answerphone message to contact the School Admissions Team, they will be removed from that waiting list.

9 APPEALS

- 9.1 Any parent who is refused admission to a preferred school has the right of appeal to an Independent Appeals Panel. For pupils with an Education Health and Care plan, an appeal can be made to the SEN and Disability Tribunal (details are included in the plan).
- 9.2 Parents, who wish to appeal against the decision of the local authority to refuse admission to a preferred school, should do so in writing, setting out clearly why your child should go to that particular school. Information about appeals will be sent out with the allocation letter and can also be found on the School Admissions webpage <http://www.tameside.gov.uk/schools/admissions..>
- 9.3 The Appeals Panel will:
- be independent of the school and the LA;
 - give the appellant, who may be accompanied by a friend or be represented, the opportunity to make oral representation;
- 9.4 The Local Authority will:
- give the appellant at least ten school days' notice of the time and place of the hearing;
- 9.5 The clerk will:
- send the appeal papers to the appellant at least seven working days before the hearing.
- 9.6 The appeal shall be decided by a simple majority of the votes cast, the chairman of the panel having a casting vote.
- 9.7 The decision of the Appeals Panel and the grounds on which it was made shall be communicated by the Clerk in writing to the appellant. That decision shall be binding on all parties. Subject to the above conditions, all matters of procedure shall be determined by the local authority.

TAMESIDE SCHOOL PLACE PLANNING ANNUAL REPORT JANUARY 2024

1. FUTURE SCHOOL PLACES REQUIREMENTS IN TAMESIDE

Context

- 1.1 All local authorities have a statutory duty to ensure that there are sufficient school places to meet demand in the area. These may be school places available at provision maintained by the local authority, academies, or other non-maintained schools. In order to carry out this statutory duty, Councils need to carry out school place planning and forecasting.
- 1.2 Planning for fluctuations in demand for school places is an important function which needs to be carried out at a local level and will differ depending on the phase of learning, for example, pupils will travel further to secondary schools than primary schools. The compact geography of the borough and the mix of types of school eg single sex means that place planning happens at a level higher than wards or towns.
- 1.3 School place planning is a complex process, that takes account a range of factors including the number of births in the borough, in year movement and cohort survival rates as well as parental preference and planned housing development. With rapid shifts in economic conditions for families and changing patterns of migration, planning for basic need for school places requires a proactive approach to best respond to both short and medium-term demand for places.

Strategic Planning

- 1.4 Planning school places is a dynamic process. Tameside Council has taken the view that, in the current situation of fluctuating demand for places, our strategy needs to be refreshed on a regular basis to be responsive to fluid and contemporaneous data. In order to do this, the Council's Executive Cabinet receives recommendations on an annual basis through the annual determination of admission arrangements process. The annual report highlights current issues and potential solutions in advance of the annual consultation on admission arrangements that includes consultation on changes to published admission numbers.

Factors affecting demand

- 1.5 The main factors affecting demand for school places are birth rates, in year movements within and without the borough, travel to learn patterns of pupils into schools in other local authorities, and equally pupils travelling to schools in Tameside from other boroughs, housing developments and availability of social housing and parental preference. Many of these are subject to quite short-term uncertainty and are difficult to plan for on a long-term basis.
- 1.6 In October 2023, the Department for Education published its latest national projections for the number of pupils in schools. The table below gives the headline figures for primary and secondary age children. Similar to the pattern in Tameside, the overall trend is down for primary age pupils but the rate of increase for secondary age pupils is slowing down. The population in special schools has been increasing and is projected to peak around 2025 before starting to slowly drop. This is primarily driven by the decrease in the overall population from the same point.

	Actual population in 2023	Projection for 2028
Primary age children	4,593,497	4,180,930
Secondary age children	3,193,260	3,191,441
Source	DfE national pupil projections 2023	

Factors affecting supply

- 1.7 The main factors affecting the supply of school places are the availability of capital funding, land and premises. Expansion of existing schools is affected by the capacity of premises, the

size of sites as well as wider considerations of their location. Establishing any new schools requires a longer lead in time through the competition framework. Equally, additional places can be introduced into the system through expansion proposals by governing bodies or admission authorities and the establishment of Free Schools that receive approval by central government. When numbers are falling it is important to consider mitigations for high levels of surplus capacity that can lead to inefficiencies and budget management issues with less pupil led funding coming into schools.

Challenges affecting planning to meet demand

- 1.8 The main issues that can affect the Council's strategic plans are late applications and in-year admissions that complicate planning both at school and at local authority level. Previously well-understood trends are changing and are proving difficult to predict, including short term tenancies, mobile populations and other changes in the housing market. Patterns of parental preference are also difficult to predict.

Tameside track record

- 1.9 The Council has been proactive in tackling the issue of rising births over the last 15 years. The Published Admission Number (PAN) increased by almost 18% in primary and 14% in secondary schools to accommodate increased demand. The number of places available is now beginning to decrease as illustrated in the table below.

Tameside primary school places – total places for reception entry								
16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
3195	3175	3175	3160	3145	3140	3110	3065	3065
Tameside secondary school places - total places for Year 7 entry								
16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
2806	2818	3035	3080	3172	3269	3224	3199	3074

- 1.10 By being proactive, the Council has been able to meet its statutory duty to provide sufficient school places. This has been done whilst also managing to maintain high levels of meeting parental preference and usually, at a higher level than the national average.

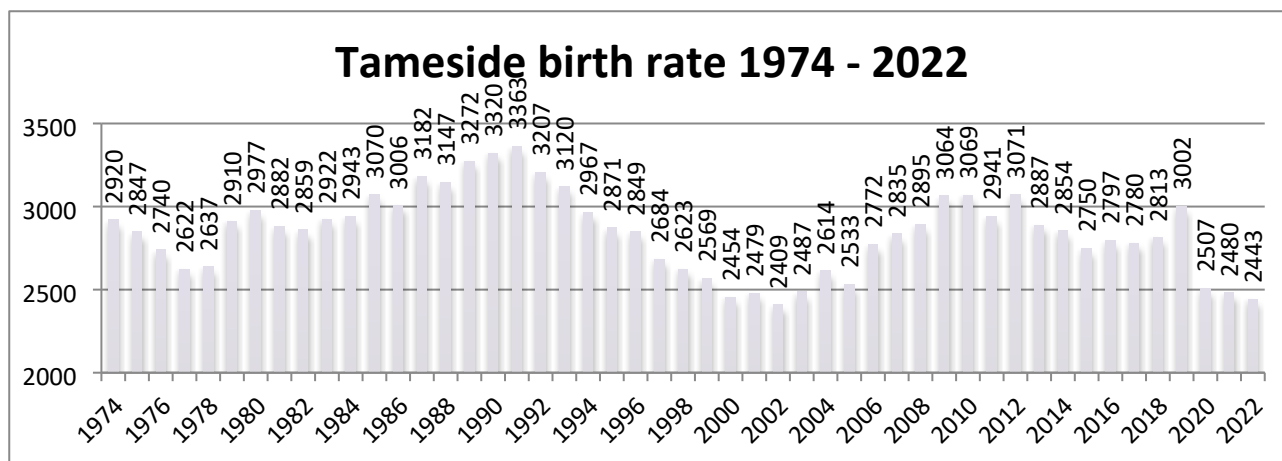
Preference allocations on national offer day	2019		2020		2021		2022		2023	
	SECONDARY SCHOOL									
	T'side	Eng	T'side	Eng	T'side	Eng	T'side	Eng	T'side	Eng
% 1st preference	83.9%	80.9%	85.6%	82.2%	85.4%	81.1%	85.0%	83.5%	85.9%	82.6%
% any preference	95.8%	94.9%	96.9%	95.6%	95.8%	95.5%	95.7%	96.4%	96.1%	95.6%
PRIMARY SCHOOL										
% 1st preference	91.5%	90.6%	91.5%	90.2%	94.3%	91.8%	93.3%	92.2%	91.9%	92.5%
% any preference	97.8%	98.0%	97.9%	97.8%	98.5%	98.5%	99.1%	98.5%	98.3%	98.6%

2 Current demand

- 2.1 In common with many areas of the country, Tameside experienced a surge in births between 2002 and 2012. The birth rate rose from a low of 2,409 in 2002 to a high of 3,071 in 2010, a 27% increase. The birth rate fell by 9% from 2010 to 2018 with a blip increase in 2019 but fell significantly again to 2443 births in 2022. This decrease has been sustained for three years.

- 2.2 As can be seen from the graph below, over the last 48 years, the birth rate in the borough has followed a distinct cycle which appears to repeat over a 25 year period. Birth rates form the basis for any school place planning model. To manage the fluctuations in numbers the

Council has adopted a practice of having a mix of permanent and temporary places when increases were needed to try and avoid significant levels of surplus places when the birth rate decreased.

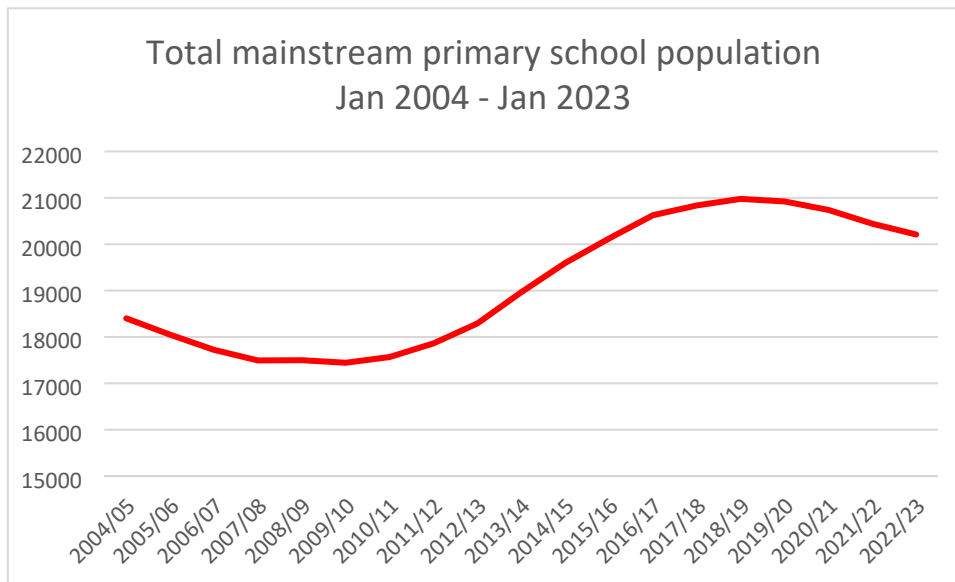


2.3 A number of factors are used to predict how many year 7 places will be needed in the borough and to some extent planning to meet secondary needs is easier as pupils are in primary schools already. These include birth rates, the number of pupils in primary schools, in year pupil movement and planned housing developments. These factors give a range within which demand for school places need to be assessed. For many years, the Council has used an average of Year 6 numbers plus 5% to give an indication of demand; however, this increased to 6% for several years but has now fallen back to less than 4%.

In year transfers

2.4 The School Admissions Team in the Council deal with approximately 3,000 transfer movements every year. Around 2,000 are primary school movements and 1,000 are secondary. This is in common with most areas of the country where house moves are the commonest reason for moving schools. The tables below shows pupil numbers in each year group from 2010 onwards. As can be seen the number of children in Tameside primary schools reached a peak in 2018/19 but is now decreasing. The overall number of children in secondary schools is increasing steadily as the numbers feed through from primary schools and is expected to peak in January 2024.

January census numbers – primary schools								
	R	Y1	Y2	Y3	Y4	Y5	Y6	TOTAL
2010/11	2681	2549	2600	2453	2414	2397	2473	17567
2011/12	2760	2690	2574	2581	2467	2420	2369	17861
2012/13	2908	2770	2701	2544	2544	2430	2394	18291
2013/14	2926	2953	2773	2699	2567	2581	2465	18964
2014/15	3104	2929	2931	2761	2692	2597	2580	19594
2015/16	3002	3128	2929	2942	2790	2725	2606	20122
2016/17	3066	3029	3127	2936	2951	2789	2727	20625
2017/18	2998	3089	3009	3118	2917	2926	2779	20836
2018/19	2873	3012	3094	3027	3110	2923	2938	20977
2019/20	2878	2894	2993	3088	3024	3127	2918	20922
2020/21	2787	2874	2896	2982	3073	3008	3119	20739
2021/22	2792	2804	2891	2901	2988	3062	3004	20442
2022/23	2705	2796	2847	2899	2914	2978	3070	20209

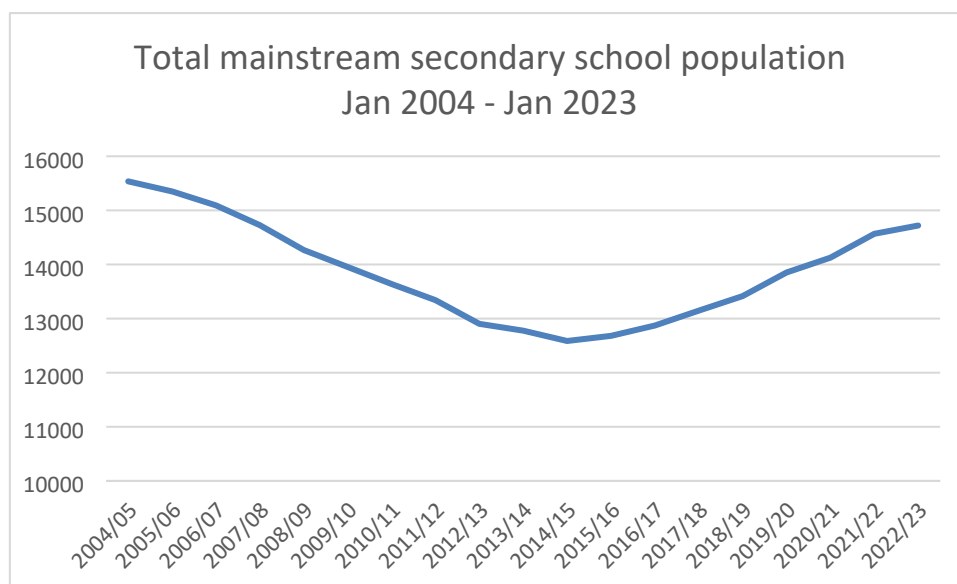


2.5 The table below shows the percentage change in numbers due to in year transfers from one year to the next in Tameside. This shows that, despite the significant amount of in year transfers that occur each year, the numbers in each year group remain relatively stable as they progress through the year groups.

Change in numbers year to year									
	R	Y1	Y2	Y3	Y4	Y5	Y6	Overall R to Y6	Overall % change
2004/05									
2005/06		12	-12	-2	-3	-6	6		
2006/07		-1	-9	3	7	-4	-11		
2007/08		-22	33	-6	-18	21	6		
2008/09		10	16	-2	13	1	-2		
2009/10		3	36	11	-23	-9	-5		
2010/11		0	11	-46	3	-7	12	13	0.5%
2011/12		9	25	-19	14	6	-28	-28	-1.1%
2012/13		10	11	-30	-37	-37	-26	-12	-0.5%
2013/14		45	3	-2	23	37	35	12	0.5%
2014/15		3	-22	-12	-7	30	-1	-6	-0.3%
2015/16		24	0	11	29	33	9	57	2.4%
2016/17		27	-1	7	9	-1	2	46	1.9%
2017/18		23	-20	-9	-19	-25	-10	19	0.7%
2018/19		14	5	18	-8	6	12	30	1.2%
2019/20		21	-19	-6	-3	17	-5	-8	-0.3%
2020/21		-4	2	-11	-15	-16	-8	15	0.5%
2021/22		17	17	5	6	-11	-4	2	0.1%
2022/23		4	43	8	13	-10	8	4	0.1%

2.6 For secondary schools, the overall pupils numbers are as follows:

January census numbers – secondary schools						
	Y7	Y8	Y9	Y10	Y11	TOTAL
2010/11	2582	2712	2713	2813	2819	13639
2011/12	2519	2582	2710	2721	2809	13341
2012/13	2438	2504	2581	2697	2683	12903
2013/14	2538	2445	2528	2580	2686	12777
2014/15	2538	2553	2431	2513	2551	12586
2015/16	2677	2552	2548	2429	2475	12681
2016/17	2694	2701	2549	2517	2411	12872
2017/18	2791	2680	2674	2506	2496	13147
2018/19	2870	2778	2648	2646	2474	13416
2019/20	2957	2888	2747	2620	2640	13852
2020/21	2960	2949	2889	2724	2604	14126
2021/22	3141	2957	2912	2850	2707	14567
2022/23	2999	3125	2924	2868	2804	14720



2.7 The table below shows the percentage change in numbers due to in year transfers from one year to the next in secondary schools in Tameside. This shows that, again, even with high levels of in year transfers, the numbers in each year group decrease as they progress through the year groups.

Change in numbers year to year							
	Y7	Y8	Y9	Y10	Y11	Overall Year 7-11	Overall % change
2004/05							
2005/06	172	-7	-11	-28	-62		
2006/07	138	-3	-1	-25	-26		
2007/08	179	-7	-20	-27	-27		
2008/09	95	-13	0	6	-14	-49	-1.7%
2009/10	97	-7	-32	-21	-25	-42	-1.5%
2010/11	51	-2	8	-16	-11	-39	-1.4%

	Change in numbers year to year							
2011/12	46	0	-2	8	-4		-65	-2.3%
2012/13	69	-15	-1	-13	-38		-29	-1.1%
2013/14	144	7	24	-1	-11		-28	-1.0%
2014/15	73	15	-14	-15	-29		-31	-1.2%
2015/16	97	14	-5	-2	-38		-44	-1.8%
2016/17	88	24	-3	-31	-18		-27	-1.1%
2017/18	64	-14	-27	-43	-21		-42	-1.7%
2018/19	91	-13	-32	-28	-32		-64	-2.6%
2018/20	19	18	-31	-28	-6		-37	-1.4%
2020/21	42	-8	1	-23	-16		-90	-3.3%
2021/22	22	-3	-37	-39	-17		-84	-3.0%
2022/23	-5	-16	-33	-44	-46		-66	-2.3%

2.8 The data in the tables shows that whilst there might be a large number of transfers in any given year, the overall change in pupil numbers is relatively small.

Cohort survival rate

2.9 When taken together, all of the above factors give a cohort survival rate. This is the ratio of the relationship of number of pupils from one point in time to another, for example, the birth rate number compared to the number of pupils allocated a place in Reception or the number of pupils in Year 6 in a Tameside school compared to the number of pupils allocated a place in Year 7.

2.10 In order to effectively plan for changes to school places in secondary schools, which starts two years in advance of entry into Year 7, a cohort survival rate based on year 4 numbers is also calculated. A five year rolling average of this ratio is the method used in Tameside to predict the number of places needed in any particular intake year.

2.11 Planning for primary school places is somewhat harder than secondary school place planning as the only constant source of data are the ward level birth rate information. A five year rolling average of birth rates to primary intake is calculated but unlike secondary schools where seven years of data are available from primary schools, only two years of data are available prior to planning commencing.

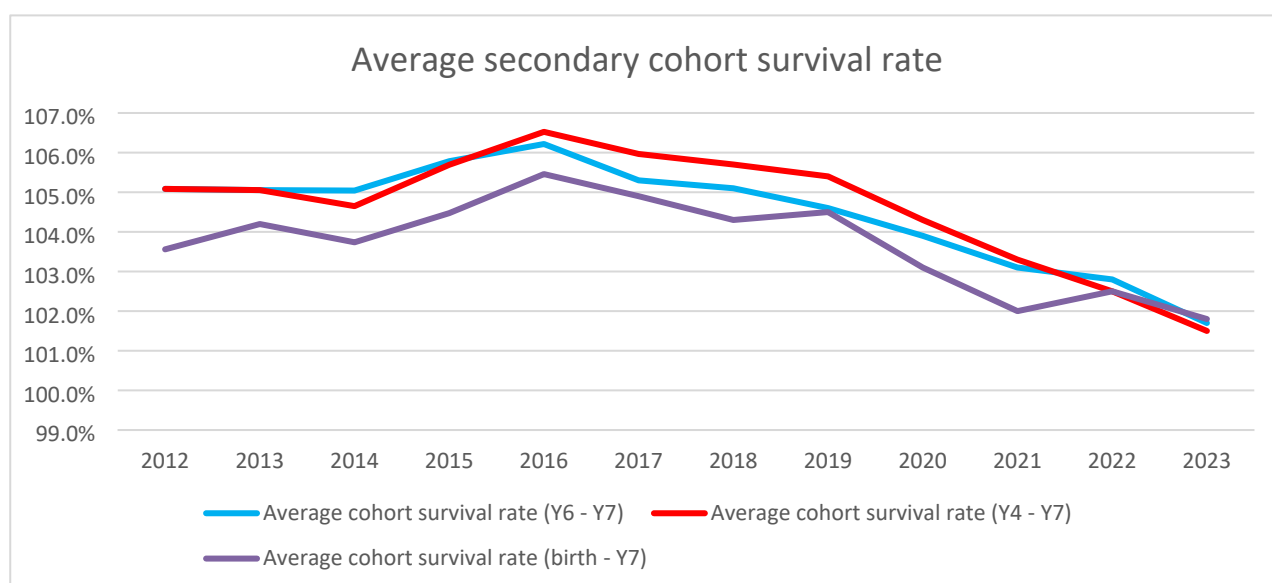
2.12 The cohort survival rate for Year 7 is shown in the table below:

	Year 7 actuals				
	2019	2020	2021	2022	2023
Total on time applications	3148	3173	3396	3231	3374
Tameside schools 1st preferences inc SEN	2948	2982	3396	3231	3374
Tameside resident out of borough 1st prefs	200	191	168	211	209
Out of borough 1st prefs for Tameside schools	304	318	309	293	262
Total allocated - Sept	3247	3260	3466	3392	3315
Total allocated for Tameside schools - Sept	3001	3004	3190	3059	3038
Total allocated to out of borough and independent	237	170	190	195	241
Primary school Year 6	2938	2918	3119	3004	3070

Year 7 actuals					
	2019	2020	2021	2022	2023
Cohort survival rate (Y6 - Y7)	102.1%	102.9%	102.3%	101.8%	99.0%
Primary school Year 4	2951	2917	3110	3024	3073
Cohort survival rate (Y4 - Y7)	101.7%	103.0%	102.6%	101.2%	98.9%
Birthrate	2895	3064	3069	2940	3071
Cohort survival rate (birth - Y7)	103.7%	98.0%	103.9%	104.0%	98.9%

2.13 The five-year rolling cohort survival rate for entry into secondary schools over the last six years can be seen to have declined to its present level of 102%. The decrease in the birth – Y7 cohort survival rate mirrors the in-year changes to primary numbers.

Five years rolling average to	2017	2018	2019	2020	2021	2022
Average cohort survival rate (Y6 - Y7)	105.3%	105.1%	104.6%	103.9%	103.1%	102.8%
Average cohort survival rate (Y4 - Y7)	106.0%	105.7%	105.4%	104.3%	103.3%	102.5%
Average cohort survival rate (birth - Y7)	104.9%	104.3%	104.5%	103.1%	102.0%	102.5%



2.14 As can be seen from the graph above, the cohort survival rate is at its lowest level for many years and is currently at 101.5%. Taking a five-year rolling average of the cohort survival rate from Year 6 to Year 7; from Year 4 to Year 7 and from birth to Year 7 is very similar and so current secondary school place predictions are based on 104% of Year 4 pupils. The additional 2% gives some surplus capacity for in year transfers. This may need to be revised given the downward trend for the last few years.

2.15 The five-year rolling cohort survival rate for entry into primary schools over the last nine years can be seen to have fluctuated between 104% and 85% in the last year. The downward trend mirrors the changes in the birth rate nationally. As birth rates drop in Tameside and neighbouring boroughs, less non-Tameside resident applicants are being allocated places as they are able to secure places in their own boroughs but equally, Tameside residents are able to secure places in other boroughs. The significant downward trend warrants further investigation before the next place planning report is completed.

Average Reception intake to birth rate	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Ashton	92%	88%	92%	85%	95%	85%	85%	72%

Average Reception intake to birth rate	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Audenshaw	137%	198%	109%	132%	137%	154%	145%	109%
Denton	104%	100%	118%	127%	105%	116%	115%	93%
Droylsden	96%	113%	103%	111%	131%	104%	89%	95%
Dukinfield	132%	130%	111%	133%	113%	119%	112%	110%
Hyde and Longdendale	91%	103%	93%	95%	86%	90%	89%	75%
Mossley	80%	82%	86%	89%	82%	93%	89%	79%
Stalybridge	104%	101%	97%	105%	96%	105%	93%	85%
Average	100%	104%	99%	104%	101%	101%	91%	85%

Housing development

- 2.16 Another core factor in planning school places, is the amount of new housing development being planned in the borough. Tameside's Local Development Scheme is the key document. The purpose of the Local Development Scheme is to inform the public about the current planning policies for Tameside as well as to set out timescales for preparing new policy so that people are aware of the main opportunities to be involved in the plan making process.
- 2.17 The Council undertakes a housing yield analysis on a regular basis. The analysis looks at ten new development sites and matches new housing development postcodes to new pupil data from the annual school census together with housing information from the Land Registry and Royal Mail to give intelligence on house move statistics and geographical distribution of the population movement into new development postcodes.
- 2.18 The ten development sites have been categorised based upon the type of housing present at each location, with pupil yield statistics generated for each category. The categorisation is as follows:
- Category A: Market housing, mostly semi-detached and terraced properties
 - Category B: Market housing, larger proportion of detached properties
 - Category C: Social housing
- 2.19 The estimation of the number of pupils resulting from new housing developments is a key element of the school place planning process for Tameside Council.
- 2.20 Planning for school places will also need to take account of significant areas of proposed new development including sites in Hyde South and Godley Green and work has been undertaken to determine the level of need for additional school places in these areas.
- 2.21 Using all of the above, pupil yield is anticipated to be:
- **Category A: Market housing, mostly semi-detached and terraced properties**
The school census data suggests a primary pupil yield of 0.15–0.36 per new home and a secondary pupil yield of 0.07–0.12 per new home. An estimated 44% of moves to these developments originate from outside Tameside.
 - **Category B: Market housing, larger proportion of detached properties**
The primary pupil yield averages 0.33 per new home. The secondary pupil yield averages 0.12 per new home. An estimated 45% of moves to these developments originate from outside Tameside.
 - **Category C: Social housing**

The school census data suggests a primary pupil yield of 0.41 – 0.60 per new home and a secondary pupil yield of 0.26 – 0.34 per new home. However, it is estimated that only 20% of moves to these new developments originate from outside Tameside.

2.22 As an overall model for calculating pupil yield and developer contributions, the Council uses a pupil yield per new home of 0.23 for primary aged pupils; 0.1 for secondary aged pupils and 0.01 for specialist places. This is predicted to lead to the following number of additional pupils:

	Housing numbers	Primary Places	Secondary Places	Specialist places
22/23	522	120	52	5
23/24	537	124	54	5
24/25	540	124	54	5
25/26	421	97	42	4
26/27	247	57	25	2
27/28	352	81	35	4
28/29	336	77	34	3
29/30	656	151	66	7
30/31	513	118	51	5
31/32	336	77	34	3
32/33	189	43	19	2
33/34	198	46	20	2
34/35	301	69	30	3
35/36	552	127	55	6
36/37	409	94	41	4
TOTAL	6109	1405	611	61
			Source 2022 SHELAA	

2.23 Taking all the above into consideration, projected demand for places is shown in the tables below:

Primary school places

Primary school planning area		2024/25	2025/26	2026/27
357001 (Ashton, Droylsden, Mossley)				
Actual intake	Predicted intake	924	913	896
Places available		1140	1140	1140
357002 (Audenshaw/ Dukinfield / Stalybridge)				
Actual intake	Predicted intake	755	680	669
Places available		855	855	855
357003 (Denton / Hyde/ Longdendale)				
Actual intake	Predicted intake	898	878	896
Places available		1070	1070	1070
Total				
Actual intake	Predicted intake	2577	2471	2461
Places available		3065	3065	3065
Surplus capacity		488	594	604

Secondary school places

SECONDARY SCHOOL PREDICTIONS 4% COHORT SURVIVAL 2024 - 2033 (JAN 23 PUPIL CENSUS)										
	Sep-24	Sep-25	Sep-26	Sep-27	Sep-28	Sep-29	Sep-30	Sep-31	Sep-32	Sep-33
Primary numbers	2993	2894	2878	2763	2792	2890	3107	2578	2496	2461
Predicted intake	3113	3010	2993	2874	2904	3006	3231	2681	2596	2559
Places available	3074	3074	3074	3074	3074	3074	3074	3074	3074	3074
Balance of places	-39	64	81	200	170	68	-157	393	478	515

3 SUPPLY

Primary places supply

- 3.1 The Council plans primary places using three geographical planning areas. The planning areas are based on linked towns, specific geography and travel to learn patterns. The number of primary school places increased substantially through a mixture of permanent and temporary places to take account of increasing pupil numbers. As numbers coming into Reception have decreased over recent years, the number of places has reduced but even so, there are large levels of surplus capacity predicted over the coming years and this will need to be addressed.
- 3.2 As shown in 2.23 above, taking into account the demand for primary school places combined with a predicted declining birth rate there are sufficient school places for another 10 to 15 years even taking into account significant levels of new housing in the Hyde / Godley Green area. Consideration needs to be given to the increasing levels of surplus capacity in some areas of the borough and in particular to significant surplus predicted from 2024 onwards. Action needs to be taken to reduce admission numbers and therefore surplus capacity for future years.
- 3.3 As there is an increasing diversity of types of school in the borough, it is imperative that colleagues in Education begin to work with primary headteachers to identify opportunities to reduce Published Admission Numbers in the borough. Large amounts of surplus capacity will impact on the financial viability of schools and could lead to increased levels of deficit budgets for schools.
- 3.4 There have been a number of awareness raising sessions with primary headteachers in the borough to alert them to the issues of rising levels of surplus places. Further support has been offered to geographical clusters to identify where surplus capacity can be reduced. As yet, no proposals to reduce admission numbers have come forward for consultation in future years. This will be kept under review annually through the report to Executive Cabinet.

Secondary places supply

- 3.5 The Council plans secondary school places in a single borough wide planning area. The demographics of the borough are complicated with 16 high schools of which:
- 12 out of 16 are voluntary aided or academies
 - 11 out of the 16 being on the outskirts of the borough leading to high levels of cross local authority area travel to learn patterns
 - three Roman Catholic high schools
 - two single sex boys schools
 - one single sex girls school

- a free school

- 3.6 All of these factors mean that ensuring sufficient places for secondary schools is challenging.
- 3.7 Due to the rise in numbers of pupils in primary schools, the focus of increasing places over the last few years has been on the secondary phase. Tameside has used a mixture of permanent and temporary places in primary schools to accommodate the increase in population. Being proactive in discussions with secondary headteachers has resulted in an increased number of secondary places being available and has increased by 16% from its lowest point of 2796 in 2010 to 3239 in September 2021.
- 3.8 The peak of secondary school numbers was reached for September 2021 and the second largest year group has just gone into Year 7 in September 2023. There is still some surplus capacity in current Year 7.
- 3.9 The increased places that have been determined and /or agreed with our secondary schools means that supply was able to meet predicted demand. However, similarly to the primary phase, schools and academy trusts are now beginning to look at removing the temporary surplus places that have been created to avoid schools facing financial pressures with falling numbers coming into schools.
- 3.10 Secondary place numbers will be kept under review annually through the report to Executive Cabinet.

4 SPECIALIST PROVISION

- 4.1 A SEND Sufficiency assessment has recently been completed and is currently being consulted upon.
- 4.2 The SEND Sufficiency Strategy takes a whole system approach and it is important that schools, health and social care take shared ownership of a SEND system that is inclusive, provides the right support at the right time and ensures children with SEND attend a local school. Attending a local school provides life long benefits through staying close to networks of family and friends, connections to local community and local opportunities for training, employment, volunteering and social inclusion.
- 4.3 The aim is to focus on the best outcomes for children and young people with SEND whilst making effective use of resources. When the whole system doesn't work, schools become less confident of their ability to manage need, parents and carers lose confidence in the system and an EHCP becomes the default. The consequence also sees a drive for more specialist places and ultimately a pressure on maintained special school places and the over use of independent non-maintained special schools, at high cost and out of borough (away from home community and significant travel distances).
- 4.4 The SEN Sufficiency Strategy aims to take action where needed over a three year period to achieve the right balance of mainstream schools with a Resource Provision and maintained special school places / structure of key stage catered for. This will allow inclusion, support / resources and system confidence to grow in tandem.
- 4.5 The number of specialist school places has increased by 48% in the last three years:
Resource Provision – 57 places to 122
Special School – 625 places to 890
- 4.6 Although SEN specialist place capacity has increased over the last three years, the steps taken did not follow an agreed strategy and the whole system context in which SEND Sufficiency fits was not evident. No one element, whether that be sufficiency or inclusion

culture, works in isolation and the strategy aims to ensure over-capacity of places does not occur. This could result in the wrong children in the wrong setting and lead to non ideal outcomes and in-effective use of resources.

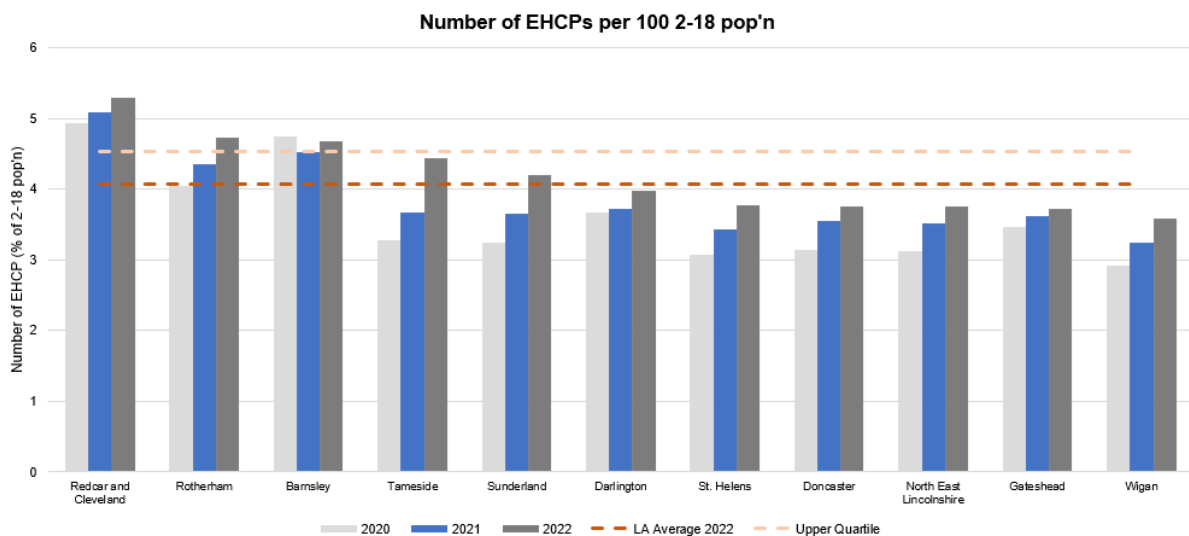
4.7 The new SEND Sufficiency Strategy benefits from Tameside’s involvement in the DfE’s Delivering Better Value (DBV) in SEND programme over the 8 months from January to August 2023. This provided the opportunity to identify sustainable changes to the local SEND system that can drive high quality outcomes for children and young people with SEND. Through detailed analysis and triangulation via case reviews, surveys and various deep dives, the subsequent root cause analysis identified Inclusion and Transition as the two high impact areas for our DBV Plan to focus on. Tameside’s evidenced based DBV Plan was approved by DfE in September 2023 and £1m of revenue funding was agreed to assist the implementation of those changes.

4.8 The SEND Sufficiency Strategy will follow the structure of an effective commissioning cycle:

- Analyse – Data analysis, DBV diagnostic, travel maps
- Plan – 3 year action plan
- Do – implementation of projects, tracking impact of whole system initiatives
- Review – Refreshing base position, Annual Reviews, SLA between LA and Schools providing specialist places, Quality Assurance framework

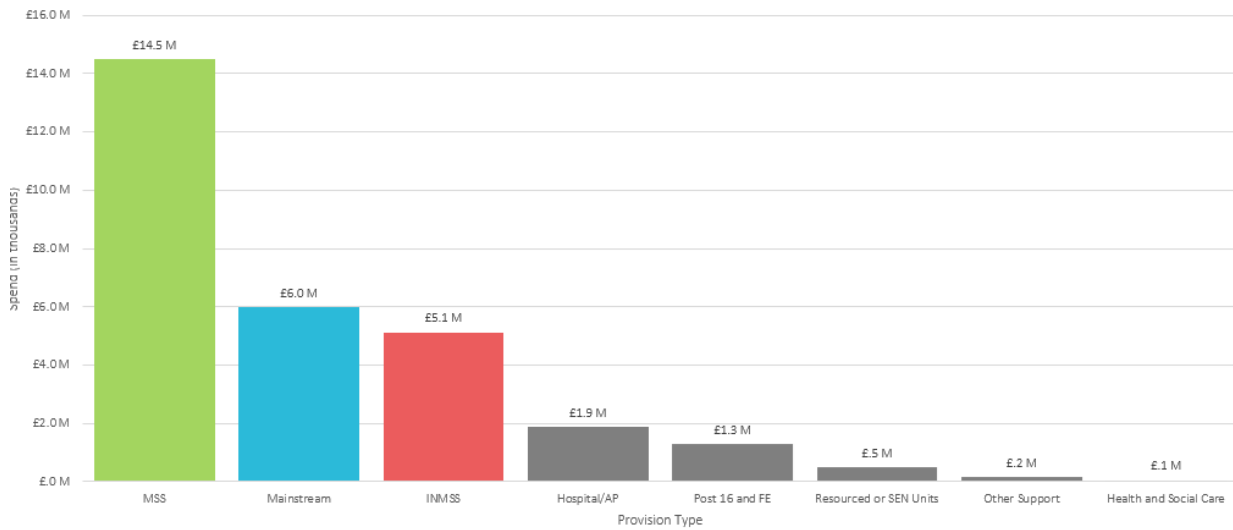
4.9 The Delivering Better Value analysis has made some conclusions about potential future demand for specialist provision in the next five years:

- EHCPs per Capita are higher than national average and have risen sharply from 2020 – 2022 in Tameside

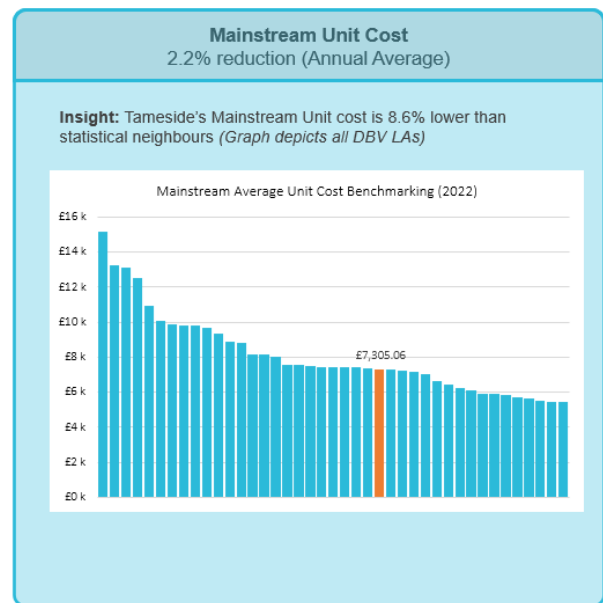
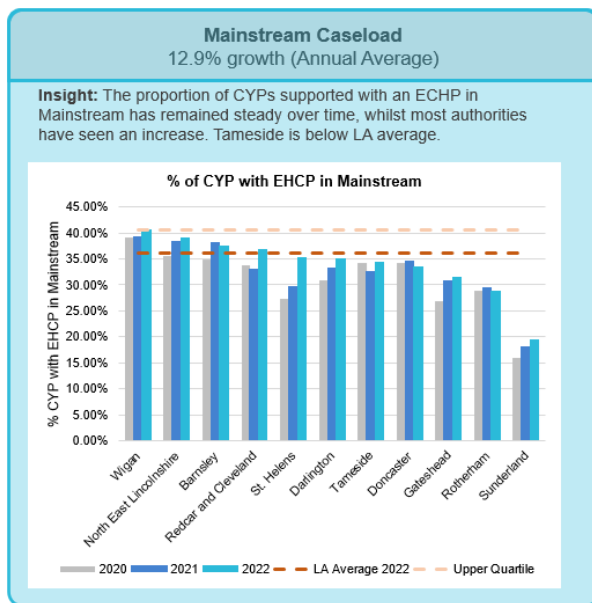


- Mainstream schools, maintained special schools (MSS) and Independent and Non-maintained special schools (INMSS) are the three biggest areas of spend

2021/22 HNB Expenditure Breakdown

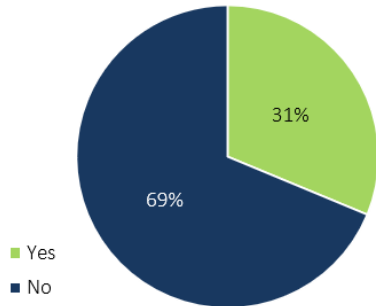


- Tameside's mainstream unit cost is 8.6% lower than statistical neighbours



- Case reviews found that 57% of maintained special school placements and 56% of Independent and Non-maintained special schools placements were non-ideal

Did we achieve the ideal outcome for the CYP and enable them to achieve their goals and aspirations?



Which provisions would be better suited to deliver ideal outcomes?

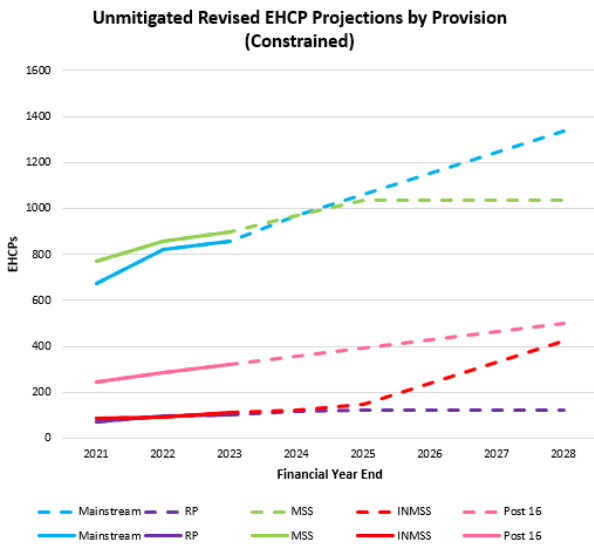
Provision (e.g. type of school/setting)	Cases	EHCP Necessary (%)	Ideal Placement (%)	Resourced Provisions or SEN Units	Mainstream schools and academies	LA maintained special schools	Not enough information available
LA maintained special schools	14	86%	43%	29%	29%	0%	0%
Independent or non-maintained special schools	9	100%	44%	0%	0%	22%	33%
Mainstream schools and academies	5	40%	100%	0%	0%	0%	0%
Resourced Provisions or SEN Units	2	100%	50%	0%	0%	0%	50%
Early year settings	2	100%	100%	0%	0%	0%	0%

- Supporting the goals and aspirations of the child in **Mainstream rather than in MSS**
- Supporting the goals and aspirations of the child in **Mainstream without the need of an EHCP**
- Supporting the goals and aspirations of the child in **MSS rather than in INMSS**
- Supporting the goals and aspirations of the child in **RP rather than in MSS**

Our biggest opportunity is around the cohort of CYP starting INMSS placements

- Caseload growth in Independent and Non-maintained special schools is predicted to rise sharply when mainstream special schools hits capacity in 2025

Unmitigated EHCP Projections by Provision



Assumptions

- Linear increase from 2021 to 2023 used to forecast going forwards
- Capacity constraints for RP have been assumed to be 122 places on an ongoing basis – new EHCPs are assumed to flow into MSS when at capacity. When MSS at capacity, flow is expected into INMSS.
- MSS capacity set at 1035 (in-borough 874 and out of borough 161) – assume that new EHCPs flow into INMSS when at capacity

Forecast Number of EHCPs by Provision

Provision	2021	2022	2023	2024	2025	2026	2027	2028
Mainstream	674	820	859	969	1062	1154	1247	1339
RP	70 (58)	97 (105)	100 (122)	119 (122)	122 (122)	122 (122)	122 (122)	122 (122)
MSS	768 (870)	855 (913)	896 (1035)	968 (1035)	1035 (1035)	1035 (1035)	1035 (1035)	1035 (1035)
INMSS	85	92	112	123	146	238	331	423
Post 16 Provision	247	287	319	356	392	428	464	500
Total	1844	2151	2286	2536	2757	2978	3199	3420

DBV Opportunities will affect Mainstream, RP, MSS and INMSS caseload

HN Pupil Unmitigated Projections per provision								
Provision	2021	2022	2023	2024	2025	2026	2027	2028
Mainstream	674	820	859	966	1055	1144	1232	1320
RP	70	97	100	119	133	148	162	177
MSS	768	855	896	964	1025	1085	1145	1205
INMSS	85	92	112	123	136	149	162	175
Post 16	247	287	319	355	390	424	459	493
Total EHCPs	1844	2151	2286	2526	2738	2950	3160	3370

Table shows the unmitigated EHCP projections in each provision

Our main savings will be through reduction in CYPs in the INMSS, which has been facilitated by LA mitigations

Opportunity Area	Target Mitigated Number of EHCPs							
	2021	2022	2023	2024	2025	2026	2027	2028
Target Mainstream	674	820	859	966	1030	1071	1106	1134
Target RP	70	97	100	168	189	215	240	266
Target MSS	768	855	896	915	966	1010	1054	1099
Target INMSS	85	92	112	123	134	144	153	162
TOTAL EHCPs	1844	2151	2286	2526	2709	2864	3012	3154

Opportunity Area	Stretch Mitigated Number of EHCPs							
	2021	2022	2023	2024	2025	2026	2027	2028
Stretch Mainstream	674	820	859	966	1021	1044	1058	1065
Stretch RP	70	97	100	168	191	221	251	281
Stretch MSS	768	855	896	915	962	999	1037	1074
Stretch INMSS	85	92	112	123	134	142	150	158
TOTAL EHCPs	1844	2151	2286	2526	2698	2831	2956	3072

Above tables show the target and stretch mitigated projections for number of EHCPs in provisions affected by the opportunities

4.10 The analysis phase indicates that:

- There has been a rapid increase in EHCP plans over the last three years and in particular those with a Speech, Language and Communication need. The projection of EHCP demand and the type of provision attended has taken account of the rise in demand for EHCPs which has yet to plateau and the overall downturn in total pupil population that has just started.
- The number of starts in maintained special schools at the key transition points have put pressure on the capacity and spend through maintained special schools. However the evidence suggests needs could have been met differently or within a time-limited programme of specialist support.
- There has been a rapid escalation in referrals for EHCPs pre 2023 particularly for age 4 and 5 year olds with Speech, Language and Communication need.
- An EHCP being seen by parents and some schools as a requirement to trigger the right provision and support.
- There is fragile parental confidence and nervousness of some schools for pupils with SEN Support and an EHCP as they reach key transition points.

4.11 In order to allow core SEND system improvements to embed and re-shape the number and type of specialist school places needed (ie Annual Reviews to ensure right placement with the right support) and for the DBV plan to take effect, it is proposed for Tameside to reach 266 Resource Provision places and 1099 maintained special school places.

4.12 The proposed, relatively small, increase in specialist school places will ensure capacity is sufficient whilst other improvements embed but more importantly the pathway through Primary Resource Provision to Secondary Resource Provision (as appropriate) is available, which isn't the case at the moment and the in-effective breaks in Key Stage structure of Special School provision in the secondary phase is rectified.

4.13 Provisional plans to address the demand illustrated above include:

- Develop an Early Years Assessment Centre in each locality following Silver Springs pilot (24 places across Nursery, Reception and Year 1. This increase in specialist capacity is already taken account of as a mitigation within DBV analysis.

- Increase Primary Resource Provision by 72 places (more work re geographical reach to match localities with high SEND, reduce transport and decide whether each RP caters for specific need or left open in order to respond to local / changing need)
- Two Resource Provisions as a step down from Early Years Assessment Centres (one at the old Hawthorns site)
- Three 15 place Resource Provisions at Secondary Schools (one in each neighbourhood, following opening of the new Longdendale RP)
- Change age range of Thomas Ashton Special School from 5 – 14 to 4 – 16 (no increase in places commissioned)
- Develop TPRS from age range 14 – 16 to 11 – 19 and increase capacity by 55 places
- Change age range of Samuel Laycock from 11 – 16 to 11 -19 and increase by 30 places
- Develop former Hawthorns site to become a Special School (42 places) and Resource Provision (12 places)

4.14 The work to develop additional places will be overseen by the SEND Inclusion and Partnership Board.

5 CONCLUSION

5.1 School place planning is a complex process that requires almost constant review to ensure that the Council is able to meet its statutory duty to provide sufficient places.

5.2 By being proactive and working in partnership with all our schools over a number of years, the Council has been able to meet the demand for places in spite of significant variations in pupil numbers.

5.3 After the sustained period of growth, data indicates the need to consider reducing levels of surplus that are predicted to increase in primary and secondary schools over the next few years.

5.4 There is a need to engage in dialogue with primary school leaders to begin to consider options to reduce projected levels of surplus capacity. Whilst levels of surplus in secondary schools are not expected to increase significantly for a number of years, dialogue will begin to ensure that temporary places added to cope with the increase in pupils over recent year are removed first.

5.5 Whilst there are currently sufficient places to meet expected demand in mainstream provision, this is not the case for specialist places. The draft SEN Sufficiency Plan is important to understand the supply and demand issues for specialist places and to drive plans to meet identified need in a systematic way.

5.6 The school place planning process must continue to be dynamic particularly in view of significant housing development and predicted increases in children and young people requiring support for their additional needs within the borough and the impact that will have on demand and travel to learn patterns.

Report to:	JOINT MEETING EXECUTIVE CABINET / OVERVIEW PANEL
Date:	14 February 2024
Executive Member:	Councillor John Taylor – Executive Member Adult Social Care, Homelessness and Inclusivity
Reporting Officer:	Stephanie Butterworth – Director of Adult Services
Subject:	ADULT SERVICES FEES 2024-25
Report Summary:	The purpose of this report is to outline proposals in relation to revised prices to meet the increasing cost of providing adult services for 2024-25.
Recommendations:	<p>That Executive Cabinet notes the content of the report and:</p> <ul style="list-style-type: none">• Approves the proposed new rates for care home placements as detailed in appendix 1 table 2 of this report.• Approves the increase in Nursing & Nursing with Dementia fees (appendix 1 table 2) by the increase to the Funded Nursing Care weekly rate effective from 1 April 2024 once confirmed by the Department of Health. There is no additional cost to the Council for this increase as it is fully funded by the NHS.• Approves the proposed new rates for Support at Home and Standard Home Care as detailed in appendix 1 table 3 of this report.• Approves the spot purchase rates for sleep-in and waking nights as detailed in appendix 1 table 3 of this report.• Approves the proposed uplifts of Adult Services commissioned contract prices highlighted in appendix 1 table 4 of this report• Approves the proposed revised rate for additional hours commissioned in Extra Care of £19.24 per hour. Please refer to paragraph 4.13 of this report.• Approves the proposed revised rate for additional hours commissioned in Active Day Services contract of £16.19 per hour. Please refer to paragraph 4.16 of this report.• Approves the revised Direct Payment rates as detailed in in appendix 1 table 5 of this report• Approves the rate increases for Shared Lives Carer payments detailed in appendix 1 table 6 of this report• Approves the increase of any fee not included in appendix 1 by 3.6%• Approves delegation to the Director of Adult Services to increase any fee in excess of those stated in appendix 1 by a greater percentage rate with supporting evidence.• Approves all payment rates detailed in the report to be effective from 1 April 2024

- Approves the related impact of care package fee increases on the financial assessment of the service user is from 1 April 2024.
- Notes

Corporate Plan:

The services link 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

Policy Implications:

Those accessing the service have been identified as having eligible needs under the Care Act 2014.

As set out in Section 5 of the Care Act 2014, local authorities have a duty to promote the efficient and effective operation of a market in services for meeting care and support needs, with a view to ensuring services are diverse, sustainable and high quality for the local population.

The Governments 10 year strategy as set out in “People at the Heart of Care” to reform Adult Social Care (ASC) includes all those who interact with social care. Not just those accessing direct services that have been identified as having eligible needs under the Care Act 2014 or assessed as requiring preventative services to delay eligibility and entrance to eligible services

Financial Implications:

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

The 2023/24 budgets for the provision of Adult Services Placements and Packages of Care including related contracts (e.g. Supported Living) total £80.49m gross (£61.87m net of service user contributions).

The estimated additional cost of the 2024/25 proposed inflationary increase on provider fees as set out in the report is £6.604m (£3.983m net of additional service user contributions to their care package), paragraph 5.2 table 1 refers.

The basis of the proposed provider fees will support the foundations of working towards a more sustainable provider market. In addition, this will also support the transition towards the full cost recovery of charges that are included within the financial assessment of service user contributions to care packages.

The proposed provider fee rates within the report will contribute towards the mitigation of potential local provider failure. The impact of this could result in higher cost out of borough care packages.

Robust performance monitoring arrangements remain in place and any variance to the estimated financial impact stated in section 5 of this report will be provided within the Directorate revenue monitoring reports during the 2024/25 financial year.

All cost uplifts and demand pressures are to be considered within the 2024/25 Council budget that will be presented to the Full Council on 27 February 2024. There will be no capacity to overspend against the budgets that are approved at this meeting.

Legal Implications:

By virtue of Section 5 of the Care Act 2014, local authorities have a duty to promote the efficient and effective operation of a market in

**(Authorised by the
Borough Solicitor)**

services for meeting care and support needs and the report sets out the balancing exercise undertaken in complying with this statutory provision.

It is also important to note that in setting the level of fees for adult social care statutory guidance must be followed. In particular, the report references Point 12 of Annex A of the Care and Support Statutory Guidance which requires that “A person must not be asked to pay a ‘top-up’ towards the cost of their accommodation because of market inadequacies or commissioning failures and must ensure there is a genuine choice...” and that is reflected in the options presented for determination

In addition to the above when making a decision in relation to the proposed fees the decision maker has to make a reasonable decision based on Wednesbury principles. The decision-maker must have taken into account matters that ought not to have been taken into account, or conversely, have failed to take into account matters that ought to have been taken into account.

Risk Management:

There will be a continued dialogue between commissioners and providers to ensure best value is delivered against the contract resource with a view to working towards service developments that realise savings going forward. These will be delivered through contract performance management and working in partnership with neighbourhood teams

Background Papers:

The background papers relating to this report can be inspected by contacting Trevor Tench on:



Telephone: 0160 342 3649



e-mail: trevor.tench@tameside.gov.uk

1. INTRODUCTION

- 1.1 The Government 10 Year Strategy - 'People at the Heart of Care' is based around three key objectives:
- People have choice, control and support to live independent lives
 - People can access outstanding quality and tailored care and support
 - People find adult social care fair and accessible
- 1.2 As set out in Section 5 of the Care Act 2014, local authorities have a duty to promote the efficient and effective operation of a market in services for meeting care and support needs, with a view to ensuring services are diverse, sustainable and high quality for the local population.
- 1.3 The focus of this report is the setting of revised fees for 2024-25 to meet the increasing cost of providing social care support to vulnerable adults. Work has been progressing in relation to the impact of a number of cost pressures imposed nationally on care providers that significantly challenge the financial viability and sufficiency of high-quality care provision.
- 1.4 Tameside, as with many local authorities, has cultivated strong relationships with providers, working in partnership to deliver good quality care despite ongoing financial, workforce and broader pressures, in a challenging environment exacerbated by the Covid-19 pandemic. The view nationally, however, is that a significant number of local authorities are estimated to pay below the cost of providing care (based on impact assessment modelling nationally for fair cost of care). This risks undermining local markets, creating unfairness, affecting sustainability and, at times, leading to poorer quality outcomes for those who draw on care and support services.

2. CURRENT SITUATION

- 2.1 Demand for service provision has been rising - the increasing number of older people and younger adults with complex and life limiting conditions and disabilities continue to add further pressure to services provided. As would be expected the increasing complexity of care needs does mean an increasing number of staff is required to support individuals and therefore an associated increase in costs to the Council.
- 2.2 In line with Councils across the country the period of the Covid pandemic and the time since has seen increasing numbers of people requiring care and support – seen most acutely in services supporting people to remain living in their own homes. To illustrate this point in domiciliary care, in February 2020, the Council commissioned 9,958 hours per week to support 947 people: In October 2023 this figure had risen to 14,938 hours for 1,202 people which is an increase of 50% in hours and 27% in numbers of people. In staffing terms an increase of 4,980 hours equates to an increased requirement of 135 full time equivalent (FTE) staff members.
- 2.3 Although many people are encouraged to seek help from within their own families or communities, increasing numbers still require help and support. The people who are now receiving care and support are those with more complicated and complex care and support needs that often need more intensive (and expensive) packages of care to meet their assessed eligible needs. Success in the treatment and care of adults with severe illnesses and disabling conditions has also meant that many more people in the borough are living longer; however, they are living with one or more health issues that require help and support.
- 2.4 The rise in the demand for care and support has not been matched by an increased ability to attract sufficient numbers of staff to keep pace with the demand for support. The sector has

seen a significant number of workers leaving the profession for a number of reasons – primarily rates of pay, attractive pay in other sectors (including the retail and hospitality sectors), and general illness and fatigue brought on by the intensity of working through the pandemic and supporting people with increasingly complex needs.

- 2.5 The concerns in relation to workforce need addressing to ensure that the social care sector is able to offer roles that are attractive in terms of pay and conditions, have positive recognition, and are valued employment options. An increased supply of workers in the sector will be essential in meeting both the current and projected future demand of an aging population for care and support.
- 2.6 During 2022, the Council on the basis of Government requirements completed a “Fair Cost of Care” exercise with providers in relation to residential and nursing care, and separately with respect to domiciliary care. The work utilised the following methodology:
- An approach easy for providers to engage with
 - Consideration of the impact of the self-funded and private market on cost models
 - Cost modelling that is locally informed, based on the actual cost incurred.
 - Consistent approach adopted across all providers surveyed.
 - Undertake benchmarking analysis with comparator authorities and NW Councils.
 - Provide, the actual local cost of care (based on provider feedback) that supports internal decision making, commissioning and modelling of future care fees, as well as for the purpose of submission to the Government.
 - consider options for outcome focused approaches for paying for care, including flexible care packages, and the implications of these for service user contributions.
 - undertake sensitivity analysis of inflationary increases and planned and anticipated changes in Government policy.
- 2.7 The figures collected were used to calculate the Fair Cost of Care rates as they apply locally and were used to inform the proposed fees for 2023/24. The proposed rates were presented to the providers in February 2023, but given the pressures on the Council budget were deemed unaffordable and revised rates were calculated and approved at Executive Cabinet in April 2023.

3. MARKET OVERSIGHT

National Picture

- 3.1 Ongoing funding and workforce pressures, coupled with a backdrop of increased demand, demographic changes and socio-economic challenges, have left the social care sector in an increasingly fragile position.
- 3.2 The key cost pressures relate to the social care workforce (including pay and agency costs), the complexity of people accessing services, energy, fuel, food inflation and the current cost of living crisis. In addition, Brexit and the associated changes to freedom of movement have impacted significantly on the availability of staff in some areas of the country. Each of these pressures have become so severe that care and support providers across the country are reportedly facing insolvency. The overwhelming majority of providers are exposed to many, if not all of these pressures, resulting in nearly half considering, or having recently considered, exiting the social care sector.
- 3.3 Such levels of financial pressure, coupled with a workforce leaving faster than they can be recruited, are devastating to the care and support sector. It has been reported that in many cases, care home providers will be forced to decommission unused rooms, scale down the use of costly temporary agency staff, focus on providing care to existing residents only and refuse to take on placements funded at the rates offered by Councils.

- 3.4 A Cordis Bright Report (October 2022) commissioned by members of the Care Quality Commission (CQC) Market Oversight Scheme, revealed that independent care and support providers are reaching a financial tipping point which risks denying people with learning disabilities and autism their right to decent, fulfilling, and stable care.
- 3.5 The pressures being felt is leading towards an increasingly unstable market and potential provider failure moving forward. Provider failure will impact significantly on Local Authorities, and therefore the NHS, who will be unable to commission care and support packages from providers.
- 3.6 If providers are unable to staff care services safely, they will struggle to both accept new and returning residents. In homecare the demand for the services is simply not being met and providers are unable to recruit and retain the staff they need. Providers across the country are being forced to stop supporting people, handing back responsibility to Local Authorities due to consistent losses on the day-to-day operation of services.
- 3.7 The “Sector Pulse Check” report, a piece of independent research commissioned by national learning disability charity HF Trust, along with Care England (the largest and most diverse representative body for independent providers of adult social care in England) illustrates the unique challenges facing the sector following the pandemic, cost of living crisis and decades of under-investment by central Government.
- 3.8 Based on a representative survey of care providers in England, the report describes how cost pressures, including increasingly high utility bills and increasing workforce pay resulted in 82% of providers being in deficit or facing a decrease in their surplus in 2022.
- 3.9 Financial and workforce pressures have also seen 42% of providers forced to close parts of their organisation or hand back care contracts to Local Authorities.
- 3.10 One survey respondent described the current climate as “genuinely the most perilous period in the organisation’s 50-year history,” going on to say that their “ability to provide residential care and supported living is seriously compromised.”
- 3.11 The Sector Pulse Check report illustrates that workforce-related cost pressures, driven by increases in the National Living Wage, were a standout concern for providers, with 92% citing workforce pay as a key pressure on their organisation. Concerningly, 81% said that Local Authority fee increases did not cover the increasing costs of workforce pay in 2022.
- 3.12 Low wages relative to other sectors, as well as a perception that better opportunities exist elsewhere, were identified as key drivers of difficulties in recruitment and retention, with 95% of respondents saying that increasing pay would have the most impact on boosting staff numbers.
- 3.13 Cumulatively, the impact of financial and workforce challenges faced by the adult social care sector leave some of the most vulnerable in society at risk of not being able to access the support they need, and has a knock-on impact for wider society, families, communities and the NHS.

Local Picture

- 3.14 Whilst the Council has passed on annual uplifts to the fees it has paid providers it is important to note that providers have increasingly indicated that the level of uplifts offered have not been sufficient to meet the increasing costs of delivering adult social care services. This has been seen most markedly from the announcement of fees from April 2023 with representation from providers across all sectors of independent adult social care provision, with clear

messaging about providers not being able to absorb inflationary increases that do not cover their increasing costs.

- 3.15 The service is currently seeing increased demand and request for support which can be demonstrated through a snapshot taken on 12th January 2024. New contacts awaiting assessment - 181 and Duty awaiting re assessment – 250. A request for support is initially triaged to ensure that any diversion to other services or self-help has already been offered. Therefore, progressed to full assessment and it is a reasonable assumption that most will result in care and support being offered and why we are seeing a corresponding adverse impact on the budget.

Fee Rates/Uplifts provided 2023-24

- 3.16 As outlined previously the Council carried out its Fair Cost of Care Exercise as required by Government in 2022 and local rates across Residential and Nursing care and domiciliary care were established and the methodology was utilised to inform a proposal on fees for 2023/24. These proposed rates were presented to the providers in February 2023, but given the pressures on the Council budget were deemed unaffordable and revised rates were calculated and approved at Executive Cabinet on 26 April 2023.
- 3.17 There has been significant kickback from providers throughout the current year in relation to the uplifts that were ultimately provided by the Council, especially given the requirement staff should be paid at the Real (Foundation) Living Wage Rate. The consistent message from providers has been that the methodology used in establishing the fees paid did not reflect the full range of costs providers faced in delivering adult social care services.
- 3.18 The blanket inflationary uplift of 6.7% across Adults Services contracts and Out of Borough placements has equally exorcised providers to challenge the fees being offered with business cases for inflationary uplifts above the 6.7% being received from a number of providers. In a number of cases the weekly rates paid to Out of Borough placements have exceeded the 6.7% increase offered where providers have evidenced a higher rate is required.

Care Home Provision

- 3.19 As noted expectations on fees had been raised with the independent sector, who were very disappointed with the level of fees that the Council eventually paid. On the back of the fees for care home beds, the largest provider in Tameside (HC-One) has informed the Council that, from April 2024, they will need to charge top-ups for a number of beds within their portfolio (provision for this is in line with the current contract). The top-up charges, whilst minimal (between £10 - £30 per room/week) will limit service user choice when deciding where to live.
- 3.20 Whilst a small number of homes do already charge top-ups, the introduction of top-ups by HC One will increase the number of beds where top ups are charged to 648 (out of an available 1,395). This leaves 747 beds that do not charge a top-up and, as at October 2023 that Council was funding 766 beds in borough (data from the care home monthly returns).
- 3.21 It is important to note that Point 12 of Annex A of the Care and Support Statutory Guidance states “A person must not be asked to pay a ‘top-up’ towards the cost of their accommodation because of market inadequacies or commissioning failures and must ensure there is a genuine choice. The local authority therefore must ensure that at least one option is available that is affordable within a person’s personal budget and should ensure that there is more than one. If no preference has been expressed and no suitable accommodation is available at the amount identified in a personal budget, the local authority must arrange care in a more expensive setting and adjust the budget accordingly to ensure that needs are met. In such circumstances, the local authority must not ask for the payment of a ‘top-up’ fee. The Council has, and will continue to, pay more than the published usual cost of care due to the lack of choice and suitability of care homes to meet service user’s needs.”

3.22 With this in mind there is a potential that the Council will not be able to purchase the number of beds to meet the needs of people requiring the service at our published rates, that the Council's published rate is wrong and fee rates therefore need to be increased.

3.23 It is clear, due to the success of supporting people to live at home longer through community support services, that people entering any care home provision are doing so with more complex needs and therefore support requirements. To meet this level of need the Council is increasingly commissioning additional one to one support for individuals to support entry into homes and ensure safety of the individual placement and others residing in the home. Whilst the number of people this relates to is fairly small, and the need for this provision can often be for a short period of time, the additional cost for each case is significant and is not covered therefore in the actual fees paid.

3.24 The Council pressure in the market has been further increased since 2018 with five care homes having exited the market this has resulted in a loss of 227 beds (a mixture of residential, nursing and specialist mental health beds). This has impacted on the markets ability to facilitate hospital discharge in a timely manner. In December there were only 66 vacancies across the whole care home sector in Tameside – with only 6 beds available in residential and nursing dementia beds which is of particular concern.

Recruitment and Retention

3.25 Recruitment into the social care sector has been problematic for some time (especially nurses), which has been highlighted by Skills for Care for some time. The latest report ([The state of the adult social care sector and workforce in England \(skillsforcare.org.uk\)](https://www.skillsforcare.org.uk) - published October 2023 with data correct as at 2022/23) notes a number of difficulties facing the market.

3.26 Some of the key factors affecting recruitment and retention into the market are:

- Rates of Pay – typically less than offered by retail operators
- Responsibility of job role – significantly higher responsibility of jobs than other sectors, i.e., service user's lives are in the hands of the care workers
- Reputation of job role – not valued by people who don't understand social care

3.27 The Skills for Care report confirms:

- Staff turnover is at 28.3% (nationally), although this varies significantly by job role, sector and employer. In Tameside there are distinct differences between the sectors, as well as independent providers and in-house employer:

	Independent Sector Employer			Local Authority Employer		
	Turnover rate	Ave. length of time in job role (years)	% Recruitment from within adult social care	Turnover rate	Ave. length of time in job role (years)	% Recruitment from within adult social care
Residential Care	31.40%	1.6	65%			
Nursing Care	40.10%	4.7	41%			
CQC Non-residential	29.30%	4.1	62%	11.60%	8.9	91%

- Staff turnover is highest in the first year of employment, with the national figure (for people at all ages) at 47.5%. For new people (under the age of 20), this figure rises to 53.7%.
- Within the next 10 years it is anticipated that 29% of the workers will either be retired or close to (based on 29% of workers currently aged 55 years or older). However, only 8% of workers are under aged under 25, so it appears there will be additional pressures in the future to keep up with the requirements to keep continue to recruit into the sector.

4. FINANCIAL INFORMATION

4.1 In developing proposals for fee uplifts for providers for 2024-25 a number of options have been considered:

- Option 1 - Pay at Real Living Wage – non pay with latest average 2024 CPI inflation rate (3.6%)
- Option 2 - Pay at Real Living Wage – non pay with nil inflation
- Option 3 - Pay at National Living Wage – non pay with latest average 2024 CPI inflation rate (3.6%)
- Option 4 - Pay at National Living Wage – non pay with nil inflation

4.2 Option 2 does not include any increase for inflation on non-staffing costs. There are risks to this option including risk around provider failure stated in paragraph 3.5 and the fact that CPI inflation is forecast to be 3.6% on average in 2024.

4.3 In consideration of the options available Options 3 and 4 which have the basis of support workers being paid at National Living Wage rates would be a backward step given the Council's commitment to working towards being a "Living Wage Employer", which is in line with all other GM Authorities.

4.4 In addition, the Council in February 2023 approved the payment of the Real Living Wage as a minimum to all social care support workers to recognise the crucial role they play in delivering social care services and supporting the recruitment and retention of the workforce required to meet current and future demand.

4.5 On this basis it is considered that Options 2, 3 or 4 are not viable proposals for 2024-25, and that Option 1 is the proposed recommendation.

Care Homes

4.6 In setting the rates of Care Home fees, an established cost of care methodology has been developed over the years based initially on an independent review carried out by Ernst and Young in 2012. The methodology was reviewed in 2015 and a revised cost of care framework was agreed with providers which was used to revise fees paid from 2016-17 onwards.

4.7 The existing fee rate methodology will therefore continue for 2024/25 and includes the cost implications of real living wage rates for care staff from 1 April 2024.

4.8 The recommended rates for 2024-25 from April 1 2024 are provided in appendix 1 table 2.

4.9 The nursing rates include the full value of the 2023-24 NHS Funded Nursing (FNC) at a rate of £219.71. Any increase to the FNC rate for 2024-25 FNC rate will be passed through to the care home providers. There is no additional cost to the Council for this increase as it is fully funded by the NHS.

Support at Home/Standard Home Care

- 4.10 The hourly rates for the Support at Home and Standard home care models have been calculated via the existing fee rate methodology. The 2024-25 methodology ensures that workers providing Standard Home Care will be paid the RLW rate of £12.00 per hour. Workers in the Support at Home service will be paid an enhanced hourly rate of £12.50 per hour to reflect the additional responsibilities of the enhanced service. Appendix 1 table 3 provides details of the recommended fee rates for 2024-25 from April 1 2024.
- 4.11 With both options there are additional spot-purchase rates for sleep-ins (£110.63 per night), and waking nights (£147.48 per night). The proposal is to retain both rates for 2024-25.

Contract Uplifts

- 4.12 In line with providing funding to ensure payment of the Real Living Wage and recognise inflationary pressures it is proposed contracts for Supported Living, Extra Care, and the Dementia Day service at Wilshaw House are increased by 7.92% The reduced percentage is in recognition of the estimated proportion of the contract that relates to care staff.
- 4.13 Within the Extra Care contract there is provision to spot purchase additional hours at £17.83 per hour based on 2023/24 rates. Whilst the expectation within the contract going forward is that there will be no requirement to purchase additional hours, the potential in the future is that there may be extreme occasions where this is required. With the proposed inflationary uplift of 7.92%, see paragraph 4.12 above, the revised rate for 2024-25 would be £19.24 per hour.
- 4.14 Appendix 1 table 4 provides details of the existing contracts within Adult Services together with the proposed contract values for 2024/25.

Day Service Options

- 4.15 In April 2022 the Council moved away from a cost per placement spot-purchase arrangement to a block contract with a single route to the existing and future daytime activities. A single lead provider, Active Tameside, was identified following tender. Active Tameside has the responsibility to arrange delivery of the existing range of daytime activities with local providers along with the development of new innovative daytime options as identified by current and potential future service users as different options are requested.
- 4.16 Within the Day Services contract there is provision to spot purchase additional hours at £15.00 per hour based on 2023/24 rates. Whilst the expectation within the contract is that there will be no requirement to purchase additional hours, the potential in the future is that there may be extreme occasions where this is required. With the proposed inflationary uplift of 7.92%, the revised rate for 2024-25 would be £16.19 per hour.
- 4.17 The contract cost identified for 2023-24 was £1.489m which covered staff pay rates at real living wage rates. The proposal for 2024-25 would be £1.607m
- 4.18 Appendix 1 table 4 provides details of the existing contracts within Adult Services together with the proposed contract values for 2024/25.

Direct Payments Rates

- 4.19 Once a package of care has been agreed with a service user, a personal budget is calculated which takes account of the cost of the care and in particular how the care will be provided. Service users can choose to take their personal budget as a Direct Payment, which allows the person to have their personal budget paid into their account and for them to determine how to spend the money to meet their needs in a more flexible way.

- 4.20 Some people choose to use their Direct Payment to commission care directly from a domiciliary care agency and the amount calculated for this is the standard home care fee detailed earlier in this report.
- 4.21 Care costs for people wishing to pay for their care from other sources by either acting as a direct employer themselves or using a brokerage agency such as Pay Partners are calculated as a Personal Assistant (PA) Rate.
- 4.22 Appendix 1 table 5 details the proposed Direct Payment rates for 2024-25.

Shared Lives Scheme

- 4.23 The Shared Lives Scheme offers placements to adults in need of long term, respite and day care. The care is offered by trained carers in their own homes in a similar way to fostering schemes for children.
- 4.24 Appendix 1 table 6 details the proposed Shared Lives Payment rates for 2024-25.

Out of Borough Placements

- 4.25 Placements for both older and younger adults are made across the UK either in response to the personal choice of individuals (primarily with older people – often to move closer to family) or due to the specialist nature of the placement required where there is no capacity in borough.
- 4.26 As stated previously in relation to older people's placements the Choice of Accommodation guidance is the overriding consideration for placements being made out of the borough and agreement is in place that fees for placements will be paid at the host Local Authority rates.
- 4.27 Uplifts in relation to younger adult placements is more difficult as placements are negotiated on an individual basis to meet the assessed needs. Whilst we will offer a set rate there are increasing difficulties in getting providers to agree the offered rate, which leads us in some cases agreeing to higher rates on the basis of evidence of increased costs to ensure the continuity for individuals, especially where we have no capacity locally to meet need.
- 4.28 The plan in relation to younger adult placements out of borough would be to offer an increase of 3.6% with flexibility to approve a higher rate where providers evidence a higher rate is required.

Charges for Services

- 4.29 People in receipt of social care services are expected to pay towards the cost of that care. People with savings and assets in excess of £23,250 will be expected to pay the full cost of their care which will incorporate the rise in fees proposed. Others will be expected to pay a proportion according to their income and assets.
- 4.30 A revised Charging Policy for Adult Services has been approved by the Council and a review of charging is being undertaken in three phases with the aim to align charges to the fees that the Council actually pays providers for adult services, whilst also potentially introducing new charges for some discretionary Services. The first phase of charging alignment has been agreed in relation to Direct Payments, Support at Home, Standard Homecare, Extra Care and Residential and Nursing Care and introduced from 1 April 2024.
- 4.31 A full financial assessment is carried out for all users of social care services to determine their ability to contribute towards their care costs, and this is reviewed on an annual basis to ensure that people continue to have the ability to pay and are not left unable to meet their day to day living costs at home.

5. FINANCIAL IMPACT

- 5.1 The estimated additional gross cost of the proposed increase on provider fees as set out in the report is £6.604m, the estimated additional gross service user income is £2.621m. The estimated additional net cost is £3.983m (net of additional service user contributions to their care package).

Estimated Gross Additional Expenditure 2024/25				
Care Provision	Option 1 - RLW plus CPI Inflation	Option 2 - RLW - No Inflation	Option 3 - NLW plus CPI Inflation	Option 4 - NLW - No Inflation
	£ m	£ m	£ m	£ m
Care Homes	3.415	3.074	2.156	1.817
Homecare / Support At Home	1.133	1.133	0.541	0.541
Commissioned Contracts	1.398	1.185	0.795	0.582
Direct Payments / Shared Lives	0.235	0.235	0.235	0.235
Out Of Borough / Specialist Placements	0.423	0.423	0.423	0.423
Total	6.604	6.050	4.150	3.598

Estimated Gross Additional Income 2024/25				
Care Provision	Option 1 - RLW plus CPI Inflation	Option 2 - RLW - No Inflation	Option 3 - NLW plus CPI Inflation	Option 4 - NLW - No Inflation
	£ m	£ m	£ m	£ m
Care Homes	-1.025	-0.922	-0.647	-0.545
Homecare / Support At Home	-0.889	-0.889	-0.608	-0.608
Commissioned Contracts	-0.629	-0.533	-0.358	-0.262
Out Of Borough / Specialist Placements	-0.078	-0.078	-0.078	-0.078
Total	-2.621	-2.422	-1.691	-1.493

Estimated Net Additional Expenditure 2024/25				
Care Provision	Option 1 - RLW plus CPI Inflation	Option 2 - RLW - No Inflation	Option 3 - NLW plus CPI Inflation	Option 4 - NLW - No Inflation
	£ m	£ m	£ m	£ m
Care Homes	2.390	2.152	1.509	1.272
Homecare / Support At Home	0.244	0.244	-0.067	-0.067
Commissioned Contracts	0.769	0.652	0.437	0.320
Direct Payments / Shared Lives	0.235	0.235	0.235	0.235
Out Of Borough / Specialist Placements	0.345	0.345	0.345	0.345
Total	3.983	3.628	2.459	2.105

6. CONCLUSION

- 6.1 As set out in the report the local market for adult social care is fragile. Providers are struggling to meet increasing costs whilst remaining financially viable, continue to face difficulties in recruiting and retaining sufficient staff to meet increasing demand and increasing complexity of individuals (competing with other industries that pay more whilst offering jobs with less responsibility than those in care), and managing the pressures created by the cost of living crisis.
- 6.2 The affordability of fee increases for the Council is a critical consideration given the financial pressure it is under but given the pressures the adult services providers are facing the balance of restrictive fee uplifts may mean that an adequate supply of care and support cannot be maintained to meet the level of demand required.
- 6.3 It is therefore proposed that fees are increased from 1 April 2024 that include the increase for Real Living Wage and non-pay inflation based on the average inflationary increase of 3.6%. Appendix 1 provides the proposed rates for 2024/25.

7. RECOMMENDATIONS

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

APPENDIX 1

Table 2 - Care Homes

Care Home Rates inc. Real Living Wage & Inflation	Residential	Residential with Dementia	Nursing	Nursing with Dementia	Yew Tree - EMI Provision - Top Up
	£	£	£	£	£
Fee Rates – 2023/24					
Standard Rate	638.00	696.30	920.25	993.95	
Enhanced	682.66	745.04	983.00	1,061.86	35.65
Fee Rates – 2024/25					
Standard Rate	686.40	749.60	987.21*	1,067.21*	
Enhanced	734.40	802.10	1,054.91*	1,140.51*	38.30
Fee Rates – Increase					
Standard Rate	48.40	53.30	66.96	73.26	
Enhanced	51.74	57.06	71.91	78.65	2.65
Fee Rates – % Increase					
Standard Rate	7.6%	7.7%	7.3%	7.4%	
Enhanced	7.6%	7.7%	7.3%	7.4%	7.4%

* Includes 2023/24 FNC rate. Any increase in FNC for 2024/25 will be passed through to providers once confirmed. There is no additional cost to the Council for this increase as it is fully funded by the NHS.

Table 3 - Support at Home/Standard Home Care

Support at Home / Homecare including Real Living Wage	Homecare	Support At Home	Sleep-Ins	Waking Nights
	£	£	£	£
Fee Rates – 2023/24	19.50	21.14	110.63	147.48
Fee Rates – 2024/25	21.10	23.00	110.63	147.48
Fee Rates – Increase	1.60	1.86	0.00	0.00
Fee Rates – % Increase	8.2%	8.8%	0.0%	0.0%

Table 4 – Commissioned Contracts

Contract	Contract Value 2023/24	Proposed Contract Value 2024/25	Fee Rates – Increase	Fee Rates – % Increase
	£	£	£	%
Action Together - Miles for Smiles - Transport Contract (CCG)	13,000	14,029	1,029	7.92%
Stroke Association Contract (CCG)	32,917	35,523	2,606	7.92%
Gardening Maintenance (Greenscape) Contract	37,989	40,997	3,008	7.92%
Provision of Mental Health Service Contract - Wellbeing Hub	53,350	57,574	4,224	7.92%
Direct Payments - Paypartners Account Contract	82,185	88,692	6,507	7.92%
Age UK - Community Support Contract	188,076	202,966	14,890	7.92%
Richmond Fellowship Contract - Contribution to CCG	170,357	183,844	13,487	7.92%
Advocacy	211,545	228,293	16,748	7.92%
Action Together - Core Funding	173,340	187,063	13,723	7.92%
Mental Health Community Recovery Service Contract - Creative Support (Homecare)	193,709	209,045	15,336	7.92%
Supported Accommodation PD - Lomas Court - Icare GB Ltd - Extra Care Housing	256,455	276,759	20,304	7.92%
Respite Cumberland St LD Contract - CIC	277,080	299,016	21,936	7.92%
Tameside Link	345,700	373,069	27,369	7.92%
Wilshaw House - Dementia Day Service	463,556	500,256	36,700	7.92%
Mental Health Supported Accommodation Contract - Creative Support	613,027	661,560	48,533	7.92%
Intensive Support Contract LD - Creative Support	1,139,659	1,229,886	90,227	7.92%
Supported Accommodation LD – Contract Area 5 - CIC - Extra Care Housing - North	1,509,679	1,629,200	119,521	7.92%
Extra Care Housing- Melbourne, Beatrix, Fairfield, Hurst Meadow	1,519,760	1,640,080	120,320	7.92%
Supported Accommodation LD – Contract Area 2 - CIC - East	1,645,146	1,775,392	130,246	7.92%
Day Care Commissioned Contract	1,489,242	1,607,145	117,903	7.92%
Supported Accommodation LD– Contract Area 3 - Creative Support - North	2,156,420	2,327,144	170,724	7.92%
Supported Accommodation LD– Contract Area 4 - Creative Support - West	2,439,360	2,632,484	193,124	7.92%
Supported Accommodation LD – Contract Area 1 - Turning Point -West	2,648,507	2,858,190	209,683	7.92%
Total	17,660,059	19,058,207	1,398,148	

Table 5 - Direct Payments

DIRECT PAYMENTS					
Fee		2023/24	2024/25	Increase	Increase
		£	£	£	%
Personal Assistant	Per hour	13.10	13.60	0.50	3.8%
Care Provider Rate	Per hour	19.50	21.10	1.60	8.2%
Direct Payment	Sleep in	68.30	70.80	2.50	3.7%
Direct Payment	Night Sit	116.10	120.30	4.20	3.6%
Care Provider Rate	Sleep-in	110.63	110.63	0.00	0.0%
Care Provider Rate	Waking Night	147.48	147.48	0.00	0.0%
Managed Account	Weekly	7.90	8.20	0.30	3.8%
Hydrotherapy	Session	49.60	51.40	1.80	3.6%
Day Care	Day Rate	37.10	38.40	1.30	3.5%
Day Care	Additional Hour	13.00	13.50	0.50	3.8%
Respite	Weekly Rate	512.80	531.30	18.50	3.6%

Table 6 – Shared Lives

SHARED LIVES					
	Fees	2023/24	2024/25	Increase	Increase
		£	£	£	%
Day Support – Band 1	Per hour	8.51	8.80	0.29	3.4%
Day Support - Band 2	Per hour	10.21	10.60	0.39	3.8%
Day Support - Complex Needs	Per hour	15.33	15.90	0.57	3.7%
Respite - Band 1	Per night	54.95	56.90	1.95	3.5%
Respite - Band 2	Per night	96.49	100.00	3.51	3.6%
Respite - Complex Needs	Per night	132.68	137.50	4.82	3.6%
Long Term and Interim Support - Band 1	Per week	361.85	374.90	13.05	3.6%
Long Term and Interim Support - Band 2	Per week	489.13	506.70	17.57	3.6%
Long Term and Interim Support - Complex Needs	Per week	Subject to assessment	Subject to assessment		
Car Mileage	per mile	0.45	0.45	0.00	0.0%
Introduction Fee	per session	15.00	15.00	0.00	0.0%

Report to:	JOINT MEETING EXECUTIVE CABINET / OVERVIEW PANEL
Date:	14 February 2024
Executive Member:	Councillor John Taylor – Executive Member for Adult Social Care, Homelessness and Inclusivity
Reporting Officer:	Stephanie Butterworth, Director of Adults Services
Subject:	CONTRACT AWARD FOR THE PROVISION OF AN E-CONTRACT PERFORMANCE SYSTEM
Report Summary:	<p>On 25 October 2023 Executive Cabinet approved the procurement of an electronic contracts performance system to support the quality assurance and monitoring of the care market. This would initially focus on accommodation and community based services, namely care at home, care homes (residential and nursing), supported living and extra care housing.</p> <p>The Provider Assessment and Market Management System was identified via the UK Government Cloud (G-Cloud). The G-Cloud Framework exists to ease procurement of cloud services by government departments and promote government-wide adoption of cloud computing.</p> <p>This report seeks approval by Executive Cabinet to award the contract as detailed in the report with a contract commencement date of 1 April 2024 to 31 March 2026 with the option to extend for one year.</p>
Recommendations:	That Executive Cabinet be recommended to directly award the contract to the Access Group to procure the Provider Assessment and Market Management System (PAMMS), as a call off contract, procured via the Government G-Cloud Framework.
Corporate Plan:	<p>The service links into the Council's priorities :-</p> <ul style="list-style-type: none">• Help people to live independent lifestyles supported by responsible communities.• Improve the health and wellbeing of residents• Protect the most vulnerable
Policy Implications:	None
Financial Implications: (Authorised by the statutory Section 151 Officer & Chief Finance Officer)	<p>The Directorate are requesting approval for a direct award to the Access Group for the commissioning of an Electronic Contract Performance System. The contract is for a 2-year period from 01/04/2024 – 31/03/2026, with the option to extend for one year to 31/03/2027.</p> <p>Budget has been identified from the Improved Better Care Fund (iBCF) to fund the system, totalling £0.033m per annum. This is a recurrent grant received from the Department for Levelling Up, Housing and Communities.</p> <p>As per standard procurement practice, the Directorate have included appropriate break clauses within the contract arrangements to ensure that the commissioned service can be altered or withdrawn, should it be required, to mitigate any adverse financial impact on the Council.</p>

It is essential that value for money is evaluated as part of the direct award process and that this is clearly evidenced and retained for Section 151 Officer assurance.

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

The governance around this direct award appears to be sufficiently robust to ensure value for money and appropriate use of public resources in the circumstances, but as the s 151 Officer says in his comments clear evidence of this must be retained for s 151 Officer assurance.

Risk Management:

There will be a continued dialogue between commissioners and the provider 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.

Background Information:

The background papers relating to this report can be inspected by Contacting Siobhan Gough:



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1. INTRODUCTION

- 1.1 Over the last 4 years there has been significant 'interest' in the registered care home market across Greater Manchester (including Tameside) as unfortunately, the outcomes from Care Quality Commission inspections have previously identified Greater Manchester (GM) as one of the worst performing areas in England. Since then performance has significantly increased, but following the pandemic Tameside's care homes (older people) overall ratings have reduced from 86% rated Good or Outstanding to 79% (with two providers rated Inadequate). The situation has recently improved in that there are no Inadequate rated providers in the borough; however, this was following significant input from the Council and allied health partners.
- 1.2 Tameside's current Adult Social Care contract performance process has been in place since November 2017 and has contributed to the significant improvement in CQC ratings in the borough; however, the system does not support easy reporting. The introduction of an electronic contract performance system will aid the Council and allied health professionals to improve processes and continue supporting providers to improve quality.

2. PROVISION OF E-CONTRACTS PERFORMANCE SYSTEM

- 2.1 The introduction of an electronic contract performance system will aid information sharing between providers and the Council and will allow evidence of compliance and quality to be uploaded remotely and improve efficiencies.
- 2.2 In addition, an electronic system will enable more timely and robust reporting to help identify issues sooner and assist in producing action plans for improvement to support providers in delivering quality services.
- 2.3 An electronic system will allow the Council to publish contract performance and compliance information to offer more up to date information to the public to better inform individuals when seeking services. It will also allow other commissioners insight into the quality of the services available in Tameside.

3. DETAILS OF PROPOSED CONTRACTUAL ARRANGEMENTS

- 3.1 PAMMS consists of six modules; Quality Assurance, Provider Returns, Social Care Landscape, Market Position Statement, Demand Model and Risk Profiler. Permission was obtained by Executive Cabinet on 25 October 2023 to procure the Quality Assurance (with 10 Licences) and Provider Returns modules. The provider of the system, the Access Group, has advised that the Social Care Landscape module has also been purchased by other GM authorities which currently use the PAMMS system and therefore the option to include this module in the future has been included in the contract terms.
- 3.2 The contract is a call off contract for 2 years with the option to extend for a year as directed by the terms within the G-Cloud Framework. The contract term will be from 1 April 2024 to 31 March 2026, with the option to extend for one year to 31 March 2027.
- 3.3 The annual costs are noted below, which are fixed for the contract period.

Pricing Options	Cost Per Month	Annual Cost	Notes
Quality Assurance (only) (10 Licences)	£2,306	£27,667	Includes implementation, support and hosting

Provider Returns (only)	£1,756	£21,067	Includes implementation, support and hosting
Combined Price (QA 10 Licences +PR)	£2,734	£32,814	Includes implementation, support and hosting

Additional QA licences can be purchased at £75 per licence per month.

4. PROCUREMENT APPROACH USED

- 4.1 PAMMS has previously been demonstrated to GM Heads of Commissioning, as well as being implemented by Bolton Council, Salford City Council and Oldham Council in 2019 and Stockport MBC in 2023. Tameside MBC was also considering adopting PAMMS in 2019 but the impact of the pandemic delayed this.
- 4.2 A group was established to view PAMMS and Sundown which consisted of people involved in overseeing contracts performance within the Adults Commissioning and Homes for All Team as well as colleagues from NHS GM ICB (Tameside). Overwhelmingly, those who viewed both products preferred the PAMMS system for the following reasons:
- PAMMS was very easy to navigate, and appeared easier to use than Sundown.
 - PAMMS had additional functionality should we need it (market position statement, demand model, risk profiler).
 - PAMMS is able to share information online easily.
 - Sundown required more input to achieve the reporting outcomes needed.
- 4.3 Information from STAR Procurement noted that, if a suitable system was identified on the G-Cloud Framework, the Council could either conduct a mini call-off from the framework, or if only one product matched the Council's requirements, the Council could make a direct award. The group, detailed above, undertook a detailed search of the G-Cloud Framework which identified two systems which support the social care market which were Adam & PAMMS. Both of these systems are owned by The Access Group. It should be noted that Adams functionality has now been integrated into PAMMS. Therefore it was agreed that PAMMS was the only provider with the required functionality to deliver the Council's requirements and it was agreed with STAR Procurement that a direct award could be undertaken.

5. CHECKS ON PROVIDER

- 5.1 Cyber Security Questionnaire – the provider has completed a questionnaire to demonstrate the level of security in place to receive and store information safely. In conjunction with colleagues in Central IT and Information Governance teams, a Data Protection Impact Assessment (DPIA) will be put in place to ensure any improvements needed to its cyber security are achieved within an agreed timescale prior to contract commencement.
- 5.2 STAR Procurement has undertaken checks on the provider via Company Watch, which resulted in a score of over 25 which is deemed as low risk. Therefore there is no cause for concern with the provider's financial health.

6. CONCLUSION

- 6.1 Following an in depth review of the available systems and advice from STAR Procurement,

it is recommended that Executive Cabinet approve the direct award via a call off contract from the UK Government G-Cloud Framework to the Access Group, for the procurement of the Provider Assessment and Market Management System (PAMMS) for a period of 2 years from 1 April 2024 to 31 March 2026 with the option to extend for one year.

7. RECOMMENDATIONS

7.1 As set out at the front of the report

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