

ITEM NO: 5

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

1.0 TAMESIDE COUNCIL CABINET OUTCOMES 2015

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

2.0 RECOMMENDATIONS

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

Tameside Council Cabinet Outcomes 2015



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Front cover image: Tameside Apprentices



Councillor Kieran Quinn
Executive Leader

Executive Leader

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

Introduction

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

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

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

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

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

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

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

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

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

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

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

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

15 Pledges for 2015

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



Outcomes 2014/15

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

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

Objectives 2015 and beyond

Economic Development

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

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



Councillor John Taylor
Deputy Executive Leader

Deputy Executive Leader

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

Outcomes 2014/15

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

Objectives 2015 and beyond

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

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

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

Hospital Outdoor Market







Councillor Jim Fitzpatrick
First Deputy
(Performance and Finance)

Executive Member - First Deputy (Performance and Finance)

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

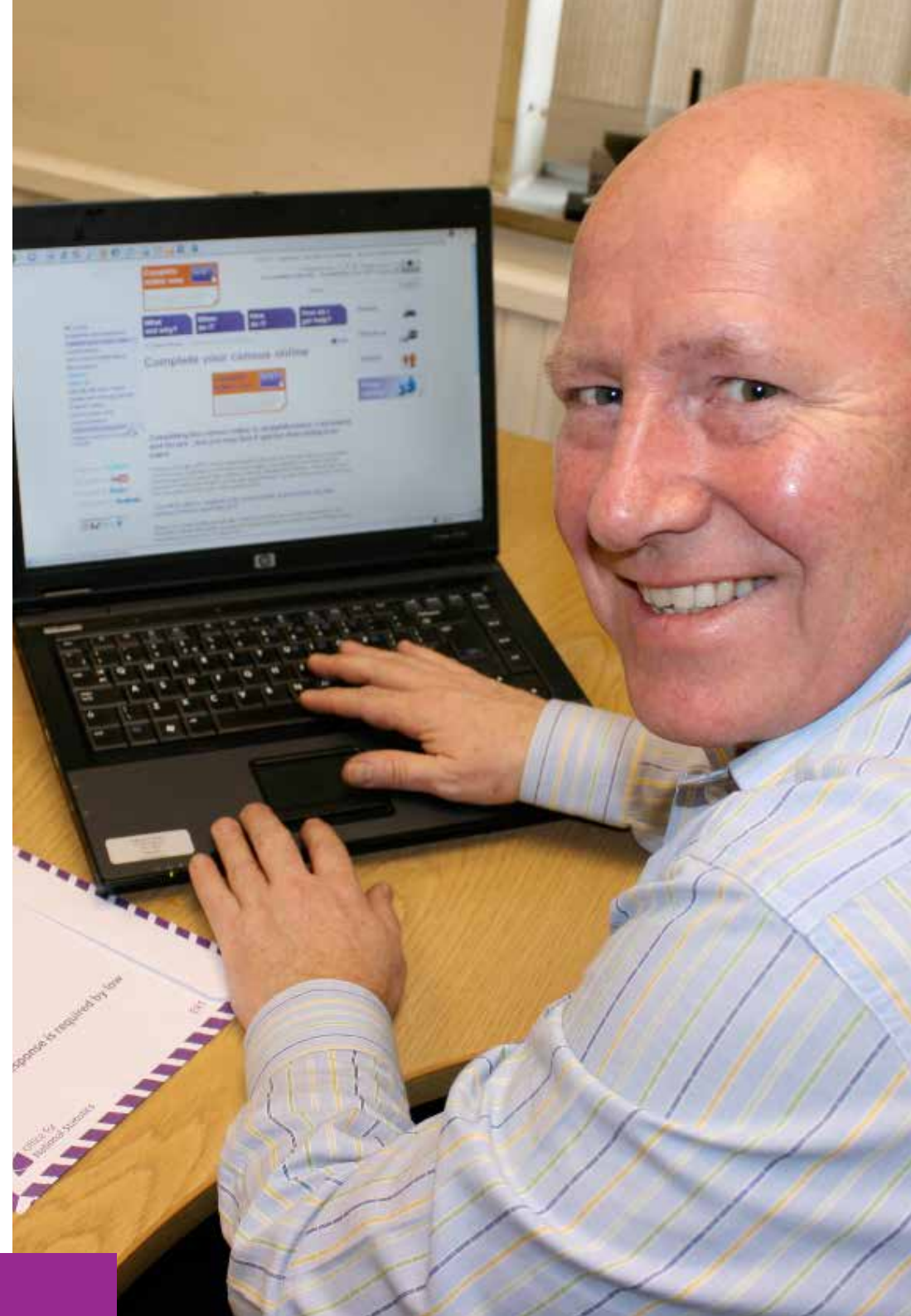
Outcomes 2014/15

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

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

Objectives 2015 and beyond

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





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

Executive Member - Adult Social Care and Wellbeing

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

Outcomes 2014/15

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

Objectives 2015 and beyond

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

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





Councillor Allison Gwynne
Executive Member
(Children and Families)

Executive Member - Children and Families

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

Outcomes 2014/15

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

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

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

Objectives 2015 and beyond

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





Councillor Lynn Travis
Executive Member -
(Health and
Neighbourhoods)

Executive Member - Health and Neighbourhoods

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

Outcomes 2014/15

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

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

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



Breastfeeding - IKEA

Objectives 2015 and beyond

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

- Establishing Neighbourhood Forums where partners and community representatives will drive forward an ambitious programme of work to make a real difference in neighbourhoods. To agree priority issues they want to tackle ensuring communities become self sufficient.

- Integrating Young People into all aspects of council and community work, supporting them to develop and flourish into our adult community of tomorrow.

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

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

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

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





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

Executive Member - Learning, Skills and Economic Growth

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

Outcomes 2014/15

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

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

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

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

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

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



Objectives 2015 and beyond

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



Councillor Peter Robinson
Executive Member
(Transport and
Land Use)

Executive Member - Transport and Land Use

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

Outcomes 2014/15

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

Objectives 2015 and beyond

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



