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EXECUTIVE CABINET

Day: Wednesday
Date: 8 February 2017
Time: 2.00 pm
Place: Lesser Hall - Dukinfield Town Hall

Item No.	AGENDA	Page No
1.	APOLOGIES FOR ABSENCE To receive any apologies for the meeting from Members of the Executive Cabinet.	
2.	DECLARATIONS OF INTEREST To receive any declarations of interest from Members of Executive Cabinet.	
3.	MINUTES	
a)	JOINT MEETING OF EXECUTIVE CABINET AND AUDIT PANEL To consider the minutes of the Joint Meeting of the Executive Cabinet and Audit Panel held on 14 December 2016.	1 - 8
b)	SINGLE COMMISSIONING BOARD To receive the minutes of the meeting of the Single Commissioning Board held on 17 January 2017.	9 - 18
c)	CARBON AND WASTE REDUCTION PANEL To consider the minutes of the meeting of the Carbon and Waste Reduction Panel held on 12 January 2017.	19 - 20
d)	ENFORCEMENT CO-ORDINATION PANEL To consider the minutes of the meeting of the Enforcement Co-ordination Panel held on 25 January 2017.	21 - 26
e)	ASSOCIATION OF GREATER MANCHESTER AUTHORITIES/COMBINED AUTHORITIES To consider the minutes of the meetings of the AGMA Executive Board and Greater Manchester Combined Authority and to consider the Forward Plan of Strategic Decisions.	27 - 52
4.	BUDGET REPORTS	
a)	BUDGET REPORT 2017/2018 To consider the attached report of the First Deputy (Performance and	53 - 114

From: Democratic Services Unit – any further information may be obtained from the reporting officer or from Robert Landon on robert.landon@tameside.gov.uk or 0161 342 2146, to whom any apologies for absence should be notified.

Item No.	AGENDA	Page No
	Finance)/Assistant Executive Director (Finance).	
b)	TREASURY MANAGEMENT STRATEGY 2017/2018	115 - 136
	To consider the attached report of the First Deputy (Performance and Finance)/Assistant Executive Director (Finance).	
5.	PROPOSED INCREASE IN RECOVERY COSTS	137 - 142
	To consider the attached report of the First Deputy (Performance and Finance)/Assistant Executive Director (Exchequer).	
6.	LOCAL AUDIT AND ACCOUNTABILITY ACT 2014 - OPTIONS FOR APPOINTMENT OF EXTERNAL AUDITORS	143 - 148
	To consider the attached report of the First Deputy (Performance and Finance)/Assistant Executive Director (Finance).	
7.	PRIMARY AND SECONDARY SCHOOL ADMISSION ARRANGEMENTS	149 - 198
	To consider the attached report of the Executive Director (Lifelong Learning)/Assistant Executive Director (Learning).	
8.	REVIEW OF FOOD POVERTY	199 - 222
	To consider the attached report of the Executive Member (Healthy and Working)/Statutory and External Partners Scrutiny Panel.	
9.	ADVANCE PAYMENT OF EMPLOYER PENSION CONTRIBUTIONS	223 - 228
	To consider the attached report of the Executive Member First Deputy (Performance and Finance) and Assistant Executive Director (Finance).	
10.	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 Robert Landon on robert.landon@tameside.gov.uk or 0161 342 2146, to whom any apologies for absence should be notified.

JOINT MEETING OF EXECUTIVE CABINET AND AUDIT PANEL

14 December 2016

Commenced: 2.00 pm

Terminated: 2.50 pm

Present: Councillor K. Quinn (Chair)
Councillors Bailey, Cooney, Fairfoull, J. Fitzpatrick, Gwynne, Kitchen, Ricci, Robinson, Ryan, Taylor, L Travis and Warrington, K Welsh

Apology for Absence: Councillor Warrington

33. DECLARATIONS OF INTEREST

There were no declarations of interest.

34. MINUTES

(a) Executive Cabinet

Consideration was given to the Minutes of the meeting of Executive Cabinet held on 19 October 2016.

RESOLVED

That the Minutes of the meeting of Executive Cabinet held on 19 October 2016 be taken as read and signed by the Chair as a correct record.

(b) *Strategic Planning and Capital Monitoring Panel

Consideration was given to the Minutes of the Strategic Planning and Capital Monitoring Panel held on 28 November 2016.

RESOLVED

That the Minutes of the Strategic Planning and Capital Monitoring Panel held on 30 November 2016 be received and the following recommendations approved:

Education Capital Programme Update

- (i) That the allocation of Basic Need grant funding schemes as outlined in Section 3 of the report and Appendix 1 of the report be agreed;
- (ii) That the allocation of School Condition and Maintenance funding schemes as outlined in Section 4 and Appendix 2 to the report be agreed; and
- (iii) That the reduction of £100,000 of funding for schemes within the capital programme as outlined in Section 5 of the report be agreed.

Corporate Asset Management Update

- (i) That the list of disposals identified in Appendix 1 to the report be approved; and
- (ii) That the allocation of £46,987.66 to undertake building condition replacement/repair projects as detailed in the report, be approved.

Engineering Capital Programme 2016/17

- (i) That the total Engineering Capital Programme 2016/17, as set out in Appendix 1 to the report, be approved including any increases identified at paragraph 2.4 of the report.

Developer Agreements, Contributions and Section 106 Agreements

- (i) That authority be given to release funds from the following available resources:
Section 106 – Environmental Improvements in Audenshaw (£8,500).

Strategic Transport Review – Council Fleet Vehicles – Fleet Replacement Programme 2017

- (i) That approval be given for the procurement of 65 vehicles and plant identified in the report via a competitive EU tendering process or approved frameworks and the necessary recommendation to Council to amend the Capital programme accordingly. All funding to be repaid by recharging service areas an annual rental to cover purchase, borrowing and maintenance costs covering the borrowing period of 8 years;
- (ii) That based upon the results of the financial appraisal, approval be granted for the purchase of the 65 vehicles and plant detailed in the main body of the report to be pursued by prudential borrowing and internal funding;
- (iii) That an on-going exercise be undertaken for the remaining fleet items in conjunction with its on-going review of services to ensure that the Council could call upon a fleet of vehicles to support the delivery of those identified services in the most effective manner; and
- (iv) That when all capital and borrowing is repaid, rentals remain fixed to allow continued contribution to the Council's transport reserves to assist in future fleet replacement programmes.

(c) Enforcement Co-ordination Panel

Consideration was given to the Minutes of the Enforcement Co-ordination Panel held on 26 October 2016.

RESOLVED

That the Minutes of the Enforcement Co-ordination Panel held on 26 October 2016 be received.

(d) Carbon and Waste Reduction Panel

Consideration was given to the Minutes of the Carbon and Waste Reduction Panel held on 17 November 2016.

RESOLVED

That the Minutes of the Carbon and Waste Reduction Panel held on 17 November 2016 be received.

(e) Single Commissioning Board

Consideration was given to the Minutes of the Single Commissioning Board held on 1 November and 6 December 2016.

RESOLVED

That the Minutes of the Single Commissioning Board held on 1 November and 6 December 2016 be received.

(f) Association of Greater Manchester Authorities / Greater Manchester Combined Authority

Consideration was given to a report of the Executive Leader and Chief Executive which informed Members of the issues considered at the AGMA Executive Board and Greater Manchester Combined Authority held on 28 October and 25 November 2016 and the Forward Plan of Strategic Decisions of the Greater Manchester Combined Authority and AGMA Executive.

RESOLVED

That the content of the report be noted.

35. ANNUAL AUDIT LETTER

Consideration was given to a report of the First Deputy (Performance and Finance) and the Assistant Executive Director (Finance) submitted a report, which detailed the annual audit letter for Tameside Metropolitan Borough Council and Greater Manchester Pension Fund from Grant Thornton for the external audit of 2015/16. A copy of the letter was appended to the report.

It was explained that the annual audit letter summarised the key findings arising from the work carried out for the year ending 31 March 2016. An unqualified opinion on the Council's financial statements had been delivered on 12 September 2016; the audit did not identify any adjustments affecting the Council's expenditure or level of useable reserves. The report highlighted that the Council had put in place proper arrangements to ensure economy, efficiency and effectiveness in its use of resources during the year.

It was commented by the Auditors that it was not possible to get a better Audit report and in response Members conveyed their thanks to the Auditors for their hard work and thoroughness and requested that their thanks be conveyed to all involved in another successful audit.

RESOLVED:

That the Annual Audit Letter for 2015/16 be noted.

36. REVENUE MONITORING – QUARTER 2 2015/16

Consideration was given to a report of the First Deputy (Performance and Finance) and the Interim Assistant Executive Director (Finance) showing that at quarter 2 the overall net projected outturn revenue position for 2016/2017 was £1.359m under budget. It was stated that strong budget management was required across the Council to ensure the Council achieved its financial plans and higher than budgeted spending would need to be addressed. .

The report detailed Directorates projected revenue outturn position for 2016/2017 against budgets for the year. It was explained that overall projected net revenue expenditure for 2016/2017 was expected to be £1.359m less than budget.

RESOLVED:

- (i) That the changes to revenue budgets as set out in Appendix 1 be approved;**
- (ii) That the projected revenue outturn position be noted for services experiencing budgetary pressures and that they identify plans to bring down the extent of the expenditure above budget.**
- (iii) That the detail for each service be noted.**

37. CAPITAL MONITORING

Consideration was given to a report of the First Deputy (Performance and Finance) and the Assistant Executive Director (Finance) summarising the capital monitoring position at 30 September 2016 with a current projected forecast for service areas to spend £56.556m on capital investment by March 2017. At present, the £56.556m of investment was £12.655m less than the current programmed spend.

The report also detailed schemes with an in-year variation in excess of £0.100m and sought approval to re-profile the capital expenditure of the project.

Particular reference was also made to an update on Prudential Indicators; capital receipts, Compulsory Purchase Orders, indemnities and potential liabilities and it was –

RESOLVED:

- (i) That the current capital budget monitoring position be noted;**
- (ii) That the resources currently available to fund the capital programme be noted;**
- (iii) That the re-profiling to reflect up-to-date investment profiles be approved;**
- (iv) That the current position with regard to Compulsory Purchase Orders and Indemnities be noted;**
- (v) That the changes to be capital programme be noted;**
- (vi) That the capital receipts position be noted;**
- (vii) That the Prudential Indicator position be noted.**

38. TREASURY MANAGEMENT

Consideration was given to a report of the First Deputy (Performance and Finance) and the Assistant Executive Director (Finance) that provided a mid-year review of the Council's Treasury Management activities for 2016/17, including the borrowing strategy and the investment strategy.

It was explained that over the year to date, the Council had moved to a more diverse portfolio involving more foreign banks and more longer-duration investments in order to achieve an enhanced return in the current low interest rate environment. All counterparties used had been selected on the basis that they were highly rated and met the criteria set out in the Council's Treasury Management Strategy.

The Council held £159.980m of investments as at 30 September 2016 (£156.400m at 31 March 2016) and the investment portfolio yield to date was 0.51% against LIBID of 0.28%.

The return had largely been earned due to an increased number of longer-duration investments. The average fixed term investment placed by the Council in 2016/17 to date had been 179 days, compared to 134 days in 2015/16

RESOLVED:

- (i) That the reported treasury activity and performance be noted.**
- (ii) That the proposed changes to the Council's MRP policy from 2015/16 be approved and agreement to a change in the repayment setting aside basis, to generate an annual revenue saving of £2.5m from:**
 - 4% resulting in a reduced balance; to**
 - 2% resulting in repayment over 50 years;****and that the revised MRP Policy be recommended to Council for approval.**
- (iii) That approval be given to adjust the Council's Treasury Management investment list to match that of the Council's treasury advisors, Capita, allowing access to an increased range of counterparties and therefore improved levels of diversification and yield.**

39. INVEST TO SAVE CHILDRENS SERVICES

Consideration was given to a report of the Executive Member (Children and Families)/Executive Director (People) which provided updated information on invest to save proposals within Children's Services for which approval to implement was requested. It was stated that within Children's Services there was a clear need to reduce demand on higher threshold services. The report set out two projects which were evidence based and could lead to better outcomes for children without the need for statutory intervention. The third project aimed to improve the long term provision for care leavers. The three projects outlined in the report were:

- Family Group Conferencing;
- Edge of Care Service;
- From Care to Success, transitional support for Care Leavers.

The Director of Governance updated the members in respect of the legal position and equality impact assessments.

RESOLVED:

That, subject to Equality Impact Assessments being undertaken, and effective performance regime being implemented to provide assurance as to the impact that the investment is working, the three projects be approved for implementation together with the levels of investment as stated in Appendix A to the report.

40. LIBRARY SERVICE DELIVERY MODEL

Consideration was given to a report of the Executive Member (Healthy and Working) and the Head of Stronger Communities, which reminded Members that in June 2016 an Executive Decision had been taken to commence public consultation on a new vision for the Tameside Library Service. The new vision included the implementation of technology to allow customers to use the service independently whilst simultaneously extending the opening hours at most libraries through the provision of unstaffed hours alongside staffed hours and volunteers to support paid staff. It was explained that implementation of the vision would allow the 8 libraries around the Borough to be retained in an affordable way at a time when the Council was subject to unprecedented cuts to the budget which were set to continue through the current comprehensive spending review.

The public consultation had been conducted over a six week period from 4 July to 14 August 2016. In addition to the public consultation on the Council's Big Conversation website additional specific engagement had been undertaken with young people. Specific targeted work had also been undertaken with the Bengali Community in Hyde to ensure awareness of the vision and the consultation taking place.

This report detailed the results of the consultation and recommended new opening hours in each library with a mix of staffed and unstaffed hours. A full equalities impact assessment had been undertaken on the new delivery model to consider any impact on groups with a protected characteristic.

During consideration of this item Members commented on the presentation of the outcome, in particular the need to reference more clearly the extension of overall opening hours.

RESOLVED:

- i) That the operating hours for each library site as detailed in Appendix 5 to the report be approved.**
- ii) That the revised hours be implemented as soon as all relevant technology is in place to support unstaffed operating hours.**

41. HOUSING POLICY ON DISCRETIONARY POWERS TO ACCOMMODATE

Consideration was given to a report of the Executive Member (Healthy and Working) and the Executive Director (People), which proposed a new policy with regard to the exercise of its discretionary powers to secure accommodation. It relates to the powers to accommodate an applicant pending a review of a decision under the Homelessness legislation (s.188 (3)), or pending an appeal to the County Court.

The proposed policy was that the Council would give consideration of whether or not to exercise its discretion in every case where an applicant requests accommodation.

It was explained that this represented a change to the Council's policy of the last 5 years, which has been always to exercise its powers to accommodate pending a review in every case that an applicant makes such a request.

RESOLVED:

That the proposed policy be approved.

42. OUTCOME OF OFSTED INSPECTION OF CHILDRENS SERVICES

Consideration was given to a report of the Executive Leader/Executive Member (Children and Families)/Chief Executive/Executive Director (People) which updated Members on the recent Ofsted inspection of services for children in need of help and protection; children looked after; and care leavers. Ofsted also undertook a review of the Tameside Safeguarding Children Board.

Cabinet was provided with a summary of the Ofsted activity, Ofsted's judgements and findings about Tameside and the future work Ofsted would undertake as a result of them judging Tameside's Children's Services to be inadequate.

The report also set out an approach to a Tameside Children's Services Improvement Programme including the establishment of a Tameside Children's Services Improvement Board to oversee the development and implementation of a Tameside Children's Services Improvement Plan.

Detailed consideration was given to the response to the findings and the approach to be taken to ensure service improvement. Particular reference was made to the action plan and performance and improvement framework being put in place together with the approach to overseeing the development and implementation plan.

RESOLVED:

- (i) That the contents of the report be noted;**
- (ii) That the establishment of a Tameside Children's Services Improvement Board with an independent chairs on the basis of the terms of reference laid out in appendix 1 to the report be approved;**
- (iii) That the development of the Tameside Children's Services Improvement Plan and Business Plan together with an Investment Plan based on the outline explained in the report be approved.**

(Note: The Chair agreed that this item could be considered as an urgent item given that the outcome of the Ofsted inspection had not been published until after the deadline for the publication of the agenda for the meeting and the matter needed to be considered prior to the next scheduled meeting of Executive Cabinet).

43. EXCLUSION OF THE PUBLIC AND PRESS

RESOLVED:

That under Section 100A of the Local Government Act 1972 (as amended) the press and public be excluded for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Act and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information, because disclosure of the personal information contained in the report would be in breach of Data Protection principles.

44. BUYING FREEHOLD OF COUNCIL ASSETS

Consideration was given to a report of the First Deputy (Performance and Finance)/Assistant Executive Director (Finance) which explained that the Council had a long term lease of a property in Ashton that cost £213,348 per annum in rent and that there was an unexpired term of 91 years. The report outlined the possibility of buying freehold interest which would provide much needed revenue savings. At the time of writing the report negotiations on the acquisition were on-going.

RESOLVED:

- (a) That it be agreed in principle to purchase the freehold interest in the property subject to it being value for money.**
- (b) That delegated authority be given to the First Deputy (Finance and Performance), in consultation with Assistant Executive Director (Finance) to agree the final purchase price.**
- (c) That the purchase be added to the Capital Investment Programme.**
- (d) That the purchase be financed by the use of the Medium Term Financial Strategy Earmarked Reserve.**
- (e) That authority be given to the Executive Director – Governance, Resources and Pensions to complete the necessary legal agreements following negotiation of the deal by the Executive Director of Place and the estates service.**

CHAIR

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TAMESIDE AND GLOSSOP SINGLE COMMISSIONING BOARD

17 January 2017

Commenced: 3.00 pm

Terminated: 4.40 pm

PRESENT: Christina Greenhough (in the Chair) – Tameside and Glossop CCG
Councillor Brenda Warrington – Tameside MBC
Councillor Gerald P Cooney – Tameside MBC
Councillor Peter Robinson – Tameside MBC
Graham Curtis – Tameside and Glossop CCG
Alison Lea – Tameside and Glossop CCG
Jamie Douglas – Tameside and Glossop CCG

IN ATTENDANCE: Kathy Roe – Director of Finance
Clare Watson – Director of Commissioning
Angela Hardman – Director of Public Health and Performance
Michelle Walsh – Interim Director of Nursing, Quality and Patient Safety
Ali Rehman – Public Health
Anna Moloney – Public Health
Chris Easton – Head of Strategy and Development – Tameside and Glossop Integrated Care Foundation Trust
Aileen Johnson – Head of Legal Services
Simon Brunet – Head of Policy and Communications

APOLOGIES: Alan Dow (Chair) – Tameside and Glossop CCG
Steven Pleasant – Chief Executive, Tameside MBC, and Accountable Officer, Tameside and Glossop CCG

109. DECLARATIONS OF INTEREST

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

110. MINUTES OF THE PREVIOUS MEETING

The Minutes of the previous meeting held on 14 December 2016 were approved as a correct record.

111. FINANCIAL POSITION OF THE INTEGRATED COMMISSIONING FUND

The Director of Finance, Single Commissioning Team, presented a jointly prepared report of the Tameside and Glossop Care Together constituent organisations on the revenue financial position of the economy. It provided a 2016/17 financial year update on the month 8 financial position at 30 November 2016 and the projected outturn at 31 March 2017. It was explained that there needed to be careful management of the pressures faced by the each of the Tameside and Glossop Care Together constituent organisations.

The overall financial position of the Care Together economy had improved month on month reducing the projected year end deficit to £5.9m. Work continued to deliver improvement on the CCG Quality Innovation Productivity and Prevention (QIPP) position of the recovery plan and there had been an improvement to the CCGs projected year-end financial position but it was important to note that the majority of this improvement was a result of non-recurrent means. Overall, the Tameside MBC year end forecast position had deteriorated since period 7 predominantly due to

expenditure to address the outcomes of the recent Ofsted Inspection of children's social care services. The Tameside and Glossop Integrated Care NHS Foundation Trust was currently forecast to achieve the planned £17.3m deficit.

Reference was made to the current prescribing position and future pressure that could be mitigated by sustained efforts to reduce volumes and control spending. This area remained in need of a high level of focus and it was important that meetings planned to monitor progress took place as scheduled.

RESOLVED

- (i) That the 2016/17 financial year update on the month 8 financial position at 30 November 2016 and the projected outturn at 31 March 2017 be noted.**
- (ii) That the significant level of savings required during the period 2016/17 to 2020/21 to deliver a balanced recurrent economy budget be acknowledged.**
- (iii) That the significant amount of financial risk in relation to achieving an economy balanced budget across this period be acknowledged.**

112. PERFORMANCE REPORT

Consideration was given to a report of the Director of Public Health and Performance providing an update on quality and performance data as at the end of October 2016 and an update on the System Wide Outcomes Framework. The new report format aimed to provide a dashboard view of indicators and provide exception reporting as appropriate. This evolving report would align with the Systems Outcome Framework, other Greater Manchester and National dashboard reports.

The format would also include further elements on quality from the Nursing and Quality Directorate as the report evolved. It was also anticipated that the report would include elements of the Single Outcomes Framework and an update on the Framework was included with the report.

The following had been highlighted as exceptions:

- Cancer standards were achieved in October. Quarter 2 performance achieved apart from 62 day consultant upgrade.
- Diagnostic standard improving but still failing the standard. Endoscopy was no longer a challenge in diagnostics at Central Manchester.
- A&E standards were failed at Tameside Hospital Foundation Trust.
- The number of Delayed Transfers of Care recorded remained higher than planned.
- Ambulance response times were not met at a local or at North West level.
- Number of patients waiting over 52 weeks.
- Improving access to psychological therapies performance for Access and Recovery remained a challenge.
- 111 performance against Key Performance Indicators.
- MRSA.

In terms of the System Wide Outcome Framework, this was split into three themes detailed as follows:

- Population health;
- Empowering people and communities; and
- System performance and sustainability.

It was explained that the framework should first and foremost be viewed as a transformational approach and in order to deliver the changes in health and social care to meet the challenges faced thought needed to be given to the way services were designed, commissioned and provided.

The Leadership and development of the outcomes framework would sit with the Collaborative Intelligence Function drawing on expertise and capacity from across the Single Commission and Tameside and Glossop Integrated Care Foundation Trust. The health and wellbeing outcomes within the framework applied across all integrated health and social care services. There was an opportunity to report on the outcomes framework at the Health and Wellbeing Board to promote shared priorities by bringing together responsibility and accountability for their delivery.

In relation to next steps, the following was planned.

- A phase of engagement including a development session with key staff and stakeholders to comment on the framework, its content and to identify any omissions;
- Development of reporting approach and dashboards to provide effective reporting of the framework to be aligned with other reporting approaches to avoid duplication;
- Formal publication of the framework along with accompanying narrative for the workforce across the Single Commissioning Function;
- Series of briefing sessions for staff.

Members of the Board discussed and commented on the new format and approach and welcomed the proposed development session providing key staff and stakeholders with an opportunity to comment on the framework.

RESOLVED

- (i) That the contents of the performance and quality report and revised format be noted.**
- (ii) That the update on the System Wide Framework, structure, content and next steps be noted.**

113. NEW CONTRACTUAL AND PARTNERSHIP RELATIONSHIP BETWEEN TAMESIDE AND GLOSSOP'S CARE TOGETHER SYSTEM AND PENNINE CARE IN RELATION TO THE DELIVERY OF MENTAL HEALTH SUPPORT

Consideration was given to a report of the Director of Commissioning setting out the current position in relation to the commissioning of mental health services in Tameside and Glossop. The proposal, in line with a number of other Greater Manchester Clinical Commissioning Groups was that the Single Commissioning Function would move from its current multi-lateral mental health contract with Pennine Care NHS Foundation Trust to a bi-lateral contract with the current provider with effect from 1 April 2017.

The report explained the position currently faced in securing a long term mental health partner for the Care Together system, working with the Integrated Care Foundation Trust. It proposed a way forward over the next two years that allowed the continuation of mental health services in the area whilst a review and redesign of an all age mental health service was undertaken to deliver savings and work towards integrating mental health within the Integrated Care Foundation Trust.

RESOLVED

- (i) That the approach set out in the report with Pennine Care NHS Foundation Trust resulting in a bi-lateral contract for the delivery of mental health services for a two year period from 1 April 2017 be approved.**
- (ii) That the review and redesign of mental health services within the Care Together Programme as part of the journey towards integration within the Integrated Care Foundation Trust be approved.**

114. PRIMARY CARE – PRIORITIES AND SCOPE

Consideration was given to a report briefing on the priorities and scope for primary care over the next two to five years based on a number of national and regional documents as follows:

- The Five Year Forward View;
- The General Practice Forward View;
- New Care Models: The multispecialty community provider emerging care model and contract framework;
- NHS Operational Planning and Contracting Guidance 2017-19;
- Greater Manchester Primary Care Strategy Delivering Integrated Care Across Greater Manchester: The Primary Care Contribution. Our Primary Care Strategy 2016-2021.

These documents were closely aligned and interlinked and all outlined the need for system wide changes to ensure the NHS could deliver the right care, in the right place, with optimal value. The framework was first outlined in the Five Year Forward View with the clear task to '*drive improvements in health care; restore and maintain financial balance; and deliver core access and quality standards*'. This was translated to describe localities position in their Sustainability and Transformation Plans.

Strengthening and transforming general practice would play a crucial role in the delivery of Sustainability and Transformation Plans and in integrating the aims of the GP Forward View into these plans. CCGs would need to document the aims and key local elements of the GP Forward View into more detailed local operations plans and submit one GP Forward View plan to NHS England on 23 December 2016. Plans needed to reflect local circumstances, but at a minimum set out:

- How access to general practice would be improved;
- How funds for practice transformational support would be created and deployed to support general practice;
- How ring fenced funding being devolved to CCGs to support the training of care navigators and medical assistants, and stimulate the use of online consultations, would be deployed.

In terms of local implementation, although the neighbourhood model of peer support had been in place for a number of years more recently this had developed and expanded to promote new ways of working across and by, neighbourhoods. The ambition of this was to improve efficiency and achieve the care delivered by population based models approach and further alignment of commissioning staff to neighbourhoods had strengthened the support offer and work programme with practices. The review of risk stratification patients, as outlined in the description of the extensivist model was being implemented locally through this extended support and it was anticipated that this would become embedded in practice culture.

The national direction of new models of care described through national strategy, although in its infancy in Tameside and Glossop, was moving forward and would further develop over the coming years.

Neighbourhoods were designing models of care for their population based on local need, fostering relationships between providers to deliver the best outcomes. These Integrated Neighbourhoods had been formed across all neighbourhoods bringing together providers to work in collaboration. Different models of working and widening the range of professionals within the primary care workforce was a key strand throughout all national documentation and this was being taken forward locally. New models of care and the direction of the GP Forward View and GM Strategy had been fully reflected in the documentation for the Alternative Provider Medical Services re-procurement. Although a new contract model was not yet available, the context in which the contracts were being re-procured and the future vision for these practices had been outlined and would form part of the assessment of bids.

The Primary Care Quality Scheme refresh required for 2017/18 must reflect the current landscape both financial and policy. This redesign must therefore address the direction for primary care outlined through the documentation to support the formation of new models of care and deliver people empowered care and place based, population based models. This redesign would address the 'must do's' and mandates from the planning guidance outlined in the report as well as ensuring

Tameside and Glossop fulfilled its commitment to the delivery of the GM standards. The drive to improve use of technology and change the way people accessed services would also be reflected, ensuring people powered change could be achieved. This refresh was underway and would go through a period of patient and practice consultation.

RESOLVED

- (i) That the scale of the ambition for Primary Care nationally be noted.**
- (ii) That the delivery of this ambition through local implementation, development of neighbourhoods and progression of new models of working and through the refresh of the Primary Care Quality Scheme be supported.**
- (iii) That the competing priorities on scarce financial resource and the CCG investment already in place as part of the Primary Care Quality Scheme, noting the refresh of this aligned to national policy and GM standards and the investment in respect of neighbourhoods through the Transitional Fund be acknowledged.**

115. NEIGHBOURHOOD PRIMARY CARE INNOVATION SCHEME

Consideration was given to a report of the Director of Commissioning, which explained that the NHS Planning Guidance issued in December 2013 – ‘Everyone Counts – Planning for Patients 2014/15 to 2018/19’ set out proposals for the investment of the NHS budget ‘so as to drive continuous improvement and to make high quality care for all, now and for future generations into a reality’. This included a section on ‘wider primary care – provided at scale’ and specified that: CCGs would be expected to support practices in transforming the care of patients aged 75 or older and reducing avoidable admissions by providing funding for practice plans to do so. They would be expected to provide additional funding to commission additional services which practices, individually or collectively, had identified would further support the accountable GP in improving quality of care for older people. This funding should be at around £5 per head of population for each practice, which broadly equated to £50 for patients aged 75 and over. Practice plans should be complementary to initiatives through the Better Care Fund.

Tameside and Glossop CCG had made the decision to allocate a budget of £1.2m to support member practices in the delivery of schemes to meet the criteria outlined above. Practices were invited to present proposals for approval via PIQ (Planning Implementation and Quality Committee) at either an individual practice level, or as groups of practices (up to neighbourhood level).

During 2014/15 – 2015/16 a number of schemes had been designed, developed and implemented across the locality, with learning and results shared to inform future developments. The practices had been supported by CCG officers from the finance and commissioning teams, and by their neighbourhood clinical leads. In 2015/6 a decision had been made that from 1 April 2017 any schemes would need to be on a neighbourhood level, in line with the development of the Integrated Neighbourhood element of the locality’s integration plans.

RESOLVED

That the Neighbourhood Primary Care Innovation Scheme be approved but the funding for the scheme should be a call on the Transformation funding from GM earmarked for the Integrated Neighbourhood model rather than a separate commissioner held budget.

116. PROVISION OF THE INSPECTION, REPAIR AND MAINTENANCE OF LIFTS AND HOISTS

Consideration was given to a report of the Director of Commissioning advising that the service was jointly commissioned with Oldham MBC for an initial two year period from 20 January 2015 with the option to extend for up to an additional 12 months provided for within the contract.

The contract had been performance managed regularly over the first two years and overall the contractor had performed well for both Tameside MBC and Oldham MBC. Call outs and repairs were falling due to the fact that the stock was now in a better state of repair than at the beginning of the contract and this was resulting in fewer call-outs, thereby reducing costs.

In 2015/16 the spend was £119,000 and £74,000 for Tameside MBC and Oldham MBC respectively and spend for 2016/17 was projected to be the same or less than the previous year and was within the procured financial envelope for both authorities.

Oldham MBC had indicated that they were willing to continue with the current joint working arrangements and also participate in the re-procurement of a new contract which would commence in the new financial year. Of the submissions received when the contract was market tested in late 2014, the current contractor's costings were the lowest. Authorisation was being sought to extend the contract for a period of up to 12 months from 20 January 2017.

RESOLVED

That authorisation be given to extend the contract for a period of 12 months from 20 January 2017.

117. TENDER FOR THE PROVISION OF AN ADVOCACY HUB

Consideration was given to a report of the Director of Commissioning detailing the intention to go out to tender for the provision of Independent Mental Health Advocacy, Independent Care Act Advocacy and independent complaints advocacy, all of which represented a statutory duty, along with generic advocacy to be delivered via a single point of access from 1 April 2017.

It was explained that the current advocacy contract commenced in July 2012 and was due to cease on 3 July 2017. Over the summer, meetings had been held with the commissioners in Oldham MBC to explore the possibility of a collaborative approach to commissioned advocacy services. Unfortunately, although there was some scope for small-scale efficiencies, a model could not be agreed that accommodated the different circumstances pertaining in each borough and it was agreed to continue to commission services locally.

The approach commissioned in Tameside was consistent with the move, certainly across Greater Manchester, towards advocacy hubs that meant an individual could, if need be, be supported by the same individual advocate through a set of different circumstances and disciplines so ensuring a degree of consistency.

The current contract cost £148,900 per annum and there had been an agreement with the current contractor during negotiations in April 2015 regarding Care Act Advocacy that referral levels would be monitored and, if necessary, spot purchase Care Act provision if it tipped their work load beyond the capacity of the staffing model originally purchased. Thus far, due to the low level of referrals and the fact that the contractor had picked these up as part of the generic element of their advocacy offer, this had not been an issue but, with Care Act referrals likely to rise steadily over the next five year period, this could prove to be an issue in terms of the budget available.

It was explained that authorisation was being sought to go out to tender with a five year contract to deliver advocacy provision via a hub model. The service required little in the way of redesign and remained fit for purpose.

RESOLVED

That authorisation be given to proceed with the tendering a number of advocacy services, to be delivered through a single point of access, a hub model, and a single contract.

118. MENTAL HEALTH SUPPORTED ACCOMMODATION

Consideration was given to a report of the Director of Commissioning seeking authorisation to extend the current contract for up to 24 months from 1 April 2017 to 31 March 2019 as allowed for within the contract.

The contract to provide supported accommodation to people recovering from mental health problems was awarded following a restricted tender exercise and commenced on 1 April 2014 for a period of three years and included provision to extend for up to an additional two years. It provided a 24 hour support service across three properties in the Borough and as such was an integral part of a comprehensive community based service. The properties were provided by registered social landlords. It was aimed at equipping service users with the life skills necessary to move on to more independent living whilst reducing the need for more expensive residential placements and/or hospital admissions.

Performance monitoring for the contract had reported a high level of satisfaction from commissioners, people who were supported by the service and families. In addition, the providers had noted a number of successes in supporting people's recovery journey and a move to general let tenancies with community mental health team support.

PRG raised concerns on the development around one of the properties that had been identified by all partners as not fit for purpose in the long term. Discussions had commenced to establish the notice period required to the landlord in line with the housing management agreement, working with tenants to move on and how the levels of service would be utilised within the contract in terms of delivering community support.

RESOLVED

That authorisation be given to extend the current contract for up to 24 months from 1 April 2017 to 31 March 2019.

119. DERMATOLOGY AND GUIDANCE AND INTERCEPTOR SERVICE

Consideration was given to a report of the Director of Commissioning advising that the need to manage demand from General Practice was fundamental to the delivery of the CCG Financial Recovery Plan. Following the initial financial analysis of the Referral Management Service, the need for a smaller scale was identified. The decision was taken to build on existing peer support amongst GPs and invite Orbit and Go To Doc to submit a proposal.

The proposal suggests a five month pilot of Dermatology referrals using Glossop Neighbourhood activity as a control and all other neighbourhoods being required to submit non-cancer referrals to an Interceptor service that could clinically assess the referrals and provide advice and guidance for Primary Care Management or referrals to the nurse or consultant led services.

GPs would send referrals and images to the service following consent and a clinical review will be undertaken and appropriate advice regarding the referral given within 3 working days.

The pilot will be evaluated using activity, costs, a set of metrics and soft intelligence to establish quality and cost effectiveness following four complete months of operation and would inform the decision whether to transfer the pilot to business as usual or cease the service. The cost effectiveness would consider the benefit to the whole health and social care economy.

RESOLVED

That the implementation of the five month pilot be approved, including an evaluation of the cost effectiveness going forward and a recommendation to the Single Commissioning Board of future commissioning.

120. PROPOSAL FOR AN INTERCEPTOR FOR KEY EUR PROCEDURES

Consideration was given to a report of the Director of Commissioning explaining that a benchmarking exercise across Greater Manchester (GM) had highlighted that the level of patients who received some of the Effective Use of Resources (EUR) procedures was much higher than other CCGs. Ten key procedures had been identified where a more robust process to intercepting referrals / decisions to undertake the procedure could deliver significant reductions and bring the activity in line with other CCGs.

Two options were set out in the report. The first utilised the Clinical Speciality Unit (CSU) GM EUR process and changed the Monitored Approval activity to Individual Prior Approval. The second option utilised an internal interceptor which retained the existing criteria but would allow all GP referrals to be intercepted and other referrals from Tameside and Glossop Integrated Care Foundation Trust, GM EyeCare, Hyde Physio, Pioneer and North West Clinical Assessment and Treatment Service. An implementation plan for both options was detailed in the report.

A cost benefit analysis was detailed, taking into account the additional costs at CSU or the Single Commissioning Function to manage the referrals, additional capacity at Tameside and Glossop Integrated Care Foundation Trust to support additional administration (Band 3) and the reduction in spend for the activity. It was recognised that it might not be possible to realise all of the costs at Tameside and Glossop Integrated Care Foundation Trust and a conservative estimate had been used.

Approval was sought for the implementation of the internal EUR Interceptor as set out in option 2 for 12 months which would require capacity for band 3 posts. If funding could not be found across the whole economy, then there would be backfill funding as outlined in the business case to offer a secondment as an invest to save as highlighted in the report. There would be a four month evaluation of the impact as part of a wider paper that included options for the future commissioning / decommissioning of all EUR procedures.

RESOLVED

That the implementation of Option 2, a proposed Internal EUR Interceptor for the ten specified procedures and the recruitment of the additional Band 3s for a 12 month period at both the Trust and the CCG, be approved.

121. EVIDENCE BASED DECISION MAKING – AN APPROACH TO EQUALITY, QUALITY AND CONSULTATION

Consideration was given to a report of the Director of Governance and the Interim Director of Nursing, Quality and Patient Safety explaining a number of requirements to be met to assist the new single commissioning function in making robust evidence based decisions. The report summarised the requirements and the support available to contract and commissioning managers to ensure they discharged their obligation to provide robust and evidential reports to decision makers. The three areas covered were highlighted as follows:

- Equality and diversity;
- Quality and risk; and
- Consultation and engagement (including ongoing patient participation).

It was proposed to run a series of workshops for relevant staff on the approach outlined and the need for robust evidence decision making.

RESOVLED

- (i) That the content of the report be noted.**
- (ii) That the approach outlined be agreed and supported.**

- (iii) That the proposal for workshops to be held for relevant staff on the approach outlined and the need for robust evidential decision making be supported.

122. URGENT ITEMS

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

123. DATE OF NEXT MEETING

It was noted that the next meeting of the Single Commissioning Board would take place on Tuesday 14 February 2017 commencing at 3.00 pm at Dukinfield Town Hall.

CHAIR

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CARBON AND WASTE REDUCTION PANEL

Thursday, 12 January 2017

Commenced: 10.00 am

Terminated: 10.40 am

Present: Councillors B Holland (Chair), Cooper, Kinsey, Pearce, Peet, Ryan, Taylor and R Welsh

Officers in attendance:

Alison Lloyd-Walsh	Head of Environmental Development
Garry Parker	Head of Environmental Services (Waste Management)
Danielle Lowe	Environmental Development Officer
Christina Morton	Environmental Development Officer

25. DECLARATIONS OF INTEREST

There were no declarations of interest.

26. MINUTES

The Minutes of the proceedings of the Carbon and Waste Reduction Panel held on 17 November 2016 were agreed and signed by the Chair as a correct record.

27. UPDATE ON ENERGY COMPANY OBLIGATION PROJECT

The Head of Environmental Development provided an update on the 'Energy Company Obligation' project.

It was reported that the offer for free boilers, cavity wall and loft installation, available through Greater Manchester Local Authorities in conjunction with E.ON, had been extended until 31 March 2017. Enquiries needed to be submitted before 3 February 2017 in order for the boiler to be installed before the end of the scheme. An additional press release had been published to promote the scheme and advise Tameside residents of the associated deadlines. To date, 15 residents had enquired about the scheme and 4 boilers had been installed.

An update on corporate utility management was also provided. It was reported that electricity was procured from Npower via a public sector framework agreement. The four yearly contract ended in March 2019 and included corporate sites, schools and Tameside College. Electricity was purchased one year in advance, which allowed flexibility to avoid unusual price spikes and spread the risk of fluctuations. Gas was provided by Corona procured via a public sector framework agreement. The rolling contract required six months for termination and included corporate sites, schools and Tameside College.

Water and wastewater services were provided by United Utilities with the customer-facing elements (the 'retail' service), which included billing, meter readings and handling queries, provided by Water Plus. From April 2017, business customers in England could choose who provided their water and wastewater retail services. This deregulation would introduce competition in the water market and customers would benefit from better deals and tariffs, improved service levels, better value for money and greater water efficiency.

The Panel was informed about P272, which was the change of electricity meters from single read meters to meters that can be read every half an hour. This would provide accurate data, promote competition between suppliers and introduce time banded pricing structures, which aimed to move usage away from peak times in order to ensure security of supply. Additional work would be

undertaken to reduce consumption and spend. This included working with local partnerships to explore retrofit options across corporate sites and sports trust buildings, auditing of energy and water bills to identify areas of potential savings and moving consumption patterns to avoid peak time electricity consumption where possible.

RESOLVED:

That the information provided be noted.

28. WASTE SERVICES UPDATE

The Waste Services Manager provided an update on waste services. With regards to enforcement activity, collaborative work with NSL continued to have a positive impact on the number of waste related FPN's being issued. Since October 2016, 106 FPN's had been issued for littering with 16 referred to Legal Services as a result of non-payment. Since December 2016, the service had received 338 complaints regarding fly tipping in the borough.

The Panel heard that since October 2016 a waste enforcement van had been dealing with complaints of fly-tipping around the borough. The van visually advertised that it was looking for offenders and would take enforcement action. It was staffed by a waste enforcement officer together with a member of the operations team. The waste enforcement officer collated any evidence at the same time as the waste was removed. To date the team had collected 10.8 tonnes of waste.

Since the commencement of Bin Swap, 10,000 tonnes had been diverted from landfill saving approximately £3million. Further improvements to the service included the use of in-cab technology in domestic refuse collection vehicles. This allowed the back office team to communicate in a more effective manner directly with the operational team. The in-cab units recorded specific details about rounds and when bins on certain streets had been emptied. They also provided reminders to the drivers regarding specific details on each round such as assisted collections.

Going forward the in-cab technology would be linked with the Waste App and allow service users, Councillors and the back office team to communicate directly with the operational team to report waste accumulations, fly tipping and missed bins. This would increase efficiency and allow better allocation of existing resources.

A demonstration of the app was shown and explained to the Panel.

RESOLVED:

That the information provided be noted.

29. DATES OF FUTURE MEETINGS

It was noted that the Carbon and Waste Reduction Panel would meet as follows, commencing at 10:00am:-

16 March 2017

30. URGENT ITEMS

There were no urgent items.

CHAIR

ENFORCEMENT CO-ORDINATION PANEL

Wednesday, 25 January 2017

Commenced: 10.30 am

Terminated: 11.40 am

Present: Councillors S Quinn (Chair), Bowerman, D Lane, Middleton and Taylor

Aileen Johnson	Head of Legal Services
Alan Jackson	Head of Environmental Services (Highways)
Paul Moore	Head of Planning
Garry Parker	Head of Environmental Services (Waste Management)
Sharon Smith	Head of Environmental Services (Public Protection)
Kevin Garside	Integrated Neighborhood Services Manager
Peter McCaughley	Principal Solicitor General Law
James Smith	Policy and Communications Officer

**Apologies for
Absence:** Councillors Robinson and Sweeton

15. DECLARATIONS OF INTEREST

There were no declarations of interest.

16. MINUTES

The Minutes of the previous meeting of the Enforcement Co-ordination Panel held on 26 October 2016 were approved as a correct record.

17. ENFORCEMENT ACTIVITY

a) Planning and Building Control

The Head of Planning submitted a report, which provided an update on planning enforcement activity for the period October to December 2016.

The Head of Planning reported that during the third quarter there had been 50 complaints received alleging breach of planning and building control, 32 of which were found to be proved as breaches. This represented a level of breaches of 64% meaning that nearly two thirds of the complaints received required further investigation and possibly further action. The level of breach had decreased slightly from 69% during the second quarter and the number of complaints received had decreased by 29.

During the reporting period, four formal notices were issued. This included two Enforcement Notices and two Breach of Condition Notices. The Enforcement Notices related to a business premises in Ashton-under-Lyne and a piece of land in Droylsden. The Breach of Condition Notices related to a piece of land in Audenshaw and business premises in Ashton-under-Lyne.

Enforcement action had recently been taken with regard to a residential property in Droylsden. The main concerns related to the overgrown condition of the front, side and rear garden areas of the property. The Panel were advised that previous enforcement action had been taken in January 2015 and since that date no maintenance had been undertaken. The Council had received regular complaints with regards to the untidy condition and was considered to be detrimental to the amenity

of the area. Despite several attempts at engagement with the owner a Section 215 untidy land notice was issued and served on the owner requiring improvements to be made.

As the owner did not appeal the notice and also failed to comply with the notice requirements, default works were carried out at the site in December 2016 by contractors at a cost of £300 and this cost was being recharged to the owner. Photographs included in the report showed the appearance of the front and rear garden areas of the property before and after the intervention of Planning and Building Control Enforcement.

Reference was also made to **Appendix 1** of the report that contained details of the current enforcement activity and where formal notice had been served and cases recently concluded.

RESOLVED:

That the report be noted.

b) Environmental Services

The Head of Environmental Services (Public Protection) submitted a report, which summarised the key enforcement activities undertaken by the Environmental Enforcement team during the period October to December 2016.

The Head of Environmental Services (Public Protection) gave a statistical summary of activity during the third quarter. It was reported that 191 Business Compliance Premises Inspections had taken place, 130 Food Hygiene Rating Scheme assessments had been carried out and 13 Food Hygiene Rating Scheme re-visit assessments had also been undertaken.

With regards to enforcement notices, 12 Food Hygiene Improvement Notices were served during the quarter, including three notices served on the owner of a takeaway in Denton, three on a takeaway owner in Dukinfield and two on a bakery in Ashton. In addition there had been a voluntary closure at a take away in Droylsden following an investigation into a complaint of a nut allergy. An officer from Business Compliance visited the premises to investigate and discovered a severe rodent infestation. The owner of the business agreed to close voluntarily until all necessary work had been carried out. The officer returned at a later date and issued a certificate of "Confirmation that there was no longer a Health Risk".

The Panel were advised that the team had received a referral from Portsmouth Trading Standards regarding four pallets of dangerous and counterfeit toys, which had been imported from China by a newsagent in Dukinfield. The goods were seized and the trader visited. The trader could not produce test reports or safety certificates therefore the toys were ordered to be destroyed.

In addition, the following matters were highlighted and discussed:-

- Petrol station visit
- Disconnection of electricity supply at a takeaway
- Safety labelling of products at a pound shop
- A multi-agency operation aimed at combatting modern slavery
- Investigation into the sale of e-cigarettes and associated goods
- Meat waste dumped at an industrial park
- Large accumulation of waste at the side of a restaurant
- Smoke and noise nuisance complaints and investigations
- Housing emergency prohibition notices served on two residential properties
- Update on Redmond Close, Audenshaw
- The implementation of an internal Air Quality Steering Group
- Section 19 Closure Notice for a Public House in Denton
- Two Premises Licence applications
- An expedited review of a Premises Licence
- Suspension of alcohol sales at a premises in Audenshaw

- Results of a taxi spot checks operation
- A taxi driver appeal at Magistrates Court
- A joint operation between Licensing and Greater Manchester Police visiting licensed premises

Due to a technical fault at water treatment works in December 2016, some water, which had not been treated to the usual high standards, had entered the local pipe network resulting in a precautionary boil water notice for customers in parts of Tameside. Approximately 17,000 properties were affected. Officers from Environmental Services checked all the affected postcodes and offered advice to all high risk food businesses. Environmental Health were involved in the decision to lift the boil water notice once the criteria had been met and the results analysed.

The Head of Environmental Services (Public Protection) was pleased to announce that three catering premises had received a Greater Manchester Healthier Catering award and one establishment had their award renewed.

Members commended the hard work of the team and requested that the extensive work and outcomes of the Environmental Services Enforcement section be publicised.

RESOLVED:

- (i) **That the content of the report be noted; and**
- (ii) **That Policy and Communications work with Environmental Services to develop promotion of environmental enforcement activities and the work of the service.**

c) Engineering Services

The Environmental Services Manager (Highways) submitted a report detailing information on enforcement activities relating to abandoned vehicles, skips, scaffolding, pay and display car parking, on-street parking, bus lane enforcement, utility works and banner permits for the period October to December 2016.

The Environmental Services Manager (Highways) notified the Panel that during the quarter 168 vehicles had been reported as abandoned with two removals, which had both been scrapped. Due to the high number of reports of abandoned vehicles, communications and publicity would continue to focus on checks being made using the DVLA website to confirm if the vehicle was taxed / had an MOT before being reported as abandoned.

In terms of banner permits, 52 had been issued in the reported period and 12 illegal banners had been removed. There had been 20 scaffolding permits issued with no reports of scaffolding without permits or being dangerous. 152 skip permits had been issued with 8 reports of skips without a permit, no skips had been impounded and no non-compliances had been reported.

With regards to pay and display car parks, the number of penalty charge notices had decreased to 1540 during the quarter with 1047 payments made and 416 unrecoverable. The total number of on street penalty charge notices had decreased to 2594, which was comparable to the same quarter in previous years. The number of payments had also decreased to 2211 with reminders, unrecoverable penalty charge notices and debts registered remaining consistent.

There had been an improvement in utility performance for street works with 5% defective repairs compared to 15% for the same quarter last year. 596 utility openings had been issued, the number of defects had decreased to 26 and there were 10 over-stays. There had been improved traffic flow across the borough as fewer drivers were using bus lanes; 2150 penalty charge notices had been issued for vehicles driving in bus lanes with 1911 paid and 232 unrecoverable.

RESOLVED:

That the content of the report be noted.

d) Neighbourhood Services

The Integrated Neighbourhood Services Manager submitted a report, which provided an overview of the activities of Neighbourhood Services throughout the period July to December 2016. The report detailed an expected spike in anti-social behaviour over the summer months, an increase in the number of reported hate crimes and incidents and a summary of successful community engagement initiatives.

The Integrated Neighbourhood Services Manager stated that daily meetings were continuing to take place in Ashton and Hyde police stations to consider issues affecting residents and communities. Neighbourhood Services officers had moved into two hubs in May 2016 and since that date the North Hub had dealt with 242 cases and the South Hub had dealt with 228 cases. The majority of the cases investigated involved residents or families presenting multiple issues, with drug and alcohol misuse and mental health problems featuring in many. Reference was made to data providing a breakdown of cases presented at the North and South Hubs.

Consideration was given to the data for reports of anti-social behaviour over quarters two and three. The figures showed an increase in the number of incidents over the summer months as anticipated and a reduction once the schools reopened in September 2016. The highest number of reports, totalling 1826 was received in the North (Ashton Wards), which represented 32% of the total number. In response to the higher numbers of anti-social behaviour over the summer, Neighbourhood Services increased their activities, especially in the hotspot areas of Ashton and Hyde town centres, parts of Droylsden and Portland Basin. Examples of successful engagement were outlined to the Panel.

Following previous reports that the media had suggested that hate crimes and incidents had increased since the European Referendum took place on 23 June 2016, the number and types of reports had been closely monitored. During the two quarters there had been a rise in reports of racially motivated hate crimes; there had been a 16% rise in quarter two and a 30% rise during quarter three when compared to quarter one.

It was explained that the Tameside Hate Incident Partnership held quarterly meetings to discuss incidents and develop and deliver an action plan aimed at reducing the number of incidents within the borough. This partnership included representatives from minority groups as well as partner organisations such as registered social landlords, Greater Manchester Police, probation services and various council services.

Various examples of community engagements were outlined to the Panel, including working with the Youth Service with the delivery of "Safe Squad", working with residents of Waterloo Ward in the creation of a communal garden in a local park and an event that included a dog show hosted by Friends of Waterloo. A loan shark awareness campaign was currently under development following two successful bids to the Proceeds of Crime Act fund. Themed events would be held in affected areas and would bring together specialist service providers such as Cashbox.

RESOLVED:

That the content of the report be noted.

18. WASTE POLICY AND ENFORCEMENT STRATEGY: UPDATE ON DELIVERY OF ENFORCEMENT ACTIVITY

The Head of Environmental Services (Waste Management) submitted a report providing an update on the implementation of the Council's new Waste Policy and Enforcement Strategy.

An update was provided on how waste complaints were received and processed. Work was progressing to develop the current successful 'Bin App' allowing members of the public and Councillors to report waste accumulations, fly-tipping and missed bins. The app would also allow

the user to track the report and receive regular updates and notifications as to where their complaint was up to. The Waste App would replace the current interim system in the first quarter of 2017 and updates would be sent to the 10,000 users of the current app advising them to download the new application.

It was explained that currently all waste complaints were either allocated to one of the Enforcement Officers (Internal / NSL staff) or were sent directly to the Operations Team for direct clearance. This would depend upon the circumstances and whether there was any evidence or not. The programme of training with NSL staff was currently ongoing and so far 16 NSL staff had received the second part of the training programme where NSL officers shadowed experienced enforcement officers. During the period October to November 2016, 68 fixed penalty notices had been issued for littering offences, of these a total of 16 were sent to Legal Services as a result of non-payment of the fine.

The Panel heard that the enforcement team had formed closer links with the street cleansing staff within the Operations Service. Since October 2016 a waste enforcement van had been dealing with complaints of fly-tipping around the borough. The van visually advertised the fact that it was looking for offenders and would take enforcement action. It was staffed by a waste enforcement officer together with a member of the operations team. The waste enforcement officer collated any evidence at the same time as the waste was removed. To date the team had visited 649 fly-tipping complaint sites and collected 10.8 tonnes of waste.

In exploring alternative ways to tackle fly-tipping, portable CCTV cameras had been purchased and deployed in hot spot locations around the borough. The use of the CCTV cameras was overt and followed the Council's CCTV Policy. The footage would be reviewed and action taken when evidence was found. Results of the use of CCTV would be reported back to the Enforcement Co-ordination Panel.

It was reported that the recent trial in waste services regarding the use of in-cab technology in waste collection vehicles was now complete. I-pads had been placed in cabs to record specific details about rounds, when bins on certain streets had been emptied and fully mapped rounds. Due to the success of the trial the technology had been rolled out to 28 refuse vehicles and going forward the in-cab technology would be linked with the Waste App and allow service users, Councillors and the back office team to communicate directly with the operational team.

RESOLVED:

That the content of the report be noted.

19. DAYS OF ACTION: BLUE BADGE ENFORCEMENT AND PARKING OUTSIDE SCHOOLS

The Head of Environmental Services (Highways) submitted a report summarising the activities surrounding the two enforcement days held in October and November 2016 for Blue Badge abuse and parking enforcement around schools.

The Head of Environmental Services (Highways) advised that the Blue Badge enforcement day took place on 25 October 2016 and the towns of Ashton, Hyde and Stalybridge had been targeted. Ten teams of two were allocated an area to patrol throughout the day. Training had been undertaken prior to the day and support was available. Officers from the Communications team also travelled around the borough discussing the issue with the enforcement teams and members of the public.

During the day 67 badges were checked, 13 fixed penalty notices issued and 1 badge, which had expired, was renewed.

It was reported that the Council had received a large number of complaints regarding excessive and dangerous parking around the vicinity of schools. In response to this a day of enforcement was carried out at ten schools around the borough on 24 November 2016. Enforcement teams, officers

from the Communications team and Members of the Council took part on the day. A freestanding sign, which reminded drivers to take extra care when parking near a school, was also utilised and could be purchased by individual schools for future use.

The day proved to be a success with positive feedback, requests for further days of action and many social media responses resulting in a top UK government tweet. Four fixed penalty notices were issued on the day with advice given about safe parking around schools.

Both of the enforcement days were successful in raising awareness and further action was planned for 2017.

RESOLVED:
That the report be noted.



20. URGENT ITEMS

There were no urgent items.

21. DATES OF FUTURE MEETINGS

It was noted that the next meeting of the Enforcement Co-ordination Panel would take place on Wednesday 29 March 2017 at 10:30am.

CHAIR

Report To:	EXECUTIVE CABINET
Date:	8 February 2016
Executive Member/ Reporting Officer:	Councillor Kieran Quinn, Executive Leader Steven Pleasant, Chief Executive
Subject:	AGMA EXECUTIVE BOARD MEETINGS / GREATER MANCHESTER COMBINED AUTHORITY
Report Summary:	<p>To inform Members of the issues considered at the January and February meetings of the AGMA Executive Board and Greater Manchester Combined Authority meeting. Under the AGMA Constitution there are provisions to ensure that AGMA Executive deliberations and decisions are reported to the ten Greater Manchester Councils. In order to meet this requirement the minutes of AGMA Executive Board/Greater Manchester Combined Authority meetings are reported to Executive Cabinet on a regular basis. The minutes of the following meetings of the AGMA Executive Board and the Greater Manchester Combined Authority are appended for Members information:</p> <ul style="list-style-type: none">a) GM Combined Authority: 16 December 2016b) Joint Meeting of GM Combined Authority and AGMA Executive Board: 16 December 2016c) Also appended to the report is a copy of the Greater Manchester Combined Authority and AGMA Executive Board Forward Plan of strategic decisions.
Recommendations:	That Members note and comment on the appended minutes and forward plan.
Links to Community Strategy:	The Constitution and democratic framework provides an effective framework for implementing the Community Strategy.
Policy Implications:	In line with council policies.
Financial Implications: (Authorised by the Section 151 Officer)	There are no budgetary implications other than any specific references made in the AGMA Executive Board/Greater Manchester Combined Authority minutes.
Legal Implications: (Authorised by the Borough Solicitor)	Consideration of the AGMA Executive Board/Greater Manchester Combined Authority minutes helps meet the requirements of the AGMA Constitution and helps to keep Members informed on sub-regional issues and enables effective scrutiny. The matter relating to the airport is picked up as a separate report for consideration by members.
Risk Management:	There are no specific risks associated with consideration of the minutes.
Access to Information:	The background papers relating to this report can be inspected by contacting Robert Landon, Head of Democratic Services by:  phone: 0161 342 2146  e-mail: robert.landon@tameside.gov.uk

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**DECISIONS AGREED AT THE MEETING OF THE GREATER MANCHESTER
COMBINED AUTHORITY, HELD ON FRIDAY 16 DECEMBER 2016 AT
STOCKPORT TOWN HALL, STOCKPORT**

GM INTERIM MAYOR	Tony Lloyd (in the Chair)
BOLTON COUNCIL	Councillor Cliff Morris
BURY COUNCIL	Councillor Rishi Shori
MANCHESTER CC	Councillor Richard Leese
OLDHAM COUNCIL	Councillor Jean Stretton
ROCHDALE MBC	Councillor Richard Farnell
SALFORD CC	City Mayor Paul Dennett
STOCKPORT MBC	Councillor Alex Ganotis
TAMESIDE MBC	Councillor Kieran Quinn
TRAFFORD COUNCIL	Councillor Alex Williams
WIGAN COUNCIL	Councillor Peter Smith

JOINT BOARDS AND OTHER MEMBERS IN ATTENDANCE

GMF&RS	Councillor David Acton
GMWDA	Councillor Nigel Murphy
TfGMC	Councillor Andrew Fender

OFFICERS IN ATTENDANCE

Margaret Asquith	Bolton Council
Mike Owen	Bury Council
Howard Bernstein	Manchester CC
Carolyn Wilkins	Oldham Council
John Searle	Rochdale MBC
Jim Taylor	Salford CC
Eamonn Boylan	Stockport MBC
Steven Pleasant	Tameside MBC
Theresa Grant	Trafford Council
Donna Hall	Wigan Council
Peter O'Reilly	GM Fire & Rescue Service
Jon Lamonte	Transport for Greater Manchester
Simon Warburton	Transport for Greater Manchester
Mark Hughes	Manchester Growth Hub
Adam Allen	Office of the Police & Crime Commissioner
Clare Monaghan	GM Interim Mayor's Office
Liz Treacy	GMCA Monitoring Officer
Andrew Lightfoot	Deputy Head of the Paid Service
Julie Connor	Head of GMIST

Rebecca Heron
Sylvia Welsh
Paul Harris

GM Integrated Support Team
GM Integrated Support Team
GM Integrated Support Team

220/16 APOLOGIES

Apologies for absence were received and noted from Councillor Sean Anstee, Steve Rumbelow (Rochdale) and Ian Hopkins (GMP).

221/16 CHAIR'S ANNOUNCEMENTS AND URGENT BUSINESS

a) Steve Mycio

The Chair informed the Board of the very sad death of Steve Mycio. He spoke about the fact that Steve had spent his entire working life working for Manchester, both at the Council and his subsequent role as Chair of Central Manchester Foundation Trust and was awarded an OBE in the 2016 Queen's Birthday Honours for voluntary and charitable services to health and wellbeing in Manchester. Steve had made an incredible contribution to Greater Manchester and he wished for his and Members' condolences to be placed on record.

It was noted that a book of condolence is available at Manchester Town Hall to share memories and sympathy with his family and that a memorial service is to be held in February 2017.

222/16 DECLARATIONS OF INTEREST

There were no declarations of interest made by a Member in respect of any item on the agenda.

223/16 MINUTES OF THE GMCA MEETING HELD ON 25 NOVEMBER 2016

The minutes of the GMCA meeting held on 25 November 2016 were submitted for consideration.

RESOLVED/-

To approve the minutes of the GMCA meeting held on 25 November 2016 as a correct record.

224/16 FORWARD PLAN OF STRATEGIC DECISIONS OF GMCA

Consideration was given to a report advising members of those strategic decisions that were to be considered by the GMCA over the forthcoming months.

RESOLVED/-

To note the Forward Plan of Strategic Decisions, as set out in the report.

225/16 GREATER MANCHESTER EUROPEAN STRUCTURAL INVESTMENT FUND PLAN PROGRESS REPORT

Councillor Kieran Quinn, Portfolio Lead for Investment Strategy and Finance introduced a report which provided an update to Leaders on the developments in delivering the Greater Manchester European Structural and Investment Funds programme.

RESOLVED/-

1. To note the progress on the Greater Manchester European Structural Investment Funds (ESIF) programme following the EU referendum on 23 June 2016.
2. To agree to the submission of a revised Sustainable Urban Development plan and Intermediate Body application for ERDF only, as set out in section 6 to the report.

226/16 NORTH WEST CONSTRUCTION HUB

Councillor Alex Williams introduced a report which presented Members with the North West Construction Hub Annual Report and gave an overview of the social value of contracts as set out in the GMCA Social Value Policy.

RESOLVED/-

To note the report.

227/16 GREATER MANCHESTER DIGITAL INFRASTRUCTURE UPDATE

Councillor Richard Leese, Portfolio Lead for Economic Strategy, introduced a report which provided an update on the current position with the fixed-line digital infrastructure in Greater Manchester, including the progress of the delivery of superfast broadband in Greater Manchester (providing speeds of up to 30 Mbps), the current level of take up of superfast services and the proposed market investment in ultrafast and fibre connections that have been recently announced by BT Openreach and Virgin Media. The report also presented a summary of the Digital Infrastructure Investment Fund proposal that was announced in the Autumn Statement and highlighted the actions for Greater Manchester to accelerate investment.

In welcoming the report, a Member highlighted that as part of the Greater Manchester approach a common platform for easements and wayleave notices would be beneficial. It was noted that details on this were to be shared with Councillor Leese.

Members noted that the digital highway was part of the infrastructure improvements needed in public transport and highways. In addition, fibre to business will enable the digital economy to develop and that working with the Government on this matter remains a priority for Greater Manchester.

RESOLVED/-

1. To note that New Economy will work with Greater Manchester infrastructure providers to shape Greater Manchester's response for the Government call for evidence for its new Digital Infrastructure Investment Fund and report conclusions to a meeting of the Greater Manchester Combined Authority in early 2017.
2. To note that district economic development leads develop collaborative action plans with key infrastructure providers aimed at speeding up investment in Fibre to the Premises connectivity and that this is then fed into the next stage of the development of the Greater Manchester Spatial Framework.

228/16 HS2 GROWTH STRATEGY UPDATE

Councillor Richard Leese, Portfolio Lead for Economic Strategy, introduced a report which updated Members on the work proposed to take High Speed 2 (HS2) Growth Strategy for Manchester Piccadilly and Manchester Airport railway stations, in order to maximise the opportunities provided by HS2 and Northern Powerhouse Rail (NPR). Members noted that the work is funded from an allocation of £2.5 million made by Government to the Greater Manchester Local Economic Partnership (GM LEP) for the purpose of developing a growth strategy for each station.

A Member suggested that clarification on how the proposed two new HS2 stations will link to the wider Greater Manchester rail network and how this will affect services calling at Stockport. In response, it was noted the current position of Stockport rail services had not changed.

A Member highlighted the potential to work with the Greater Manchester Pension Scheme to in relation to investment opportunities for future growth.

A Member highlighted that as the West Coast Mainline and HS2 was to interact at Wigan, there was real potential for investment opportunities in the surrounding area. In addition, a high quality rail service was still needed from

Wigan to enable travel links to Scotland. For this reason it was noted that lobbying for improvements to the existing northern section of the West Coast Mainline was to continue in order for the capacity in the rail network to be increased.

Investment to shape HS2 quickly was needed and that the provision of a loop line service would allow for high speed trains to Scotland.

RESOLVED/-

1. To note the content of the outline submission as summarised in the report.
2. To note that the GM LEP Board granted approval for the use of LEP funding allocation to develop detailed growth strategies for both Piccadilly and Manchester Airport Railway Stations.
3. To grant approval for the transfer of the Growth Strategy funding to Manchester City Council supported by TfGM and to note that Manchester City Council and TfGM will be responsible for ensuring that all funding is applied in accordance with the grant conditions.

229/16 GREATER MANCHESTER TRANSPORT STRATEGY AND DELIVERY PLAN 2040

Tony Lloyd, GM Interim Mayor and Portfolio Lead for Transport introduced a report which informed Members of proposed changes of the draft Greater Manchester Transport Strategy documents, following consultation exercise and set out details of the future work to develop a longer term Delivery Plan in support of the Greater Manchester Spatial Framework. The report also sought the approval of Members to agree the of final versions of the Greater Manchester Transport Strategy and Delivery Plan 2040.

RESOLVED/-

1. To note the proposed changes to the consultation versions of the Greater Manchester Transport Strategy and Delivery Plan 2040.
2. To approve the Greater Manchester Transport Strategy and Delivery Plan 2040 and adopt such as Greater Manchester's Fourth Local Transport Plan.
3. To agree to delegate any final amendments to the Transport Strategy and Delivery Plan to the Chief Executive, TfGM in consultation with the GM Interim Mayor.
4. To note the further work that will follow over the next 12 months to develop a longer term Delivery Plan, as set out in section 4 to the report, for future

consideration by the GMCA, that will support the achievement of the growth strategy, as set out in the final GM Spatial Framework.

230/16 GM LOCAL GROWTH DEAL – SALFORD BOLTON NETWORK INVESTMENT PROGRAMME: LOXHAM STREET PINCH POINT FULL APPROVAL AND FUNDING DRAWDOWN

Tony Lloyd, GM Interim Mayor and Portfolio Lead for Transport presented a report which informed Members of the outcome of the recently completed Gateway Review for Salford Bolton Network Improvement Bolton Delivery Package 2 Scheme (Loxham Street Pinch Point) and sought Members' agreement for the full approval of this Delivery Package. Members were also asked to consider the release of £2.008 million is from the Local Growth Deal to enable the delivery of the works.

RESOLVED/-

1. To agree that full approval for the Salford Bolton Network improvement Bolton Delivery Package as set out in the report be granted.
2. To agree that the release of funding of £2.008 million from the Local Growth Deal to enable the delivery of the Bolton Delivery Package 2, be granted, as set out in the report.

231/16 TRANSPORT FOR GREATER MANCHESTER, DIRECTOR OF FINANCE AND CORPORATE SERVICES

Tony Lloyd, GM Interim Mayor and Portfolio Lead for Transport presented a report which sought the approval of Members in respect of the recommendation of the TfGM Resources Committee to increase the salary of TfGM's Director of Finance and Corporate Services post, in accordance with Part 2, paragraph 4 of Schedule 5 of the Transport Act 1968 which confirms that the Executive shall pay to or in respect of the Members thereof such remuneration, allowances and pensions as the Authority may determine". It was noted that this was in accordance with section 4.2.10 of the GMCA Operating Agreement.

RESOLVED/-

1. To note the recommendation of TfGM's Remuneration Committee.
2. To approve the recommendation of the TfGM Remuneration Committee for an increase in the salary of TfGM's Director of Finance and Corporate Services post as set out in the report.

232/16 GREATER MANCHESTER HOUSING LOAN FUND: SMALL LOAN FUND

Councillor Richard Farnell, Portfolio Lead for Planning and Housing presented a report which provided Members with further details in respect of the establishment of the small loans fund.

Members agreed to take the commercially sensitive Part B GM Housing Fund Investment Approval Recommendations report (Item 17) as read whilst considering this report.

RESOLVED/-

1. To approve the establishment of a special purpose entity and the procurement of a fund manager/advisor to manage the Small Loans Fund ("SLF") on the basis set out in this report.
2. To note the use of GM Housing Fund resources to cover any fund overheads for a three year interim period until recycled interest and fees can cover the cost base. Such costs will be determined by a procurement exercise but are estimated at £0.6m - £1.2m over three years and assumed to be revenue neutral over the life of the fund.
3. To agree to delegate authority to the GMCA Treasurer and Monitoring officer to finalise and agree the arrangements to establish the SLF including any ancillary agreements necessary and finalise the documentation to give effect to the appointment of a fund advisor/manager.

233/16 GREATER MANCHESTER INVESTMENT LOAN FUND – INVESTMENT APPROVAL RECOMMENDATION

Councillor Richard Farnell, Portfolio Lead for Planning and Housing presented a report which sought the approval of the GMCA in respect of the GM Housing Investment Loans and an investment of City Deal Receipts as set out in the report.

Members agreed to take the commercially sensitive Part B GM Investment Framework Approval report (Item 17) as read whilst considering this report.

RESOLVED/-

1. To approve the GM Housing Investment Loan Fund loans in the table below, as detailed further in this and the accompanying Part B report:-

BORROWER	SCHEME	DISTRICT	LOAN
FQ Developments Ltd.	Owen Street, Manchester	Manchester	£70,000,000
Splash Developments Ltd.	Former Star Inn, Failsworth	Oldham	£1,228,165

2. To approve the use of £491,266 of City Deal Receipts to provide additional mezzanine lending for the Former Star Inn scheme, noting that this investment will be subject to the approval of the Homes and Communities Agency to be obtained through the Housing Investment Board.
3. To recommend to Manchester City Council that it prepares and effects the necessary legal agreements in accordance with its approved internal processes.

**234/16 GREATER MANCHESTER INVESTMENT FRAMEWORK AND
CONDITIONAL APPROVAL**

Councillor Kieran Quinn, Portfolio Lead for Investment Strategy and Finance presented a report that sought approval for investments to Worthington Mancap LLP, Intelling Limited, Moixa Energy Holdings Limited and Shaping Cloud Limited. The investments will be made from Growing Places monies and recycled RGF monies. This report also provides an update on the James Briggs and DataCentred projects.

Members agreed to take the commercially sensitive Part B GM Investment Framework Approval report (Item 18) as read whilst considering this report.

RESOLVED/-

The Greater Manchester Combined Authority is requested to:

1. To agree that the project funding applications by Worthington Mancap LLP (loan of £4,000,000), Intelling Limited (loan of up to £1,500,000) Moixa Energy (loan of £1,000,000) and Shaping Cloud (loan of £500,000) be given conditional approval.
2. To agree to delegate authority to the Chief Investment Officer to agree the detailed commercial terms for a loan of up to £1,500,000 to Intelling Limited subject to the outcome of the points noted in the confidential part of the agenda.
3. To delegate authority to the Combined Authority Treasurer and Combined Authority Monitoring Officer to review the due diligence information and, subject to their satisfactory review and agreement of the due diligence information and the overall detailed commercial terms of the transactions, to sign off any outstanding conditions, issue final approvals and complete any necessary related documentation in respect of the loans at Resolutions 1 and 2 above.
4. To agree the changes to the commercial terms of the James Briggs and Data Centred funding, as set out in the confidential part of the agenda.

235/16 EXCLUSION OF PRESS AND PUBLIC

Members noted that as the commercially sensitive information was taken as read during the consideration of GM Housing Investment Loan Fund Investment Approval Recommendation (Minute 236/16), and Greater Manchester Investment Framework Approval (Minute 237/16) and for this reason were not considered in Part B of the Agenda.

236/16 GREATER MANCHESTER HOUSING LOAN FUND – INVESTMENT APPROVAL RECOMMENDATIONS

CLERK’S NOTE: This item was considered in support of the Part A Greater Manchester Housing Loan Fund – Investment Approval Recommendation (Minute 233/16).

237/16 GREATER MANCHESTER INVESTMENT FRAMEWORK AND CONDITIONAL APPROVAL

CLERK’S NOTE: This item was considered in support of the Part A Greater Manchester Investment Framework and Conditional Approval report (Minute 234/16).

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DECISIONS AGREED AT THE JOINT MEETING OF THE GREATER MANCHESTER COMBINED AUTHORITY AND THE ASSOCIATION OF GREATER MANCHESTER AUTHORITIES, HELD ON FRIDAY 16 DECEMBER 2016 AT STOCKPORT TOWN HALL, STOCKPORT

GM INTERIM MAYOR	Tony Lloyd (in the Chair)
BOLTON COUNCIL	Councillor Cliff Morris
BURY COUNCIL	Councillor Rishi Shori
MANCHESTER CC	Councillor Richard Leese
OLDHAM COUNCIL	Councillor Jean Stretton
ROCHDALE MBC	Councillor Richard Farnell
SALFORD CC	City Mayor Paul Dennett
STOCKPORT MBC	Councillor Alex Ganotis
TAMESIDE MBC	Councillor Kieran Quinn
TRAFFORD COUNCIL	Councillor Alex Williams
WIGAN COUNCIL	Councillor Peter Smith

JOINT BOARDS AND OTHER MEMBERS IN ATTENDANCE

GMF&RS	Councillor David Acton
GMWDA	Councillor Nigel Murphy
TfGMC	Councillor Andrew Fender

OFFICERS IN ATTENDANCE

Margaret Asquith	Bolton Council
Mike Owen	Bury Council
Howard Bernstein	Manchester CC
Carolyn Wilkins	Oldham Council
John Searle	Rochdale MBC
Jim Taylor	Salford CC
Eamonn Boylan	Stockport MBC
Steven Pleasant	Tameside MBC
Theresa Grant	Trafford Council
Donna Hall	Wigan Council
Peter O'Reilly	GM Fire & Rescue Service
Jon Lamonte	Transport for Greater Manchester
Simon Warburton	Transport for Greater Manchester
Mark Hughes	Manchester Growth Hub
Adam Allen	Office of the Police & Crime Commissioner
Clare Monaghan	GM Interim Mayor's Office
Liz Treacy	GMCA Monitoring Officer
Andrew Lightfoot	Deputy Head of the Paid Service
Julie Connor	Head of GMIST
Rebecca Heron	GM Integrated Support Team
Sylvia Welsh	GM Integrated Support Team

90/16 APOLOGIES

Apologies for absence were received and noted from Councillor Sean Anstee, Steve Rumbelow (Rochdale) and Ian Hopkins (GMP).

91/16 URGENT BUSINESS

a) Greater Manchester Spatial Framework

Councillor Rishi Shori, Leader of Bury Council, highlighted that the deadline for residents to respond to the Greater Manchester Spatial Framework (GMSF) consultation process was 23 December 2016 and requested that this period be extended to give people more time to respond.

Richard Farnell, Leader at Rochdale Council and Portfolio Lead for Planning and Housing said that the GMSF consultation is the largest planning consultation event ever held in Greater Manchester and was the first review of the Green Belt for over thirty years. He suggested that it was vital for residents to have their say and for this reason, wished to move a recommendation to extend the consultation period to the 16 January 2017. This proposal was seconded.

It was also noted that a further consultation on the draft proposals will take place during the summer of 2017.

RESOLVED/-

To agree to grant approval to extend the GMSF consultation period to the 16 January 2017.

92/16 DECLARATIONS OF INTERESTS

There were no declarations of interest made by any Member in respect of any item on the agenda.

93/16 MINUTES OF THE JOINT GMCA AND AGMA EXECUTIVE BOARD HELD ON 28 OCTOBER 2016

The minutes of the meeting of the Joint GMCA and AGMA Executive Board held on 28 October 2016 were submitted for consideration.

RESOLVED/-

To approve the minutes of the meeting of the Joint GMCA and AGMA Executive Board held on 28 October 2016 as a correct record.

94/16 FORWARD PLAN OF STRATEGIC DECISIONS OF JOINT GMCA & AGMA

Consideration was given to a report advising members of those strategic decisions that were to be considered by the GMCA and AGMA Executive Board over the forthcoming months.

RESOLVED/-

To note the Forward Plan of Strategic Decisions, as set out in the report.

95/16 JOINT GMCA AND AGMA SCRUTINY POOL MINUTES

a) Joint GMCA and AGMA Scrutiny Pool held on 11 November 2016

The minutes of the proceedings of the Joint GMCA and AGMA Scrutiny Pool held on 11 November were submitted.

RESOLVED/-

To note the proceedings of the Joint GMCA and AGMA Scrutiny Pool held on 11 November 2016.

b) Joint GMCA and AGMA Scrutiny Pool held on 9 December 2016

The minutes of the proceedings of the Joint GMCA and AGMA Scrutiny Pool held on 9 December 2016 were submitted.

With regard to Minute 16/52, Members noted that with regard to the call in of TfGMC's decision relating to Metrolink Second City Crossing Service Patterns (Minute TfGMC16/45), the Scrutiny Pool had resolved to refer the matter to the GMCA meeting in January.

Members noted that a meeting with Councillors Stretton, Farnell, Fender (as Chair of TfGMC) and Tony Lloyd, the GM Interim Mayor regarding Metrolink Service Patterns was to take place in early 2017.

RESOLVED/-

1. To note the proceedings of the Joint GMCA and AGMA Scrutiny Pool held on 9 December 2016.
2. To note that a report regarding Metrolink Second City Crossing Service Patterns was to be presented at the next meeting of the GM Combined Authority, as recommended by the Joint GMCA and AGMA Scrutiny Pool.
3. To note that a meeting with the Leaders of Oldham and Rochdale, the Chair of TfGMC and the GM Interim Mayor was to be convened during early 2017.

**96/16 GREATER MANCHESTER HOUSING COMMISSION –
REVISED TERMS OF REFERENCE**

Councillor Richard Farnell, Portfolio Lead for Planning and Housing introduced a report which sought approval to amend the Terms of Reference of the GM Housing Commission to reflect the expanded membership to include a nominated representative from all ten local authorities in GM and the role of the GM Planning and Housing Deputy Portfolio Holders, who will also be invited to attend Commission meetings.

RESOLVED/-

To approve the revised terms of reference of the GM Planning and Housing Commission.

97/16 TACKLING HOMELESSNESS

Tony Lloyd, GM Interim Mayor introduced a report which provided Members with an overview of initial proposals that have been submitted to DCLG in relation to funding opportunities to help tackle homelessness and rough sleeping.

In welcoming the report, a Member highlighted how Government policy had made homelessness worse, particularly in relation to changes to the benefits system and the lack of affordable home building. In addition, the distinction of begging, homelessness and rough sleeping needed to be clarified in the paper.

A Member requested that an independent evaluation be undertaken in order to advise of any systemic reform that may be required to reduce the causes of homelessness.

A Member highlighted the number of homeless people on the streets in outlying districts and explained that this increase can be linked to the Government policy on welfare reform and a lack of adequate mental health service provision. The report recognises that homelessness does not stop at borough boundaries and was a Greater Manchester wide problem.

It was also recognised that there are a number of different drivers to homelessness. Work to develop links to ensure that there was access to welfare right advice and early mental health intervention were to be discussed at an upcoming GM Reform Board meeting.

RESOLVED/-

1. To endorse the action taken to secure funding from DCLG and consider the progress made to date.
2. To note the outline proposals and issues that should be considered as proposals are refined.
3. To approve the intention to develop the homelessness pilot programmes and next steps.
4. To agree that the paper be also referred to the Reform Board to ensure a whole system approach to Homelessness in Greater Manchester.

98/16 SECTION 48 YEAR 3 AND DEVELOPMENT OF A NEW SCHEME

Councillor Alex Ganotis, Portfolio Lead for Arts and Culture presented a report which provided information on funding available for year 3 (2017/18) of the current Section 48 AGMA Grants programme and presented a

recommendation seeking approval for the formal closure of the scheme and the development of a new funding programme for culture under the GMCA.

Councillor Ganotis highlighted that the closure of the scheme was beyond the scope of this Board and for this reason proposed an amendment to recommendation 2 to the report to recommend to constituent councils that consideration be given to the closure of the AGMA Section 48 Grants scheme and to AGMA undertaking a consultation on the formal closure of the scheme.

RESOLVED/-

1. To agree to maintain the current level of funding for year 3 of the Section 48 funding at £3,288,795.
2. To recommend to constituent councils that consideration be given to the closure of the AGMA Section 48 Grants scheme and to AGMA undertaking a consultation on the formal closure of the scheme.
3. To agree that a report is brought back in the New Year setting out detailed proposals for a new funding programme for culture, under the GMCA.

**99/16 GREATER MANCHESTER METROPOLITAN DEBT
ADMINISTRATION FUND – ANNUAL ESTIMATES**

Councillor Kieran Quinn, Portfolio Lead for Investment Strategy and Finance, presented a report which informed Members of the Greater Manchester Metropolitan Debt Administration Fund's estimated rates of interest for 2016/17 and 2017/18 together with the borrowing strategy to be employed.

RESOLVED/-

To note the revised 2016/17 estimate and the original 2017/18 estimate.

100/16 ACKNOWLEDGEMENT - REBECCA HERON

Members noted that Rebecca Heron was to leave her post within GMIST to take up a position within Manchester City Council. The Chair thanked Rebecca for her hard work and significant contribution in supporting the work of the Combined Authority, particularly in relation to the Greater Manchester Strategy and Growth Fund, and wished her well in her future role.

In closing the meeting, the Chair wished those in attendance a merry Christmas and happy new year. Those sentiments were reciprocated.

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Date: **27 January 2017**

Subject: **Forward Plan of Strategic Decisions for the GMCA**

Report of: **Julie Connor, Head of Greater Manchester Integrated**

1. INTRODUCTION

1.1 At their meeting on 24 June 2011, the GMCA agreed procedures for developing a Forward Plan of Strategic Decisions for the Authority, in line with the requirements of the GMCA's constitution. The latest such plan is attached as the Appendix to this report.

2. RECOMMENDATIONS

2.1 GMCA members are invited to note, comment and suggest any changes they would wish to make on the latest Forward Plan of Strategic Decisions for the GMCA; attached to this report.

3. FORWARD PLAN: CONSTITUTIONAL REQUIREMENTS

3.1 In summary the Secretary of the GMCA is required to:-

- prepare a plan covering 4 months, starting on the first day of the month
- to refresh this plan monthly
- to publish the plan fourteen days before it would come in to effect
- state in the plan
 - (i) the issue on which a major strategic decision is to be made;
 - (ii) the date on which, or the period within which, the major strategic decision will be taken;
 - (iii) how anyone can make representations on the matter and the date by which any such representations must be made; and
 - (iv) a list of the documents to be submitted when the matter is considered

The constitution is also quite specific about the matters which would need to be included within the Forward Plan:-

- any matter likely to result in the GMCA incurring significant expenditure (over £1 million), or the making of significant savings; or
- any matter likely to be significant in terms of its effects on communities living or working in the area of the Combined Authority.

plus the following more specific requirements:-

1. a sustainable community strategy;
 2. a local transport plan;
 3. approval of the capital programme of the GMCA and TfGM and approving new transport schemes to be funded by the Greater Manchester Transport Fund;
 4. other plans and strategies that the GMCA may wish to develop;
 5. the preparation of a local economic assessment
 6. the development or revision of a multi-area agreement,
 7. the approval of the budget of the GMCA;
 8. the approval of borrowing limits, the treasury management strategy and the investment strategy;
 9. the setting of a transport levy;
 10. arrangements to delegate the functions or budgets of any person to the GMCA;
 11. the amendment of the Rules of Procedure of the GMCA;
 12. any proposals in relation to road user charging
- 3.3 All the matters at 1-12 above require 8 members of the GMCA to vote in favour, except those on road user charging, which require a unanimous vote in favour
- 3.4 The attached plan therefore includes all those items currently proposed to be submitted to the GMCA over the next 4 months which fit in with these criteria. GMCA members should be aware that:-

- Only those items considered to fit in with the above criteria are included. It is not a complete list of all items which will be included on GMCA agendas
- Items listed may move dependent on the amount of preparatory work recorded and external factors such as where matters are dependent on Government decisions; and
- In some cases matters are joint decisions of the GMCA & AGMA Executive Board.

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GREATER MANCHESTER COMBINED AUTHORITY

**FORWARD PLAN OF STRATEGIC DECISIONS
1 February 2017 – 31 May 2017**

The Plan contains details of Key Decisions currently planned to be taken by the Greater Manchester Combined Authority; or Chief Officers (as defined in the constitution of the GMCA) in the period between 1 February and 31 May 2017.

Please note: Dates shown are the earliest anticipated and decisions may be later if circumstances change.

If you wish to make representations in connection with any decisions please contact the contact officer shown; or the offices of the Greater Manchester Integrated Support Team (at Manchester City Council, P.O. Box 532, Town Hall, Manchester, M60 2LA, 0161-234 3124; info@agma.gov.uk) before the date of the decision.

Subject	Contact Officer	Description	Anticipated Date of Decision
Business Start Up	Portfolio Lead: Councillor Richard Leese Portfolio Lead Officer: Mark Hughes Contact Officer:	Development of Match Funding Proposals	24 February 2017
Brexit Monitor	Portfolio Lead: Tony Lloyd, Cllr Richard Leese Portfolio Lead Officer: Simon Nokes Contact Officer: John Holden	Monthly Update	24 February 2017


Subject	Contact Officer	Description	Anticipated Date of Decision
HS2 Update	<p>Portfolio Lead: Cllr Richard Leese</p> <p>Portfolio Lead Officer: Jon Lamonte</p> <p>Contact Officer: Steve Warrener/Amanda White</p>	Draft Response to Route Strategy Consultation	24 February 2017
Rail Industry Funding Submissions for CP6 (2019 – 2024)	<p>Portfolio Lead: Tony Lloyd</p> <p>Portfolio Lead Officer: Jon Lamonte</p> <p>Contact Officer: Jon Lamonte</p>	To present the priority list of future rail schemes to be submitted into the industry control period mechanism with a view to securing funding.	31 March 2017
Stations Investment	<p>Portfolio Lead: Tony Lloyd</p> <p>Portfolio Lead Officer: Jon Lamonte</p> <p>Contact Officer: Steve Warrener/Amanda White</p>	Programme and Asset Management – Proposal for Transfer	31 March 2017
GM Growth Deal Transport Update	<p>Portfolio Lead: Cllr Richard Leese</p> <p>Portfolio Lead Officer: Jon Lamonte</p> <p>Contact Officer: Steve Warrener</p>	6 monthly Update	31 March 2017


Subject	Contact Officer	Description	Anticipated Date of Decision
Salford Bolton Network Investment Programme	Portfolio Lead: Tony Lloyd Portfolio Lead Officer: Jon Lamonte Contact Officer: Steve Warrener	Approval for Salford Delivery Package 1	31 March 2017
Tameside Interchange	Portfolio Lead: Tony Lloyd Portfolio Lead Officer: Jon Lamonte Contact Officer: Steve Warrener	Full Approval	31 March 2017
To be confirmed			
Section 48 Grants	Portfolio Leader: Councillor Alex Ganotis Portfolio Lead Officer: Donna Hall Contact Officer: Sue Parkinson	Proposals for a new Funding Programme	24 February 2017
Apprenticeship programme	Portfolio Lead: Cllr Sean Anstee Portfolio Lead Officer: Theresa Grant Contact Officer: Gemma Marsh	GM Public Sector	To be confirmed

Subject	Contact Officer	Description	Anticipated Date of Decision
Greater Manchester City Deal : Homes for Communities Agency Receipts	Portfolio Lead: Cllr Richard Farnell Portfolio Lead Officer: Eamonn Boylan Contact Officer: Bill Enevoldson	Proposed Strategy for equity investment	To be confirmed
Intermediary Body Status	Portfolio Lead: Cllr Kieran Quinn Portfolio Lead Officer: Simon Nokes Contact Officer: Alison Gordon	Update on progress of discussions with Government	To be confirmed
Greater Manchester Housing Fund	Portfolio Lead: Cllr Richard Farnell Portfolio Lead Officer: Eamonn Boylan Contact Officer: Bill Enevoldson	Specific housing requirements and opportunities to bridge the funding gap	To be confirmed
GM Collaborative Working with Highways	Portfolio Lead: Tony Lloyd Portfolio Lead Officer: Jon Lamonte Contact Officer: Steve Warrener	Shared Service	To be confirmed
Wigan Interchange	Portfolio Lead: Tony Lloyd Portfolio Lead Officer: Jon Lamonte Contact Officer: Steve Warrener	Full Approval	To be confirmed

Subject	Contact Officer	Description	Anticipated Date of Decision
Stockport Bridge Interchange	Portfolio Lead: Tony Lloyd Portfolio Lead Officer: Jon Lamonte Contact Officer: Steve Warrener	Full Approval	To be confirmed
Bus Franchising	Portfolio Lead: Tony Lloyd Portfolio Lead Officer: Jon Lamonte Contact Officer: Steve Warrener	Consultation and progress with legislation	To be confirmed

Report To:	Executive Cabinet and Overview (Audit) Panel
Date:	8 February 2017
Cabinet Deputy/Reporting Officer:	Councillor Jim Fitzpatrick, First Deputy - Performance and Finance Ian Duncan Assistant Executive Director – Finance
Subject:	COUNCIL BUDGET 2017/18
Report Summary:	The report sets out the detailed revenue budget proposals covering 2017/18 - 2019/20 including the proposed council tax increases.
Recommendations:	Executive Cabinet is requested to RECOMMEND TO COUNCIL FOR APPROVAL the recommendations outlined in Section 11 of the report and recommend it to Council.
Links to Community Strategy:	The Council Budget aligns with the priorities of the Corporate Plan.
Policy Implications:	The Council budget reflects the policy choices that the Council intends to pursue and feeds into the Medium Term Financial Strategy.
Financial Implications: (Authorised by the Section 151 Officer)	Subject of the report.
Legal Implications: (Authorised by the Borough Solicitor)	<p>Legal considerations are set out in section 10 of the report. In particular it should be noticed that the required dispensation was granted to members for 4 years on the 26.02.13 by the statutory Monitoring Officer. It will be necessary for all members of the Council to make the necessary application to take part in the decision. This will be undertaken by signing a form.</p> <p>That the Council accepts the advice of the Section 151 Officer regarding the robustness of the estimates made for the purposes of the budget calculations and the adequacy of the proposed financial reserves. Following this, that the Council determines that the estimates are robust for the purpose of setting the budget and that the proposed financial reserves are adequate.</p>
Risk Management:	A risk assessed approach has been a major part of ensuring the adequacy of the budget. The report makes reference to a number of risks and the approach taken in framing the budget.
Access to Information:	For background information contact the report author: Ian Duncan – Assistant Executive Director - Finance

 Telephone:0161 342 3864

 e-mail:ian.duncan@tameside.gov.uk

Tameside MBC

Budget Report

2017/18

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1 INTRODUCTION

- 1.1 The purpose of this report is to set out and seek approval for the setting of the budget for the Council for the financial year 2017/18. This proposed budget is set in the context, once again, of cuts in Government funding to all councils. This will be the 8th year of reductions in funding with at least another two to follow.
- 1.2 This report reflects the Council's provisional Grant Settlement from the Government, announced on 15 December 2016. At the time of writing this report the final settlement is still awaited and will be reported to Members before final budget decisions are made on 28 February 2017.
- 1.3 The budget draws together the Council's many service plans and delivery strategies and sets out an overall plan in financial terms. The budget also ensures that we use our resources to deliver services to local people in line with the agreed priorities of the Council and its partners. Some key messages are:
- By the end of 2016/17 the Council will have had to make efficiency savings of £144.5 million, due to a combination of reductions in funding and an increase in the cost of providing services;
 - The Council has managed this difficult challenge by taking tough decisions, early, and will continue to do this;
 - The Council is committed to growing Tameside as outlined in the Corporate Plan – to building houses, attracting businesses, creating jobs and promoting better health, skills and education for our communities. By doing so we will seek to tackle the causes of service demand, and so continue to reduce the overall cost of Council services.
 - The Council budget for 2017/18 has been prepared following an intense review of the resources required to support and deliver the services of the Council. It takes account of the pressures that services are facing as well as increasing demographic demands to enable the Council to achieve its desired outcomes;
 - The Council continues to find new ways to deliver services that are sustainable and even more efficient;
 - There will be step up in the partnership working with the NHS which will require a change in risk sharing in order to see transformational changes in service delivery in Health and Social Care. Funding of £23 million has been received from the GM Health and Social Care Partnership to assist with implementing some of these changes.

2 TAMESIDE'S CURRENT POSITION

Services the Council provides

- 2.1 When the budget is discussed and debated the focus can be on the inevitable savings that have to be made each year. However, what should not be overlooked are the important services that the budget pays for and what the Council will continue to provide next year. Some examples of the range of different services that the Council deliver include:
- Support 8,308 people outside of the adult social care system through provision of prevention based services;
 - Support 3,000 people to live independently and remain in their own homes;
 - 57.3% of pupils achieved 5 A*-C GCSEs including English and Maths.

- Support 479 looked after children (LAC), 344 on a child protection plan and a further 1,224 children in need;
- Collect approx. £92.5 million in Council Tax from over 100,000 households;
- Collect approx. £60 million in business rates from 7,374 businesses;
- Answer approximately 180,000 made to our call centre and receive nearly 33,000 visits to Customer Services;
- Maintain 8 libraries, 1 local studies and archive centre, 1 museum and 2 art galleries,
- Welfare Rights opened 3,252 cases last year, generating more than £3.5 million in extra benefits, tax credits and grants for Tameside residents and advised on more than £1.6 million of debt;
- Registration Services registered 2,591 births and 2,069 deaths. They conducted 400 civil ceremonies and 153 individuals attended a citizenship ceremony;
- 1,060 family events organised across the borough with 60,811 individuals attending;
- Dealt with 960 planning applications;
- Empty 75,000 domestic refuse bins and 150,000 recycling bins per week;
- Approximately 682 tonnes of waste recycled each week;
- Maintain 750km of roads across the borough;
- Helped over 1,700 people to stop smoking;
- Offered a health check to 4,078 people aged 40 to 74;
- Visited 2,627 new mothers to offer help and advice;
- Maintain 35 playgrounds, 23 play areas, 27 sports pitches and 26 parks;
- Maintain 25,779 street lights.

Financial Performance in 2016/17

- 2.2 The provisional forecast revenue position for Council services, reported during 2016/17 is shown below. The table shows that at September 2016, the Council's net expenditure was expected to be less than budget by £6.8 million by the end of March 2017. It is important, particularly in times of funding reductions, that a firm control is kept of expenditure so that no unplanned use of resources takes place and the following year's budgets can be built upon an existing solid foundation.

Table 1: Financial Performance Quarter 2 2016/17

Directorate	Service	2016/17 Budget £000	Outturn £000	Variation to Budget £000
People	Childrens Social Care	23,972	24,819	847
People	Strategy and Early Intervention	1,906	1,841	(65)
People	Education	3,313	3,226	(87)
People	Adult and Early Intervention Services	41,995	43,493	1,498
People	Stronger Communities	7,096	6,781	(315)
	Total Director of People	78,281	80,159	1,878
Place	Asset and Investment Partnership Management	5,087	5,806	719
Place	Environmental Services	46,988	45,730	(1,258)
Place	Development Growth and Investment	2,221	2,084	(137)
Place	Digital Tameside	1,817	1,817	0
	Total Director of Place	56,113	55,437	(676)
Public Health	Director of Public Health	1,400	1,521	121
Governance and Resources	Director of Governance and Resources	9,979	7,297	(2,682)
	Total Service Position	145,773	144,414	(1,359)
Directorate	Corporate Budgets	2016/17 Budget £000	Outturn £000	Variation to Budget £000
Other	Corporate Costs, Capital and Financing and Other Cost Pressures	16,528	11,017	(5,511)
	Total	16,528	11,017	(5,511)
	Overall Total	162,301	155,431	(6,870)

Budget Preparation

- 2.3 This budget report has been produced following an intense review of all budgets to accurately assess the requirement going forward for each service area, taking into account inflation, demographic, legislative and grant pressures.
- 2.4 Services have also been asked to identify efficiencies that can be made and to review how the service will look going forward based on the demand placed on them and new ways of working. Examples of this include the move from manned libraries to self-service, or reassessment of the demand pressures within Childrens service.
- 2.5 This budget reassessment is also influenced by local priorities, and consultation with local businesses, Government policies, performance information and external inspections. In the light of future financial constraints, it has become even more important that the Council

continues to align limited revenue and capital resources with key policy priorities. This involves the Council focussing more clearly on core services and priorities, whilst making difficult decisions to reduce or cease activity in other areas.

- 2.6 The Council is committed to only doing what matters, by understanding what people need, designing services to meet this need and reducing any costs and duplications that may exist.
- 2.7 Individual service plans for each directorate area (**Appendix 3**) identify the current budget and any changes that are being recommended to produce their budget for 2017/18 and beyond. The changes include pressures, demographic demands, plans and priorities for that area and are linked with Corporate Plan priorities. Some issues worthy of note are set out below.

Forward planning and key challenges facing the Council

- 2.8 There are a number of key challenges facing the Council in 2017/18 and future years, these include:
- Continuing to review the delivery of sustainable services to local people from a much reduced level of resources; delivering the necessary further reduction in the overall size of the Council in the coming years and securing ongoing cost reductions in a timely manner. The report comments upon the scale of this challenge;
 - The increasing number of people that need to access our adult social care services. We welcome the fact that people are living longer, and indeed, it is our ambition to for this improvement in health to continue. However, an increasing number of people living longer will mean the Council is exposed to additional financial demands on its constrained resources. Furthermore, the cost of care is increasing, in part as a result of the introduction of the New Living Wage, which adds to the pressure on the budget;
 - There is increasing recognition nationally that the solution to many of the difficulties faced by the NHS is to invest more in social care. So far this has not resulted in any significant additional resources from the Government, although it is permitting some costs to be passed on to local council tax payers (comment on the grant settlement and council tax is made later in the report). Our response in Tameside has been to create a partnership approach operating under the banner of Care Together. This is commented on in section 2.10 below.
 - Under Care Together, the three organisations will, for the first time, be taking shared financial risks which are seen as essential for the initiative to succeed. This will mean the Council being exposed to a greater degree of risk than it is currently;
 - Demands on services are not restricted to Adults' Services. We are experiencing a surge in the number of children being referred to Children's services. This is commented upon later in the report (see section 5.12). The Council is responding to this demand by increasing significantly the budget for Children's care services so that vulnerable children are not put at risk;
 - **Business Rates** are set nationally by the Government but collected locally by the Council. It is only since April 2013 councils have been able to share in any growth in business rates and whilst we support this move, it has meant at the same time that councils have had to share responsibility for losses in business rates. Tameside, like many others, has experienced losses arising from successful appeals against rateable values placed on properties. From April 2017 a completely new valuation list comes into force and the reaction of businesses is likely to be the start of a fresh round of appeals. This brings uncertainty into our financial planning and is likely to exist for a number of years.

- The Council has a significant capital investment programme over the medium term which can have a direct impact on residents, businesses and visitors to the borough. In the recent past spending performance has been disappointing and therefore improvements are needed in effective delivery of capital and infrastructure investment e.g. Vision Tameside.

Members and Officers must remain focused on these issues and key challenges if the Borough is to remain in a strong financial position at the end of the planning period. This budget report is a key document in ensuring that focus.

Current Initiatives

2.9 Details of some of the many initiatives being undertaken by the Council to improve outcomes and deliver vital services are included below:

2.10 **Care Together** is the transformational approach to significantly improving the health and wellbeing of the 250,000 residents of Tameside and Glossop. The programme comprises three key elements:

- Establishment of a Single Commissioning Function to ensure resources are aligned and distributed in a way that facilitates integration and most effectively meets need;
- Development of an Integrated Care Foundation Trust to ensure the traditional organisational silos and boundaries are eliminated;
- A new model of care to drive forward at pace and scale the changes to support the economy to achieve its ambitions in terms of improved outcomes for the population and also for a financially and clinically sustainable health and social care system.

2.11 In addition to delivering a sustainable health and social care economy, the programme has a significant expectation to improve the healthy life expectancy of the population. In doing this, the programme has three key ambitions which are wholly in line with both Greater Manchester and national policy:

- To support local people to remain well by tackling the causes of ill health, supporting behaviour and lifestyle change and maximising the role played by local communities.
- To ensure that those receiving support are equipped with the knowledge, skills and confidence to enable them to take greater control over their own care needs and the services they receive.
- When illness or crisis occurs, to provide high quality, integrated services designed around the needs of the individual and, where appropriate, provided as close to home as possible.

2.12 The programme comprises a series of interdependent transformation schemes that together will deliver a financially and clinically sustainable health and social care economy and improve the healthy life expectancy of the local population. The schemes focus on demand reduction and the absorption of growth and the reduction of acute and primary care activity.

2.13 The Tameside and Glossop health and social care economy has recently received approval of £23.2 million via the Greater Manchester Health & Social Care Partnership to support this transformation.

Greening Tameside – Increasing Recycling

2.14 Bin Swap has increased the amount of waste that is recycled, and decreased the amount of waste that is sent to landfill, it has already achieved significant savings. Disposal of non-recyclable waste currently costs £350 per tonne in 2016/17, work is continuing to work on

ways to reduce the amount of waste that isn't recycled and reduce the cost per tonne for processing the waste. To further improve the amount of waste diverted from landfill, (and the savings associated with this), the Council has to consider and deliver innovative ways of working using the resources we currently have.

- 2.15 The Waste Services team has spent its time since Bin Swap, reviewing the collection model and looking to find further improvements. The large shift in recycling tonnage presented means that we have had to review the collection rounds to ensure the work is balanced correctly throughout the week. (Bin Swap took us from a recycling rate of 42% to its current rate of 59%).
- 2.16 The Council has also taken the opportunity to increase the frequency of collection of paper and cardboard, as it has been fed back to us by service users as an improvement that would be welcomed. As with previous changes delivered by Waste Services, clear communication before the changes take place will be delivered to each home.

Improving Transport Infrastructure

- 2.17 The completion of the new-interchange in Ashton under Lyne will enable the realisation of the full transport and economic benefits of the Metrolink extension, and ongoing improvements to local rail services.

Vision Tameside

- 2.18 Tameside's economic success is dependent on a step change in the approach to tackling the skills position of the Borough and the transformation of the Borough as a place for businesses to invest. The delivery of the Vision Tameside project will deliver a new vitality to the town centre and improve the economic outlook for the Borough.

3 BUDGET CONSULTATION 2017/18

3.1 The Council has a statutory duty to consult with businesses and other representatives of non-domestic ratepayers on its annual spending proposals for 2017/18. The consultation with businesses and other representatives of non-domestic ratepayers on the Council's draft budget 2017/18 ran for two weeks between the 1 February and 16 February 2017. The Council utilised four channels for engaging with the target audience and these are detailed below:

- **Live Work Invest website**

Tameside's 'Live Work Invest' website has been developed by Tameside Enterprise Board to facilitate the creation, development and growth of businesses in the area and is one of the Council's main routes for engaging with the business community. On the 18 January, a message was emailed to Live, Work and Invest members informing users that the consultation on the Council's draft budget would begin on the 1 February.

- **Non-domestic ratepayers' database**

Exchequer Services hold a database of non-domestic ratepayers email addresses. An email was sent on 18 January to all those listed on the database, informing them of the consultation on the Council's draft budget.

- **Business representative organisations**

An email was sent on 18 January to all those listed on the database, informing them of the consultation on the Council's draft budget.

- **Town team chairs for onward distribution**

An email was sent on 18 January to all those listed on the database, informing them of the consultation on the Council's draft budget.

3.2 Respondents have been asked to send any comments to a dedicated email address at the Council or to respond by post by 16 February 2017.

4 EXTERNAL RESOURCES AND FINANCIAL SETTLEMENT

The Finance Settlement

- 4.1 Whilst the current Government has eased back on the pace by which public expenditure has to come into balance with available resources it is still adopting a policy of spending constraints, no more so than in the support given to local government.
- 4.2 Last year the Government gave an offer of a fixed four year settlement on condition each authority published an efficiency plan for the period 2016-20. Our efficiency plan was published in October 2016, and we are now guaranteed our main financial settlement through to, and including, 2019-20. Altogether 97% of local authorities took up the offer of a fixed settlement and whilst it gives some certainty to help our planning it is still nevertheless a reduction in central government support.
- 4.3 On 15 December 2016, the Government set out the settlement for 2017/18. This is highlighted in the table below:

Table 2 – Fixed Settlement

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Revenue Support Grant	34,493	25,449	19,371	13,237
Business Rates Baseline	27,481	24,600	25,391	26,294
Business Rates Top-up Grant	24,043	27,975	28,876	29,903
Total Settlement Funding Assessment	86,016	78,024	73,638	69,434
Section 31 Grant*	1,960	1,960	1,960	1,960
Public Health Grant*	15,699	15,312	14,914	14,525
Total SFA and Public Health	103,675	95,296	90,512	85,919
Reduction in Year		(8,379) 8.1%	(4,784) 5.0%	(4,593) 5.1%
Cumulative Reduction				(17,756) 17.1%

*The section 31 and public health grants are not part of the four year fixed year settlement but have been presented to show a meaningful comparison with the table below.

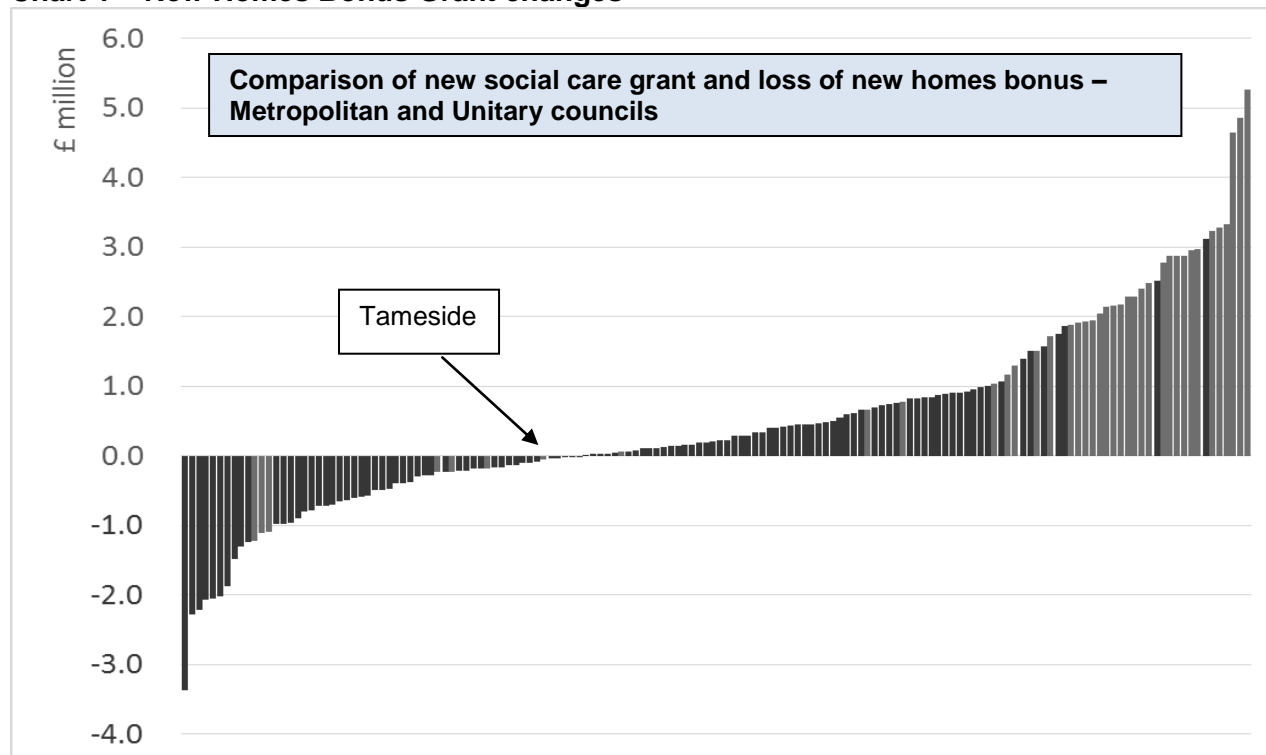
- 4.4 Greater Manchester (GM) is to participate in a pilot scheme to retain 100% of business rates, ahead of a national rollout of the scheme in 2020. Under the arrangement the 10 district councils in GM will no longer receive any revenue support grant or public health grant. This will be adjusted through the amount received in respect of business rates grants and therefore the settlement has been restated as follows:

Table 3 – Fixed Settlement (restated)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Revenue Support Grant	34,493	0	0	0
Business Rates Baseline	27,481	47,701	49,285	51,094
Business Rates Top-up Grant	24,043	43,635	37,267	30,865
Total Settlement Funding Assessment	86,016	91,336	86,552	81,959
Section 31 Grant	1,960	3,960	3,960	3,960
Public Health Grant	15,699	0	0	0
Total SFA and Public Health	103,675	95,296	90,512	85,919
Reduction in Year		(8,379) 8.1%	(4,784) 5.0%	(4,593) 5.1%
Cumulative Reduction				(17,756) 17.1%

4.5 Another aspect of the grant settlement was the introduction of a new grant for adult social care worth £241 million across England. The grant will last for one year only and our share of this grant is £1.159 million. However, to pay for this the Government has reduced the amount paid to authorities in New Homes Bonus (NHB). Tameside will lose £1.165 million in NHB and as a result is marginally worse off and therefore does not receive any benefit from this change. The graph below shows how Metropolitan and Unitary councils have been affected by this change in grant arrangements:

Chart 1 – New Homes Bonus Grant changes



- 4.6 There were other changes relating to New Homes Bonus. The grant was introduced in 2011 and a bonus (grant) is paid for six years for every newly built home, conversion and long term empty property brought back into use. Following a consultation, this mechanism will be amended as follows:
- a move to 5 year payments for both existing and future Bonus allocations in 2017/18 and then to 4 years from 2018/19; and
 - The introduction of a national baseline of 0.4% for 2017/18 below, which allocations will not be made.
- 4.7 The Government will continue to pay the funding as an un-ringfenced grant and also retains the option of making adjustments to the baseline in future years to reflect significant and unexpected housing growth. It will also revisit the case for withholding New Homes Bonus from 2018-19 from local authorities that are not planning effectively, making positive decisions on planning applications and delivering housing growth. To encourage more effective local planning the Government will also consider withholding payments for homes that are built following an appeal.
- 4.8 As part of the finance settlement an announcement was also made about council tax, including options concerning the adult social care precept. This is commented upon in section 6.5.
- 4.9 The Council also receives other grants which are not included in the fixed settlement. A list of those grants over £100k is shown in **Appendix 2**.
- 4.10 In summary the Council is faced with a reduction in funding support of £8.4million for its budget. This reduction will increase by a further £9.4 million over the two subsequent years. This is before any cost pressures are taking into account, which is commented upon in section 5. The Council's response to this challenge will be to focus on delivering our Corporate Plan vision in the most effective way given the resources available. Moreover, we will seek to ensure that those services generate the best possible return on every pound that we spend.

5 MEDIUM TERM FINANCIAL STRATEGY (MTFS)

Background

5.1 The MTFS supports the Council's medium term policy and financial planning processes. Fundamentally the strategy is designed to help provide a stable financial base to support service delivery. The strategy also fits within a wider system of corporate planning.

5.2 As well as supporting the Council's legal responsibility to set a balanced budget, the aims of the MTFS are to:

- ensure resources are allocated to the Council's priorities;
- improve value for money;
- maintain financial stability by anticipating future year funding changes and cost pressures, and taking appropriate action;
- manage significant financial risks;
- Establish and maintain an adequate level of reserves and balances.

5.3 The MTFS is underpinned by the following key principles:

- Prudent assessment of future resources;
- The future cost of services has been fully reviewed and assessed. Provision within the MTFS has been included to take account of forthcoming pressures and investment requirements;
- Maximisation of income generated across all areas of the Council and prompt collection of all amounts owed to the Council / minimisation of bad debts;
- Prudent assessment of provisions required to mitigate potential future liabilities;
- Risk-assessed level of reserves and balances held corporately to mitigate potential financial risks;
- Maximisation of capital receipts from assets surplus to requirements;
- Maximisation of external grant funding that meets our priorities;
- Full integration of revenue and capital financial decision-making processes to ensure the revenue implications of capital projects are accurately reflected in the MTFS;
- Assurance of the implementation of all savings and efficiencies proposals.

Key assumptions

5.4 In line with these key principles, the following specific assumptions have been made in the development of the 2017/18 MTFS:

- a) Government support in accordance with the four year fixed funding agreement (section 4.2 above);
- b) Pay awards - 1%;
- c) Employer's pension contribution rate increase of 1.3% in 2017/18 and maintained thereafter;
- d) Inflation on running expenses - 2% per annum. Increased allowance for adult services contract costs due to New Living Wage;
- e) Fees and charges - average increase of 2.5% unless costs are not being recovered or market conditions require a higher or lower level;
- f) Allowance for demographic change in children and adults' service;
- g) Average investment return on cash deposits of 0.5%;

- h) The Council will remain in an under-borrowed position. A limited amount of new borrowing to take place at an average interest rate of 2.70%;
- i) Increase in levies per guidance issue by GM Combined Authority and GM Waste Disposal Authority;
- j) Provision of loss on business rates of £0.5 million per annum.

5.5 Funding has been allocated to services on the basis that it has been assessed as adequate to enable Executive Directors to deliver their services as outlined in **Appendix 1**. Executive Directors and Assistant Executive Directors will be accountable for containing service spending within these amounts. Generally, underspends will be retained by the service area; overspending will also be retained and will become the first call on resources in the next financial year. The cumulative level of underspends and overspends will be kept under review.

Budget 2017/18

- 5.6 There has been a detailed review of all budgets in line with service priorities and in some areas additional budget has been provided to ensure that the budgets are sustainable. For other services, efficiencies have been identified and these budgets have been amended. This results in an overall position and then options can be considered in respect of how the gap can be closed and a balanced budget produced.
- 5.7 The increase in cost that has been assessed is summarised in table 4 below. Comment on each component is also provided.

Table 4: Summary of Cost Increases

Cost Increases	2017/18 £000	2018/19 £000	2019/20 £000
Inflation	3,606	4,570	4,344
Levies	150	270	550
Legislative & Grant Changes	1,459	2,343	(58)
Demographic	9,185	3,567	3,751
Other Costs	4,282	(970)	(1,330)
Total Cost Increases	18,682	9,780	7,257

- 5.8 Inflation has been assessed using the assumptions set out in section 5.4 above.
- 5.9 The two main levies payable by the Council are for Passenger Transport and Waste Disposal. The headline increase for Tameside for waste disposal in 2017/18 is 0.15% but Greater Manchester Waste Disposal Authority is considering how savings can be made over the medium term and from this requires a one-off revenue spend of £77 million. Therefore the levy is expected to increase by substantially in 2017/18 and to reduce in subsequent years this will be funded from reserves. We are awaiting confirmation this change will occur but at this stage the revised levy is not included in the draft budget. This will be updated for the Council meeting on the 28 February 2017.
- 5.10 To help pay for this increase the levy for Passenger Transport will be reduced by the temporary use of transport reserves. The reserves of GM Combined Authority will need to be replenished via subsequent increases in the transport levy. It is anticipated this will be assisted by reductions in the waste disposal levy. This is not yet reflected in the 2017/18 draft budget.

- 5.11 As mentioned earlier, the Council receives a number of grants in support of its services which can vary from year to year. Mention has already been made to the new social care grant and new homes bonus.
- 5.12 **Increased Demand for Services** – each year the Council anticipates increased demand for services, particularly for Children and Adults’ care services. In 2016/17 the Council has seen an unprecedented increase in the number of children coming into the purview of its care services. This is clearly illustrated in the table below:

Table 5: Children Services Caseloads

Caseloads	Apr20 14	Apr20 15	Apr 2016	Jul 2016	Sep 2016	Dec 2016
Children In Need	888	840	732	681	971	1,224
Children Looked After	423	417	435	437	446	479
Child Protection Plans	167	212	223	261	259	344
Total	1,478	1,469	1,390	1,379	1,676	2,047

- 5.13 Such demand results in costs in two main ways. One is for the additional staffing costs, mainly social workers, to deal with increased caseload whilst also keeping children safe. The second is the cost in providing care that each child has been assessed as needing; this can vary widely depending whether at one end of the range the child can be cared for safely in a home environment which may involve only modest or no cost or needs, to the extreme of a child needing a secure permanently staffed external placement external placement.
- 5.14 The Council is already addressing the situation and is facing increased costs in 2016/17 which will be managed within the overall budget envelope. For 2017/18 a recurrent budget provision of £6 million is being made to cope with this demand. In addition a non-recurrent sum is included in the childrens services budget as outlined in Para 5.17. Spending at this level is not sustainable in the context of declining resources and therefore managers will need to identify over the medium term how expenditure can be brought within available resources. The impact of this increased demand in terms of outcomes for children and also financial sustainability will be monitored by an independently chaired Improvement Board and also by a panel of elected Members.
- 5.15 For Adults’ services, the number of people coming into the service should be easier to predict and consequently have less volatility in this budget. Having said that the Council is having to care for an increased number of people with a learning disability and there can be a wide range of costs depending on what their assessed needs are; for elderly people there are more with dementia who need more support.

Table 6: Adult Services Caseloads

Caseloads	Apr 16	Jul 16	Sep 16	Dec 16	Projected		
					2017- 18	2018- 19	2019- 20
People in Care Home placements	793	789	800	800	807	820	832
Homecare hours provided p/w	9,543	9,283	8,982	9,467	9,459	9,600	9,744
Homecare - number of clients	948	945	916	960	956	971	985
Extract of Number of people helped to live at home;							
Day Care	439	446	462	462	459	466	473
Supported Accommodation (incl	400	399	411	411	411	417	424

Extra Care Housing)							
Shared Lives	150	141	140	141	145	147	150

Please note that the above growth projections are based on POPPI & PANSI demographic growth assumptions the numbers do not include the impacts of activity deflections from Acute services into community based settings arising from implementation of new models of care through Care Together. The prevalence rates for Dementia are also increasing, the extract below demonstrates the projected local trend

Table 7: Levels of Dementia

Dementia - all people	2016	2017	2018	2019	2020
People aged 65-69 predicted to have dementia	161	153	147	141	136
People aged 70-74 predicted to have dementia	266	293	310	328	347
People aged 75-79 predicted to have dementia	428	433	445	457	470
People aged 80-84 predicted to have dementia	597	610	657	708	762
People aged 85-89 predicted to have dementia	583	622	622	622	622
People aged 90 and over predicted to have dementia	508	508	536	566	597
Total Tameside population aged 65 and over predicted to have dementia	2,543	2,619	2,717	2,822	2,934

5.16 There are **other costs** included in the draft budget which are commented on below;

5.17 Alongside the increased service demand within Childrens Services, there will be also additional investment required within the service for 2017/18 of £2.6million funded from reserves. This is for the current demand faced by childrens services which is anticipated to decline over the medium term plus a non-recurrent sum to facilitate service improvement initiatives following the recent Ofsted inspection. These improvements include a review of service provision pathways and the associated business processes and system infrastructure together with additional capacity to improve the development of the service workforce.

5.18 The largest asset owned by the Council is the highway network and in order to try to prevent a decline in its condition it is proposed to allocate a budget of £0.5 million for annual maintenance; in addition Members will be asked in March 2017 to consider an investment in highways as part of the capital investment programme (see section 9.5).

5.19 In a similar vein there are a number of buildings within the Council's ownership, including some of historical importance, which require regular upkeep. An increase in the budget of £0.65 million is included within the financial plans.

5.20 The Tameside Resettlement Scheme is an initiative to provide emergency support in the form of rent deposits and second hand furniture to vulnerable people in the Borough. This is currently funded on a non-recurrent basis from reserves. A permanent budget of £0.34million for this support is now included within the proposed budget.

5.21 In order to bring the budget into line with available resources it is necessary to review and identify opportunities for savings and efficiencies across all services. In order to help care services have sufficient time to deal with the changing demographic profile (sections 5.12 – 5.15 above) and for *Care Together* to deliver transformational savings the priority in 2017/18 has been to identify the majority of savings away from care services.

Savings and Efficiencies

5.22 The savings and efficiencies identified to assist in balancing the budget must be set in the context of what the Council has already achieved over the last few years. By the end of

2016/17, the Council has had to make efficiency savings of £144.5 million. For 2017/18 the main areas of savings can be placed in two main themes.

Maximising the benefit of the Council's financial resource base

- 5.23 A separate report will be considered by the Executive Cabinet to make an advance payment of pension contributions, which will allow the pension fund to make investments and thereby generate additional income. This is expected to produce a benefit of around £0.8 million per annum over the three year period. It is only the Council's strong cash position which allows the advance payment (of £45 million) to be made. In addition the allowance in the contribution rate for the cost of early retirements will be reduced saving a further £0.24 million.
- 5.24 The Council has provided an equity loan to Manchester Airports Group following a restructuring of the Group. The loan attracts a coupon of 12% return but by its nature it carries a higher risk. However given the trading position of MAG it is reasonable to release this income stream of £1.040 million into the medium term financial plans.
- 5.25 The Council is able to borrow for its capital investment programme so long as it is able to afford the cost of interest and loan repayments from its revenue budget. The Council's cash position has meant that it can delay the taking up of new borrowings, thereby avoiding interest costs, and instead using available cash. Currently the Council is under-borrowing by nearly £70 million as regularly reported in the treasury management updates to Executive Cabinet. The assumption in the medium term financial plan will be that some limited borrowing will take place but overall there will still be an under-borrowed position throughout the three year planning period. This will result in a saving to the revenue budget of £5.1 million and will be included in the budget.
- 5.26 In previous budgets the Council has been faced with volatile increases in the waste disposal levy. To provide a cushion against these movements the Council has gradually increased the budget provision to get to a level that was forecast some years ago. Since then there have been a number of changes such as savings made by Greater Manchester Waste Disposal Authority (GMWDA), the Council's bin swap and now the intention by GMWDA to identify further savings. As a result it is possible to release £5 million budget provision to support current the resource constraints being faced.

Service Efficiencies

- 5.27 Over the past seven years of austerity the Council has removed substantial sums from both back office and service costs. Costs are kept under review and new initiatives for savings are constantly sought. For 2017/18 services have again identified measures to make further savings:
- **People Directorate (£0.336 million)** - There have been a number of services reviews within Adult Social Care which will achieve a £0.336m recurrent saving from 2017-18 onwards. Areas reviewed include Sensory Services, Learning Disabilities Day Services and Respite Provision. Further work is ongoing to ascertain the suitability of the Reablement service and invest to save proposals are currently being evaluated to expand the community based model for people with sub-threshold needs to enable them to live independently.
 - **Public Health (£0.436 million)** - The Directorate has reviewed and recommissioned a number of contracts to deliver recurrent savings of £0.436 million from 1 April 2017. Contracts where savings will be delivered include the provision of support for residents with issues associated with drugs and alcohol and sexual health needs. Savings will also be realised within the contract for the provision of 0-19 public health services.
 - **Place Directorate (£0.988million)** - These include staffing savings across environmental services following a whole service review.£0.531million, £0.200million from savings in street lighting energy as a result of the investment in LED lighting and various small efficiencies across the services.

- **Governance and Resources (£0.593 million)** - this will be achieved from a variety of initiatives included merging finance teams with Tameside and Glossop Clinical Commissioning Group, providing services to GM Pension Fund from within existing capacity and continued investment in digitisation to improve services.

5.28 Applying the total savings outlined, it still leaves a gap to be addressed of £8.1 million and £19.3 million in the following two years as shown below:

Table 8: Gap Analysis

Gap Analysis	2017/18 £000	2018/19 £000	2019/20 £000
<u>Funding Changes</u>			
Grant Settlement	8,379	4,784	4,593
Use of Reserves 2017/18	(2,600)	2,600	0
Use of Reserves 2018/19	0	(1,600)	1,600
Use of Reserves 2019/20	0	0	(300)
Total Funding Changes	5,779	5,784	5,893
<u>Service Changes</u>			
Cost Increases	18,682	9,780	7,257
Savings:			
- Financial Resource Base	(13,007)	(107)	(330)
- Efficiencies	(2,353)	(125)	(725)
Pump Priming Costs	0	250	0
New Income (mainly Better Care Fund)	(974)	(4,476)	(3,877)
Total Service Changes	2,348	5,322	2,325
Remaining gap to be addressed	8,127	11,106	8,218

Overall Summary

5.29 After incorporating all of the above, table 9 shows the full budget and the resources available to pay for it before decisions are made on council tax.

Table 9: Medium Term Financial Strategy 2016-20

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
<u>Resources</u>				
Revenue Support Grant	(34,493)	0	0	0
Business Rates Baseline	(27,480)	(47,701)	(49,285)	(51,094)
Business Rates Top-up Grant	(24,043)	(43,635)	(37,267)	(30,865)
Collection Fund Surplus	(1,000)	(1,000)	(1,000)	(1,000)
Amount to be funded from Council Tax	(74,333)	(74,333)	(74,333)	(74,333)
Use of Reserves and Balances	(952)	(2,600)	(1,600)	(300)
Total Resources	(162,301)	(169,269)	(163,485)	(157,592)
<u>Spending Plans</u>				
Director of People	71,186	83,117	80,998	79,343
Public Health	1,400	16,707	16,740	16,548
Director of Places	63,211	58,595	59,783	60,079
Director of Governance and Resources	9,979	9,652	9,725	9,824
Corporate Costs	16,525	9,325	15,472	19,249
Total Spending	162,301	177,396	182,718	185,043
Remaining Gap to be addressed	0	8,127	19,233	27,451

6 CLOSING THE GAP: COUNCIL TAX

- 6.1 The previous coalition government had a policy on Council Tax whereby it provided financial incentives for local authorities to freeze their tax levels. There has been a marked difference with the current Government where council tax increases are expected to take place and have built such increases into their financial models included in the annual grant settlement. Furthermore the idea of a 'precept' for adult social care was introduced in 2016/17. In the absence of Government funding to deal with such issues and the need to provide statutory services, local authorities have to consider council tax increases. For these reasons this Council has agreed that it will have to raise the level of Council Tax over the next three years.
- 6.2 Before raising the tax the Council has taken actions to ensure the amount raised from Council Tax is maximised. A review of the single person discounts was carried out in 2016 and resulted additional income of £300k was available for collection. In addition the Council's Tameside 500 is a policy to encourage 500 new homes to be built in the borough each year, which will increase the tax yield. Finally the Council is taking a firm approach on collection so that the maximum return can be achieved, which reduces the need to make reductions in services.
- 6.3 The main benefit of the increase in yield and collection rate increase to 96.5% is that a recurring sum of £2.3 million can be used to support the budget; this is before any increase in the level of Council Tax.
- 6.4 In addition there is a surplus on the Collection Fund which can be released to support the budget. A total of £3 million will be used to support the budget in 2017/18, which is £2 million more than planned. The amount available to support future years will be phased downwards to £1.5 million per year.
- 6.5 When the grant settlement was announced in December 2016 the Secretary of State set out his guidelines on Council Tax. He announced it would be permissible for the adult social care precept to be increased above the 2016/17 level of 2% (of the Council's tax level) as follows:

2017/18:	maximum increase of 3%;
2018/19:	maximum increase of 3%;
2019/20:	maximum increase of 2%;

Over the three year period the maximum combined increase is 6%.

For general increases in Council Tax, the trigger point for a referendum to be called is 2% or more.

- 6.6 The table below illustrates the effect of increases in Council Tax on the affordability of the Council's medium term plan. The budget for 2017/18 can be balanced with a 4.99% increase but there remains a shortfall in future years even after a tax increase:

Table 10: Medium Term Financial Strategy 2017-20 (including council tax)

	2017/18 £000	2018/19 £000	2019/20 £000
<u>Resources</u>			
Revenue Support Grant	0	0	0
Business Rates Baseline	(47,701)	(49,285)	(51,094)
Business Rates Top-up Grant	(43,635)	(37,267)	(30,865)
Collection Fund Surplus	(1,000)	(1,000)	(1,000)
Amount to be funded from Council Tax	(74,333)	(74,333)	(74,333)
Use of Reserves and Balances	(2,600)	(1,600)	(300)
Total Resources	(169,269)	(163,485)	(157,592)
<u>Spending Plans</u>			
Director of People	83,117	80,998	79,343
Public Health	16,707	16,740	16,548
Director of Places	58,595	59,783	60,079
Director of Governance and Resources	9,652	9,725	9,824
Corporate Costs	9,325	15,472	19,249
Total Spending	177,396	182,718	185,043
<u>Council Tax Increases</u>			
Council Tax Increase - 4.99% (1.99% in 2019/20)	(3,824)	(7,871)	(9,597)
Revised Tax Base & Collection Rate	(2,303)	(2,612)	(2,922)
Additional Collection Fund Surplus	(2,000)	(500)	(500)
Remaining Gap to be addressed	0	8,250	14,432

6.7 On a like for like basis¹ the proposed budget represents a decrease of £6.7 million (3.72%).

¹ Adjusted for :public health grant of £15.699million no longer payable in 2017/18;
Section 31 grant increase of £2.000million in respect of 100% business rates devolution
Non-recurrent budget for Place directorate of £0.952 million

7 SCHOOLS FUNDING

Dedicated Schools Grant

7.1 The Dedicated Schools Grant (DSG) provides revenue funding for allocation to education providers. The grant is calculated largely based on information recorded on the pupil census in October of the previous year and includes the following categories of pupils:

- Schools (including Academies and Primary School Nurseries).
- Pupil Referral Units.
- Private, Voluntary and Independent (PVI) Nurseries.

7.2 In 2013/14 the Department for Education (DfE) implemented significant changes to the way that DSG funding can be allocated to schools. The DSG for 2017/18 is allocated by the Education Funding Agency (EFA) in three blocks.

Early Years – this block contains the DSG funding allocated by the EFA to support both the standard and extended entitlement to education for 3 and 4 year olds attending both school and PVI Nursery provision. It also contains funding allocated by the EFA to support 2 year olds attending PVI Nursery provision and the Early Years Pupil Premium.

High Needs - this block contains the DSG funding allocated by the EFA to support the education of children with High Needs which is sometimes referred to as Special Educational Needs or SEN. This includes the funding allocated for post 16 provision.

Schools – this block contains the remainder of the DSG funding allocated by the EFA which primarily supports Mainstream Schools. In 2017/18 this block now also contains funding to support some of the Council's retained duties in relation to Schools that was previously allocated through the Education Services Grant.

7.3 The value of the DSG is adjusted by the EFA throughout the financial year, but the Council expects to receive a gross DSG allocation of approximately £179.288m in 2016/17. This figure is inclusive of Schools Block funding for Academies and place funding for non-Maintained Special Schools, which the EFA will subsequently deduct from the DSG paid to the Council. The estimated 2017/18 gross DSG allocation notified by the DfE in late December 2016 is £187.809m. The increase of £8.521m is due to a combination of: new funding; an increase in pupil numbers and; amounts previously paid via other funding streams (i.e. not increased funding). An analysis of the changes are set out below:

- £2.283m relates to an increase in directly comparable Early Years grant funding caused by a significant increase in the hourly funding rate for Tameside providers
- £0.722m relates to an increase in the amount allocated for High Needs
- £3.410m relates to increased numbers of children in Tameside (this element is not comparable to 2016/17)
- £1.561m relates to new elements of Early Years grant funding for the Extended Entitlement for working Parents and the Disability Access Fund (this element is not comparable to 2016/17)
- £0.545m of the increase relates to Council Retained Duties funding that was previously allocated via the Education Services grant. (this element is not comparable to 2016/17)

Table 11: Summary of Dedicated Schools Grant Funding

DSG Funding Element	2016/17 Estimate £m	2017/18 Estimate £m	Change £m
Early Years Block	10.605	14.449	3.844
High Needs block	18.313	19.035	0.722
Schools Block	150.370	154.325	3.955
Total	179.288	187.809	8.521

7.4 The national changes to the formula in 2013/14 combined with significant reductions in pupil numbers, has meant that some schools receive considerably lower levels of DSG funding when compared to previous years. The Minimum Funding Guarantee (MFG) helps to protect funding that would otherwise be removed from schools allocations. However, as the MFG is applied on a per pupil basis, schools with significant pupil reductions will not receive any MFG protection for any associated reduction in pupil numbers. In order to fund the MFG protection, schools which benefit from the funding reforms have their gains reduced through the use of a cap.

7.5 The Council will continue to calculate school budget allocations for Academy schools within the Borough. The Council's gross DSG will be reduced by these Academy budget allocations as the associated funding will be paid directly to each Academy by the EFA. The Council still funds Academies for Early Years and elements of High Needs funding. The Table below summarises the allocation by block and includes a restatement of the split of funding between the High Needs and Schools blocks in 2016/17 which resulted from a re-baselining exercise carried out by the EFA.

Pupil Premium

7.6 Schools will continue to receive Pupil Premium funding in 2017/18 in addition to the DSG. The Government extended eligibility for the Pupil Premium in 2012/13 to include pupils who have been eligible for Free School Meals (FSM) at any point in the previous six years, as well as any pupils who have been Looked After Children (LAC) at any point in the previous 12 months.

7.7 Pupil Premium funding is provided to support children who are eligible for FSM because research has indicated that these children have lower educational attainment than children who have never been eligible for FSM.

7.8 The Pupil Premium grant funding allocated per child for Primary Aged FSM eligible children in 2017/18 will be £1,320 and the equivalent rate for Secondary Aged FSM eligible children will be £935. The rate for current and former Looked After Children will be £1,900 in 2017/18. These are the same rates of funding that were used in 2016/17.

7.9 In addition children with parents in the armed services will continue to be eligible for the service child premium. The rate per service child remains at £300 in 2017/18.

7.10 The DFE cannot release allocations of 2017/18 Pupil Premium funding at the time of writing this report, as they are in part based on the Spring School census process which is not yet completed. Therefore the current estimate is that the 2017/18 allocation including Academy schools will be at a similar level to the 2016/17 allocation of £13.594m. The actual 2017/18 allocation will be updated during the summer of 2017 following validation of the January 2017 pupil census by the DFE. The estimated value above includes Academies, but as with the DSG the majority of Pupil Premium grant is paid to Academies directly by the EFA.

7.11 The Pupil Premium must be used to support the improvement of educational outcomes for the children it is allocated for. Since September 2013 Schools are expected to publish

details about how they have used their Pupil Premium funding allocations and OFSTED inspection processes have been amended to place greater scrutiny on the use of this grant. The DfE also include measures in performance tables to report the attainment of pupils who are eligible for the Pupil Premium.

National Funding Formula

7.12 The DfE carried out the first stage of a consultation during Easter 2016 in relation to arriving at a National Funding Formula to allocate the Dedicated Schools Grant. The DfE released the second stage of the consultation on 14 December with a closing date for responses of 22 March 2017. There is a proposed phased implementation of the associated changes that would start to take effect from 2018/19. The proposals affect all aspects of the grant other than the Early Years elements. The grant value descriptions shown throughout the consultation documents and in this section refer to:

- the 2016/17 funding amounts as a Baseline of what each local authority area receives now
- the Illustrative National Funding Formula (NFF) amounts as the target figures the DfE believe that each local authority area should receive in future
- the Illustrative NFF funding for the First Year amounts as the estimated grant values for 2018/19

7.13 The estimated total target funding to be allocated to Tameside at the end of the proposed changes is £172.242m. The estimated allocation of DSG funding for the first year of the National Funding Formula (NFF) of 2018/19 is £170.706m. The equivalent baseline value for the same elements of DSG funding in 2016/17 was £169.122m, which represents an estimated increase of £1.584m (0.94%) in the first year of the NFF and an increase of £3.120m (1.84%) being the ultimate target amount.

7.14 The Schools Block of the DSG is the area of funding that is intended to fund mainstream (non-special) Schools. The element of the total DSG figure within the consultation proposals that relates to the Schools Block is £149.472m for 2018/19, compared to the £148.328m baseline for 2016/17 which is an increase of £1.144m or 0.77%. This is a significant change from the Minimum Funding Levels exercise that the DfE conducted in 2014/15 which suggested that Tameside Schools were overfunded by approximately 3.52%. The above figures include the two recently opened academy schools Inspire and Discovery, but the figures below summarising the overall impact do not include their estimated budgets as the consultation did not provide the equivalent detail for those Schools. The proposals result in a net increase in funding through this block for the other mainstream Schools in Tameside of £1.174m which comprises:

- 43 Schools across Tameside will experience an estimated total reduction in funding of £0.658m per annum between them.
- 46 Schools will share an estimated increase in funding of £1.832m between them

7.15 The High Needs (often referred to as Special Education Needs (SEN)) element of the estimated DSG grant is £18.725m for 2018/19 under the new proposals, compared to £18.220m in the baseline year of 2016/17 which is an increase of £0.505m or 2.77%. The total potential gain in target funding in this area of £2.959m is based on the DfE's revised assessment of needs in Tameside and should eventually result in a total of £21.179m of High Needs funding. However, the annual gains are capped at 3% per year initially and therefore it results in an increase of £0.5m in additional funding in the first year 2018/19.

8 RISKS AND UNCERTAINTIES FACING THE COUNCIL

8.1 A critical element of the Medium Term Financial Strategy and budget is to ensure that the financial consequences of risk are adequately reflected in the Council's finances.

8.2 A risk-based assessment of issues which could have a major impact on the Council's finances provides a flexible and responsive approach that reflects the continuously changing environment within which local government has to work. A risk assessment of the overall 2017/18 budget has been undertaken covering the following areas:

- Performance against the current year's budget.
- Realistic income targets.
- 'At risk' external funding.
- Reasonable estimates of cost pressures.
- One-off cost pressures identified.
- Robust arrangements for monitoring and reporting performance.
- Reasonable provision to cover the financial risks faced by the Council.

Our risk-based approach takes into account relevant external factors such as changes in Government policy, the state of the local economy and the impact of this on the demand for council services, and any potential changes to the underlying financial assumptions within the period of this Budget Report.

8.3 It is clear that there are a number of risks that could impact upon the plans put forward in this report; some of the more significant ones are set out below.

- *Uncertainty over future Government funding levels* – reductions in Government grant levels could be greater than anticipated. This risk has been considerably reduced by opting for the four year fixed settlement but there are still other funding streams that could be cut.
- *Delivery of savings/efficiencies* – there is a risk that the delivery of savings plans set out by some service areas will materialise later or lower than planned given the scale and complexity of the task. This risk is managed by close scrutiny of the efficiency proposals and inclusion only where it is considered highly likely that they will be achieved.
- *Unforeseen increases in service expenditure* – the Council's system of budgetary control places personal responsibility on Executive Directors, Senior Management Team and Service Unit Managers to control spending within budget. Key risks arise where the driver of a spending increase is outside Council control, such as due to inflationary or demographic impacts. Thorough review of all potential pressures within service areas has been carried out and budget provision has been provided to enable these pressures to be contained within the allocated budget for that service area. This can be seen within the movements for individual service budget, for example demographic pressures in adults. Any variances will be reported at an early stage as part of the budget monitoring process.
- *Maintaining an effective control environment* – financial, procurement and governance controls will be tested as the organisation continues to undergo a period of profound change.
- *Waste Disposal Levy* – the levy of the Waste Disposal Authority (WDA) may vary with the tonnage of waste disposed of. Current experience indicates that this budget will be sufficient but efforts must continue to reduce waste tonnages reaching landfill. A smoothing reserve will be maintained in case of unforeseen demands on the levy.

- *Claims on the Council of an insurable nature* – these can take the form of public and employer’s liabilities or damage to the Council’s assets. Adequate cover against such risks is provided through a combination of external insurance and internal insurance via the Council’s own insurance fund. The Council’s insurance fund is actuarially assessed periodically to ensure that it is adequate for the potential liabilities it covers.
- *Council Tax collection* – any fall in the collection of Council Tax income will have a financial impact on the Council. The Council aims to collect 100% of all income due but we prudently budget to receive 96.5%. Arrears are actively pursued and recovery will continue over a period of years if required.
- *Business Rates appeals* – successful Business Rates appeals have a direct financial impact on the Council. The number of appeals, as well as the status of current appeals and the outcome of appeals is continually monitored to assess the adequacy of the Council’s provision to mitigate this risk. The risk is heightened in 2017/18 with the introduction of a completely new valuation list which will inevitably lead to a fresh round of appeals.
- *Capital receipt generation* – the current process of asset rationalisation requires that many Council properties are being disposed of. Care is taken to secure the best price possible at the time. There is also a risk that delays could require the Council to borrow more to fund investment.
- *Investment income* – budgets have been based on a prudent estimate of likely future interest rates and returns with security of investment being a priority.
- *Care Together* – the aims of Care Together are explained in section 2.10 of this report. The Council will be exposed to risks it has not had to encounter previously relating to financial performance in the NHS. The risk sharing arrangements are still to be agreed and thereafter will require close monitoring.

Risk summary

- 8.4 The setting of a budget and the adoption of a Medium Term Financial Strategy for the following years are part of the embedded process of managing many risks of different magnitudes. Tameside, in common with other councils, currently faces a large number of complex risks. Clear leadership from Members and Officers is a vital first step in addressing these. Further mitigation is achieved through a strong internal control environment and strong strategic planning. As a result, many risks in the budget are either dealt with via systems and policies currently in place, by adequate levels of reserves and balances, or by specific budgetary provision where the risk is perceived to be significant.

Budget Assurance Statements

- 8.5 Budget assurance statements have again been put in place this year. These outline how the Council is responsible for ensuring that its budgets are prepared robustly and in accordance with the law and proper standards, and that public money is safeguarded and used economically, efficiently and effectively. The statement goes on to explain that in discharging this accountability, Members and Chief Officers are responsible for putting in place proper processes and internal controls to ensure the proper stewardship of the resources at its disposal including budgetary estimates for the forthcoming financial year. These statements will be signed by members of the Executive Management Team, accepting their responsibility for delivering services within their allocated funding envelopes. The Internal Audit team will report back to members throughout the year on the adequacy of internal financial controls.

Robustness of estimates for the budget requirement

- 8.6 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 (validated by External and Internal Audit), and of the assurance statements presented, it is the opinion of the Section 151 Officer as the Chief Finance Officer that the budget estimates for 2017/18 are robust. 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 will be contained within the overall resource envelope agreed by the Council.

Operating reserves and future provisions

- 8.7 Operating reserves and provisions are a key element of the financial management arrangements for all councils.

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 unexpected events and emergencies (an element within the base revenue budget).
 - A means of building up funds to meet expected requirements.
- 8.8 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. This budget continues to assume a minimum level of General Fund balances of £17 million as being proportionate to the safe financial operation of the Council and to the risks it faces in the medium term.
- 8.9 The Council is in a strong financial position with regard to reserves which it has managed to accumulate over a period of time. An interim review of reserves has been carried out and will be finalised at the year end. The main change at this point is with regard to the capital investment programme: it had previously been assumed that a significant proportion of the programme would be financed via prudential borrowing but this is not consistent with the view of affordability on the Council's revenue account. In addition there are other priorities that need resource cover. Therefore a proportion of existing reserves will be reallocated to provide for the following:

Table 12: Use of Reserves

Purpose of Reserve	Amount £m
Capital Investment Programme Financing	80.000
Care Together Programme	15.000
Service Improvement – capacity	5.000
Children's Improvement programme	6.000
Waste Levy Smoothing	7.000
Total	113.000

- 8.10 It is a legal requirement that the Section 151 Officer is also satisfied that decisions taken on balances and reserves represent proper stewardship of public funds. The Government has previously criticised the level of reserves held by councils as being too high. However, the professional consensus is that reserves are more necessary in times of greater risk and uncertainty.
- 8.11 As the Council moves further to joint working and ownership of the overall health economy with our health partners the level of financial risk being faced by the Council continues to

increase. Reserves provide a way for the Council to ensure that any unforeseen financial impacts can be absorbed without immediately impacting on frontline service delivery. Currently, potential impacts may arise from a number of sources, including:

- The further significant loss of Government funding.
- Significant changes to local government responsibilities
- Other cost pressures or national policy changes e.g. the impact of an ageing population and pressures within the local health economy.
- Delays in securing further, significant, ongoing savings targets.
- Volatility of the Business Rates base and 100% rates retention.
- Potential legal judgements and the confirmation of obligations that led the Council to recognise contingent liabilities in the Statement of Accounts.

8.12 The Section 151 Officer considers the level of reserves and balances to be a major asset to assist the Council to navigate the financial challenges faced on both revenue and capital accounts over the medium term. It should be noted that reserves will reduce considerably over the following three years but that is no cause for alarm when it is in accordance with the medium term financial plan.

9 CAPITAL: RESOURCES AND LOCAL INVESTMENT

- 9.1 The current Capital Programme consists of 180 projects and the Council estimates to spend £143m on capital investment from 2016/17 to 2018/19.
- 9.2 The table below shows those schemes in the current programme with a budget greater than £1m:

Table 13: Capital Programme

Capital Scheme	Budget 2016/17 £000	Budget 2017/18 £000	Budget 2018/19 £000	Total £000
Vision Tameside	11,000	27,071	-	38,071
Active Tameside – New Denton Facility	200	8,000	6,524	14,724
The Longdendale Integrated Transport Strategy	-	7,809	-	7,809
LED Street Lighting Investment	2,304	2,304	-	4,608
Purchase of 22 Refuse Collection Vehicles	-	3,060	-	3,060
Ashton Town Centre and Civic Square	3,052	-	-	3,052
DfT Bridges and Structures Challenge Fund	2,199	500	-	2,699
Ashton Public Realm	-	2,631	-	2,631
Procurement of 58 Fleet Vehicles	2,442	-	-	2,442
Aldwyn Primary Additional Accommodation	1,192	1,191	-	2,383
Active Tameside – Active Dukinfield Refurbishment	2,300	-	-	2,300
Fleet Replacement 17/18	-	2,256	-	2,256
Disabled Facilities Grants	1,547	700*	-	2,247
Active Tameside – Hyde Leisure Pool Extension	500	1,500	-	2,000
ICT - Vision Tameside	377	550	440	1,367
Denton Link Road	1,353	-	-	1,353
Other Schemes below £1m	28,840	17,171	5,000	49,068
Total	57,306	74,043	11,964	143,313

* resources re-profiled from 2016/17. Allocation for 2017/18 financial year still awaited

- 9.3 The resourcing of the current capital programme, as summarised below, has been reviewed to maximise efficiencies on the revenue costs of capital. Minimum borrowing has been assumed to be carried out with the majority of the corporate funding now undertaken by using reserves and/or capital receipts. A summary of the anticipated resources and expenditure is included in the table below.

Table 14: Planned Capital Expenditure 2016/17 – 2018/19

Directorate	Budget 2016/17 £000	Budget 2017/18 £000	Budget 2018/19 £000
People	14,023	7,734	-
Place	35,732	51,676	440
Public Health	4,503	9,680	6,524
Governance & Resources	3,048	4,983	5,000
Total	57,306	74,073	11,964
Resources			
Grants & Contributions	22,376	18,703	-
Revenue Contributions	623	530	-
Corporate:			
Prudential Borrowing	6,945	14,996	6,524
Reserves / Capital Receipts	27,362	39,844	5,440
Total	57,306	74,073	11,964

Monitoring of programme

- 9.4 Executive Directors, Assistant Executive Directors and Project Managers should plan early in order to achieve the annual programme, both in physical and spend terms. There is also a need to monitor closely those major schemes in the Programme where there is a risk to the Council either in terms of spend or income, and partnership working will continue to be pursued wherever possible. Four monitoring reports on progress in achieving the planned Capital Programme will be presented during 2017/18.

Future Capital Investment

- 9.5 The principles of financial planning equally apply to the capital programme. The methodology and priorities set out in the capital strategy are adhered to in framing future years' capital programmes and prioritising schemes on a logical and reasoned basis. A review of future capital commitments and new investment is being undertaken and will be the subject of a future report. The resource envelope available for the totality of the capital investment programme for the four year period 2016/17 – 2019/20 is as follows:

Table 15: Proposed Funding

Source of Finance	Amount 2016/17 – 2019/20 £m
Grants and Contributions	41.079
Revenue	1.153
Prudential Borrowing	28.465
Reserves / Capital Receipts	120.000
Total	190.697

- 9.6 If the level of grants and contributions varies, up or down, then adjustments will be made to the programme. From the table above it can be seen that estimated resources are in excess of the current investment programme and therefore the Executive Cabinet will consider the composition of the capital programme in March 2017 within these parameters.

Prudential Borrowing Code

- 9.7 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.

- 9.8 To demonstrate that local authorities have fulfilled these objectives the Prudential Code sets out the indicators that must be used, and the factors that must be taken into account. The Code does not include suggested indicative limits or ratios as these are for the local authority to set itself. The Prudential Indicators required by the Code are designed to support local decision making and are not comparative indicators.
- 9.9 This report recommends specific indicators for approval and an affordable borrowing limit for 2017/18. It also recommends an affordable borrowing limit for the Greater Manchester Metropolitan Debt Administration Fund.
- 9.10 Where appropriate the Council may undertake borrowing for external organisations, and this will be on the basis that the revenue costs are fully reimbursed. This will be done purely for policy reasons.
- 9.11 Prudential Indicators have been set with regards to: affordability, prudence, sustainability, value for money, stewardship of assets, service objectives and practicality.
- 9.12 Local authorities are required to encompass all aspects of the Prudential Code that relate to affordability, sustainability and prudence. When making a decision to invest in capital assets, the Council must ensure that it can meet both the immediate and long-term costs to ensure the long-term sustainability.
- 9.13 The Prudential Code requires local authorities to consider wider management processes i.e. option appraisal, asset management planning, strategic planning and achievability in accordance with good professional practice. The Strategic Planning and Capital Monitoring Panel together with the Asset Management Group are responsible for these areas.

Setting of Prudential Indicators

- 9.14 The Prudential Indicators for 2017/18 and the following two years must be set before the beginning of the forthcoming year and requires approval by Council as part of the budget approval process. The Section 151 Officer is responsible for ensuring that all matters required to be taken into account are reported to the Council for consideration.
- 9.15 The system requires a process for controlling prudential borrowing to ensure that all council borrowing remains affordable. The Section 151 Officer is responsible for this centralised control and has recommended approval of £30m of additional prudential borrowing in 2017/18 (being £6.945m relating to capital expenditure, and £23.055m against the existing under borrowed position), along with £14.996m in 2017/18 and £6.524m in 2018/19 in support of the capital programme. The actual timing of taking up new borrowing, in respect of the current under-borrowed position as well as the proposed capital investment plan, will be kept under review as part of normal treasury management operations.
- 9.16 The Prudential Borrowing proposal is provisional as the Council will review its available resources at the end of each financial year. An assessment of the capital grants, contributions and capital receipts at year end may provide a more cost effective method of financing the Council's capital expenditure. The Council will endeavour to keep Prudential Borrowing and the associated costs to a minimum by utilising other available resources.

Required indicators

- 9.17 The required Prudential Indicators are set out in **Appendix 4** together with the methodology used to calculate them. The Prudential Indicators have been based on the level of borrowing set out in section 9.15.

- 9.18 The monitoring frequency for each Prudential Indicator is determined individually. Some are monitored daily as treasury management transactions take place and others less frequently. For some indicators e.g. net external borrowing, trigger points will be set within the monitoring process to highlight when the indicator limits could be breached and allow corrective action to be taken
- 9.19 The Section 151 Officer will report to Members on the performance of all Prudential Indicators as part of the Capital Programme monitoring process. Some of the Prudential Indicators may need to be revised during the year and these will require approval by the Overview (Audit) Panel. The indicators will continually change due to factors other than the level of borrowing e.g. – capital expenditure will change when additional grant resources are received

Minimum Revenue Provision (MRP) Statement

- 9.20 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).
- 9.21 Regulations require Full Council to approve an MRP Statement in advance of each year. The Council is recommended to approve the following MRP Statement (changes to the existing statement are highlighted):

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 finance leases and any on-balance sheet Public Finance Initiative (PFI) schemes, the MRP charge will be equal to the principle repayment during the year, calculated in accordance with proper practices.

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.

10. LEGAL CONSIDERATIONS

- 10.1 The obligation to make a lawful budget each year is shared equally by each individual Member. In discharging that obligation, Members owe a fiduciary duty to the Council Taxpayer. The budget must not include expenditure on items which would fall outside the Council's powers. Expenditure on lawful items must be prudent, and any forecasts or assumptions such as rates of interest or inflation must themselves be rational. Power to spend money must be exercised bona fide for the purpose for which they were conferred and any ulterior motives risk a finding of illegality. In determining the Council's overall budget requirement, Members are bound to have regard to the level of Council Tax necessary to sustain it. Essentially the interests of the Council Taxpayer must be balanced against those of the various service recipients.
- 10.2 Within this overall framework, there is of course considerable scope for discretion. Members will bear in mind that in making the budget; commitments are being entered which will have an impact on future years. Some such commitments are susceptible to change in future years, such as staff numbers which are capable of upward or downward adjustment at any time. Other commitments however impose upon the Council future obligations which are binding and cannot be adjusted, such as loan charges to pay for capital schemes. Only relevant and lawful factors may be taken into account and irrelevant factors must be ignored.
- 10.3 Under the Member Code of Conduct members are required when reaching decisions to have regard to relevant advice from the statutory Chief Finance Officer, and the Monitoring Officer. Section 114 of the Local Government Finance Act 1988 obliges the Chief Financial Officer to prepare a report (to full Council) if it appears that the expenditure the Authority proposes to incur in a financial year is likely to exceed its resources available to meet that expenditure.
- 10.4 Similarly, the Council's Monitoring Officer is required to report to Full Council if it appears that a decision has been or is about to be taken which is or would be unlawful or would be likely to lead to maladministration. Under section 25 of the Local Government Act 2003 the Chief Financial Officer is now required to report to the authority on the robustness of the estimates made for the purposes of the calculations required to be made by the Council.
- 10.5 Section 91 of the Local Government Act 2000 provides that an External Auditor may issue an "Advisory Notice" if s/he has reason to believe that an Authority is about to take a course of action which, if pursued to its conclusion, would be unlawful and likely to cause a loss or deficiency. This power is to be used where the matter is significant either in amount or in principle or both. A local authority must budget so as to give a reasonable degree of certainty as to the maintenance of its services. In particular local authorities are required by section 32 of the Local Government Finance Act 1992 to calculate as part of their overall budget what amounts are appropriate for contingencies and reserves. The Council faces various contingent liabilities set out in the main budget report. Furthermore the Council must ensure sufficient flexibility to avoid going into deficit at any point during the financial year. In addition to advising on the robustness of the estimates as set out above, the Chief Financial Officer is also required to report on the robustness of the proposed financial reserves.
- 10.6 Apart from statutory duties relating to specific proposals the Council must consider its obligations under the Equality Act. In broad terms this means that the Council has a duty to have due regard to the need to eliminate discrimination and advance equality of opportunity between all irrespective of whether they fall into a protected category such as race, gender, religion, etc. Having due regard to these duties does not mean that the Council has an absolute obligation to eliminate discrimination but that it must consider how its decisions will contribute towards meeting the duties in the light of all other relevant circumstances such as economic and practical considerations. In carrying out the work to identify proposals for

2013/15 officers will have due regard to how the equality duty can be fulfilled in relation to the proposals overall. Detailed consultation processes and equality impact assessments will be carried out for specific proposals prior to final decisions being made where required.

- 10.7 The Localism Act and the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012 introduced “Disclosable Pecuniary Interests” and new rules on the grant of dispensations to allow Council Members to take part in or vote on matters in which they have a Disclosable Pecuniary Interest (“DPI”). Where a Member has a DPI, they cannot speak and/or vote on a matter in which they have such an interest, unless they have obtained a dispensation in accordance with the requirements of section 33 of the Localism Act. The grounds for the grant of a dispensation under section 33(2) of the Localism Act are, if, after having regard to all relevant circumstances, the Council considers that:
- (a) Without the dispensation the number of Members prohibited from participating/voting in any particular business would be so great a proportion of the body transacting the business as to impede the transaction of the business.
 - (b) Without the dispensation the representation of different political groups on the body transacting any particular business would be so upset as to alter the likely outcome of any vote relating to the business.
 - (c) The grant of the dispensation would be in the interests of the inhabitants of the borough.
 - (d) Without the dispensation every Member of the Executive would have a DPI prohibiting them from participating/voting in any particular business to be transacted by the Executive.
 - (e) It is otherwise appropriate to grant the dispensation.
- 10.8 At its meeting on 18 September 2012, the Council delegated to the Monitoring Officer the power to grant dispensations. Any grant of a dispensation must specify how long it lasts for, up to a maximum period of four years. Previously, the old “national” model Code of Conduct for Members specifically stated that Members would not have a prejudicial interest in certain circumstances that potentially affected the majority or a large number of Members. These general exemptions included an interest in any business of the Council which related to setting Council Tax or a precept under the Local Government Finance Act 1992. The new arrangements on DPIs introduced by the Localism Act do not reproduce any of the “general exemptions”.
- 10.9 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.
- 10.10 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 directly 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.
- 10.11 It is intended at paragraph 9.20 to use the annuity method for any new borrowing associated with investment/regeneration schemes. DCLG advise that the annuity method *“has the advantage of linking MRP to the flow of benefits from an asset where the benefits are expected to increase in later years. It may be particularly attractive in connection with projects promoting regeneration or administrative efficiencies or schemes where revenues will increase over time”*.

- 10.12 The Council is looking at potential investment within the borough to make financial returns for the Council but the current MRP policy (straight line) causes problems at the start of the project when income flows are slow to pick up.
- 10.13 Therefore the Council is seeking some flexibility should it be needed: *If capital receipts have been used 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 amounts which have instead been repaid from capital receipts. 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 subject to an Executive decision on each occasion setting out the justification to use this discretion.*
- 10.14 The key factor is using the discretion would be a need for the Council to demonstrate and accept how this approach was prudent, against the background of only reducing an otherwise ongoing revenue expenditure in a financial year. For example, such action might be taken in order to provide the necessary amount of expenditure relief in anticipation of other savings to annual net expenditure liability that will be achievable by a subsequent financial year.
- 10.15 This approach to the use of a capital receipt is supported by the manner in which statute provides for the use of capital receipts.
- 10.16 Regulation 23(b) of The Local Authorities (Capital Finance and Accounting)(England) Regulations 2003 (SI No 3146) states that a capital receipt may be used “*to repay the principal of any amount borrowed.*”
- 10.17 *The repayment of the principal of an amount borrowed does not represent an item of expenditure that an authority must account for, whereas a capital receipt is a tangible monetary asset, which would normally be capable of use in connection with actual expenditure that would otherwise have to be accounted for. It follows, therefore, that if a local authority follows a statutory procedure which essentially conflicts with what may be viewed as normal accounting procedure, it must receive a benefit to reflect the loss of the spending power that would otherwise inherent to having the capital receipt.*
- 10.18 *Accordingly, there is justification for any decision that a capital receipt should be used in lieu of what would otherwise represent a prudent annual amount of MRP.*
- 10.19 *Nevertheless, in order to provide the necessary checks and balances any such use of the discretion will be undertaken by the S151 Officer in consultation with the First Deputy (Finance & Performance) and reported at the Strategic Planning and Capital Monitoring Panel and/or Cabinet as appropriate.*

11. RECOMMENDATIONS

11.1 Revenue budget recommendations

- a) That the budgeted net expenditure for the financial year 2017/18 as set out in **Appendix 1** be agreed at £177.396 million and that the level and usage of reserves and balances set out in this report be approved.
- b) That the Medium Term Financial Strategy, as updated in this report, be approved and form the basis of future updates, reports and decisions taken by Cabinet to balance resources and expenditure in future years budgets.
- c) That Council Tax for 2017/18 be increased by 4.99%, being 1.99% in respect of general level council tax and 3% in respect of social care precept.
- d) That the Pay Policy for 2017/18 included at **Appendix 5** is approved.
- e) That the budget assurance statement process for service areas is noted.

11.2 Capital budget recommendations

- a) That the position on the Capital Programme as set out in section 9.3 is agreed and that specific proposals are considered in March 2017.
- b) That the updated Minimum Revenue Provision statement as set out at section 9.31 be approved.
- c) That the Prudential Limits set out in this report be approved with the Council to receive monitoring reports during the coming year to demonstrate compliance.
- d) That the Prudential Indicators reported at **Appendix 4** are approved.
- e) That authorised borrowing limits for 2017/18 for Tameside and for the Greater Manchester Metropolitan Debt Administration Fund (GMMDAF) are agreed as set out in **Appendix 4**.

11.3 General recommendations

- a) That the Council notes the difficult circumstances, and the expected challenges set out in this report over the medium term.
- b) That the Council notes the significant good progress made over the last few years in meeting the financial challenges and continuing to operate in a financially robust manner.
- c) That the Council retains a minimum level of General Fund balances of £17 million.
- d) That the Council accepts the advice of the Section 151 Officer regarding the robustness of the estimates made for the purposes of the budget calculations and the adequacy of the proposed financial reserves. Following this, that the Council determines that the estimates are robust for the purpose of setting the budget and that the proposed financial reserves are adequate.

APPENDIX 1:

Revenue Budget Summary 2017/18 – 2019/20

	2017/18 £000	2018/19 £000	2019/20 £000
Previous Year's Net Budget	175,048	177,396	182,718
Service Pressures			
Inflation	3,606	4,570	4,344
Levies	150	270	550
Legislative & Grant Changes	1,459	2,343	(58)
Demographic	9,185	3,567	3,751
Total Pressures	14,400	10,750	8,587
Other Costs	4,282	(970)	(1,330)
Total Pressures & Costs	18,682	9,780	7,257
Savings Programme			
Savings to be Delivered	(15,360)	(232)	(1055)
Pump priming costs	0	250	0
New Income	(974)	(4,476)	(3,877)
Total	(16,334)	(4,458)	(4,932)
Net Budgetary Effect of Service Proposals	2,348	5,322	2,325
Proposed Total Budget for Year (Previous Year's Budget + Net Effect of Proposals)	177,396	182,718	185,043
Resources			
Settlement Funding Assessment			
Revenue Support Grant	0	0	0
Business Rates baseline	(47,701)	(49,285)	(51,094)
Business Rates Top Up	(43,635)	(37,267)	(30,865)
Council Tax	(80,460)	(84,816)	(86,852)
CF Surplus	(3,000)	(1,500)	(1,500)
Reserves	(2,600)	(1,600)	(300)
Total Resources	(177,396)	(174,468)	(170,611)
Remaining Gap to be address (Cumulative)	0	8,250	14,432
Remaining Gap to be address (In Year)	0	8,250	6,182

APPENDIX 2: Government Grants

	2016/17 £000	2017/18 £000
Funding		
Revenue Support Grant	(34,493)	0
Retained Business Rates	(28,695)	(47,701)
Business Rates Top Up	(24,043)	(43,635)
Section 31 Business Rates Grants	(1,960)	(3,960)
Public Health Grant	(15,699)	0
Budget Support		
Education Services Grant (2016/17- £2.538million)	*	tbc
New Homes Bonus	(4,357)	(3,182)
New Homes Bonus - returned funding	(117)	(127)
Adult Social Care Support Grant	0	(1,159)
Better Care Fund	(10,969)	(11,969)
Troubled Families Grant	(785)	(785)
Local reform and Community voices	(158)	0
Youth Justice	(457)	0
Music Hub	(344)	(344)
Housing and Council Tax Benefit Administration Grant	(1,096)	(998)
Discretionary Housing Payments (2016/17 - £0.479 million)	*	tbc
Private Finance Initiative (PFI) Grant	(14,196)	(14,196)
Localised Council Tax Support Admin Subsidy	(363)	(345)
Other		
Dedicated Schools Grant	(132,561)	(128,796)
Mandatory Rent Allowances: subsidy (2016/17 - £82.716million)	*	tbc
Mandatory Rent Rebates outside HRA: subsidy (2016/17 - £1.980million)	*	tbc
Universal Infant Free School Meals	(2,239)	(2,050)
Pupil Premium Grant	(9,218)	(8,700)
Primary PE & Sport Premium	(610)	(590)
Devolved formula capital	(473)	(450)
Total Grants	(282,832)	(268,989)

Directorate: People

Service	2016/17 Budget £000	Budget Changes (Net) £000	2017/18 Budget £000
Childrens Social Care	25,878	9,313	35,191
Education	3,313	73	3,386
Adults Social Care	41,995	2,545	44,540
Total People	71,186	11,931	83,117

General Narrative:

Adult Services delivers commissioning and provision function for people over 18 years. The service has a statutory duty to assess individuals who present, to determine their needs and how these might be met by the individual and their support network, delivering service to meet eligible needs that cannot be met any other way. A key focus on prevention and early intervention, working to support individuals to live as independently as possible, remaining in their home, with economic sustainability and playing an active role in their community

Adult Services has delivered significant savings over the past 5 years, while facing a range of pressures including increased demand and a challenged provider market, particularly for home care and care home provision. The Care Together programme is the system response to improving HLE and outcomes for local people, while meeting the significant financial challenge faced by the health and social care economy.

Key Issues and Achievements in 2016/17:

ACHIEVEMENTS

The service has managed to maintain service delivery with increased demand and restricted budget.

The implementation of the Care Act within current finances and teams.

Retention of Opt In service, albeit at a reduced service offer, having planned to cease operations.

A result of consultation and service re-design with staff and people using the service.

Reduced the DoLS assessment waiting list from over 200 assessments to 34 by training a number of Best Interest Assessors – increased by 15 during the year.

Transferred management of Urgent Care services to ICFT to support the implementation of transformation programme.

Continued to develop working relationships with colleagues across the health and social care economy.

New home care contract commenced – working to develop stability and sustainability in the market.

Located LD/MH Supported Employment Service with Employment and Skills Service to strengthen the employment offer to vulnerable people in the borough following significant reductions in funding
Opt In Service re-designed to maintain service provision following 70% reduction in budget

ISSUES

BCF funding pressures - £1.3million funding redirected into wider economy.

Reduction in the level of ILF funding following the closure of the Fund has placed pressure on the budget.

Significant resource pressures – finance and staffing – to undertake DoLS and Court of protection assessments and authorisations.

Payment of the National Living Wage by providers – passported as a pressure to the Council.

Pressure from providers for funding to address the payment of an appropriate sleep in rate to ensure NLW paid

Challenge to how care home fees are calculated following the increase in FNC rates and general pressure on care home fees
Increased risk of provider failure and stability in the market, particularly in relation to home care and care homes
Ability to remain Care Act compliant with increased demand' increased demand and challenging financial position

EDUCATION

Education Services provide support for schools to work towards achieving the highest standards. We advocate for all pupils in the borough to ensure they receive their statutory entitlement and achieve their potential. The Service comprises of the School Standards and Performance Team, governor services who support governors in the borough, the school library service who offer support for school work through the provision of project materials, Tameside Music Service who provide tuition to over 3000 children. The Access and Inclusion Service comprises the School Admissions Team who allocate school places and administer school transfers, the Education Welfare Service who have a number of statutory duties to support attendance and safeguarding issues, the early years funding team who allocate the early years funding entitlement to private, voluntary and independent childcare providers, the SEND Team who ensure that pupils with SEND have their need identified and met and the Educational Psychology Team who help to assess the needs of children with SEND. Pupil Support Services offer a number of support services for schools including the Sensory Support Team who provide support to children and young people with visual and hearing impairments, the CLASS Team supporting pupils with social language and communication difficulties, the BLIS Team who support pupils with social, emotional and mental health difficulties, the advisory teachers who support pupils with specific learning difficulties and EMAT who support children and young people who have English as an additional language.
Key issues and achievements in 2016/17:

63% of pupils in Early Years achieve a good level of development. 54% of boys achieve a good level of development compared to 72% of girls.

77% of pupils reach the expected standard (EXS) in the year 1 phonics screening check

70% of pupils at KS1 are at the expected standard in reading, 63% of pupils are at EXS in writing and 70% are at EXS in maths.

55% of Tameside pupils and 42% of disadvantaged pupils are at the expected standard in reading, writing and maths at the end of Key Stage 2.

On average pupils in Tameside make progress from KS1 to KS2 in line with their peers nationally in each subject.

63.5% of all pupils and 45.4% of disadvantaged pupils achieve A*-C in English and maths.

A Tameside pupil at the end of Key Stage 4 has an average Attainment 8 score of 49.2 meaning across 8 subjects pupils in Tameside achieve slightly below a grade C.

Tameside pupils make slightly less progress than pupils nationally across the Progress 8 subjects.

31% of pupils entered the English Baccalaureate (EBacc) and of those 19% achieved it.

LAC GCSE results

Implementing the SEND reforms

Contributed to the development of a neurodevelopmental pathway for our children and young people

Developed a strategy for children communication issues

Increased the number of children accessing 30 hours of nursery education

Key issues and plans for 2017/18 and the medium term:

Contributing to the development of local area SEND vision and strategy

Working towards improving GCSE results

Increasing the aspirations of our teachers

Increasing independent motivated learners

Increasing the number of schools being good or outstanding

Increasing the number of children who are school ready

Increasing outcomes at Early Years, particularly for boys.

Increasing outcomes at Phonics.
Improving outcomes for SEN pupils.

CHILDRENS SERVICES

Children's services provide a wide range of statutory and non-statutory services to children and families across the Borough. This stretches from Troubled Families and Early Help who focus on prevention and intervention early in the life of a problem through to formal child protection services and the provision of care to those children most in need, including the responsibility to ensure care leavers outcomes are positive and our young people are able to lead successful independent lives. The Fostering service actively recruits, assesses and supports foster carers who look after many of our children in care. In addition our children's homes care for adolescents who for whatever reason cannot live in a family environment.

For children who need a permanent alternative family our Adoption service recruits, assesses and provides post adoption support for our adoptive families and the children placed with them.

The Youth Offending team provides direct work with children and families where there is a risk of offending behaviour escalating, and provides a full service to the Youth Justice Board to ensure that when offences have occurred, the management of the offender is effectively conducted.

The ISCAN team is multi agency in make up and provides a full service to children with additional needs and disability across the borough.

Achievements 16/17

Low birth weight. 3.7%. Reduced from 6.5%.

School readiness. 63%. +10% since 2013/14. Closing the gap.

Free childcare entitlement. 89%. Up from 53%.

Obese children in reception decrease to below 10%.

Low birth weight. 3.7%. Reduced from 6.5%.

School readiness. 63%. +10% since 2013/14. Closing the gap.

Free childcare entitlement. 89%. Up from 53%.

Obese children in reception decrease to below 10%.

93% of care leavers in suitable accommodation – above national average (81%)

Children's homes: Boyds Walk – Outstanding. Clough Fold and Chester Avenue – Good

% children adopted from care. 20%. Above national average (16%)

Key Priorities 17/18

Responding to recommendations following Ofsted SIF inspection

To meet the challenge of the improvement journey and ensure consistent high quality services for children

To review and relaunch the Early Help offer, an updated strategy for Children in Our Care and YOT devolution agenda

Successful operation of 2 new children's homes

To develop and maintain a Stable and experienced workforce

To have an effective multi agency Childrens Front Door service

To move into the Regional Adoption Agency and develop other opportunities for shared services where appropriate

To ensure the Tameside Safeguarding Children's Board functions well

To ensure that children's services operate within a reasonable and agreed budget

Directorate: Public Health, Business Intelligence and Performance

Service	2016/17 Budget £000	Budget Changes (Net) £000	2017/18 Budget £000
Public Health	17,099	(392)	16,707

General Narrative:

The Council has a duty to take such steps as it considers appropriate for improving the health of the people in its area. The public health grant is provided to discharge public health responsibilities that are summarised as:

- Improve significantly the health and wellbeing of local populations;
- Carry out health protection and health improvement functions delegated from the Secretary of State ;
- Reduce health inequalities across the life-course, including within hard to reach groups
- Ensure the provision of population healthcare advice.

In addition to services commissioned via the public health grant the Directorate has responsibility for Business Intelligence and Performance across the Single Commissioning Function, commissioning and management of the Active Tameside management agreement and capital programme and Early Years provision across the Borough. From 1 April 2016 the public health Directorate budget was included within the single commissioning pooled fund and is therefore aligned and considered alongside the outcomes of the single commissioning strategy – Commissioning for Reform.

Key Issues and Achievements in 2016/17:

Service Achievements can be summarised below:

STARTING and DEVELOPING WELL

- Full roll out of the Early Years Delivery Model and improvements across many of the early years outcomes including Infant Mortality, Smoking in Pregnancy, 2 Year Old Nursery entitlement and School Readiness.
- Sustainability and increased investment supporting the further development , implementation and evaluation of the Children and Young People’s 5-25 years Health and Wellbeing Programme, development of the Health and Wellbeing in Tameside School’s Website and Online Health Check to over 70% schools and MECC across Educational Establishments Schools and the CYP Programme
- CAMHS transformation plan developed

LIVING and WORKING WELL

- Development and leadership of the Healthy Lives Business Proposition and system wide model of self-care which contributed to the Tameside & Glossop transformation bid and award of £23 M additional investment into the health economy over the next three years.
- Implementation of new Be Well Wellness Service into Tameside neighbourhood model.
- Agreement on new investment model and management agreement for Active Tameside including a £20 M capital programme seeing state of the art facilities in Dukinfield, Longdendale and an iconic Wellness Centre in Denton.
- Local adoption and implementation of the Public Health England One You campaign
- Instigated multiagency suicide prevention group. Examples of actions include: Introduction of safety plans for people at risk of suicide that come into contact with front line services such as A&E and mental health services; Established links, and subsequently shared data, with the local coroner; Co-ordinated suicide prevention campaigns such as World Suicide Prevention Day to raise awareness of support that is available locally.

- Substance misuse: One year review of progress generally very positive, noting a significant increase in service users, particularly young people and alcohol users, as well successful establishment of 'recovery' approach over previous emphasis on 'maintenance' and associated expansion of groups to support behaviour change. Stakeholder consultation event very positive about access and approach. Progress with re-design of shared care model with primary care has been slow, but pilot sites identified.
- Recommissioning of Sexual Health services via GM collaborative commissioning programme.
- Continued delivery of the CLear assessment plan by the Tameside Tobacco Alliance with an increase in the number of outdoor family events designated as smoke free.

AGEING AND DYING WELL

- Development of a co-ordinated post dementia diagnostic offer for local people and their carers, increase of diagnosis rate for dementia, and Increase in numbers of Dementia Friends and Champions across the borough, in support of the Leader's Pledge.
- Development of programme to promote social connectedness – in partnership with Camerata and via a network of third sector provider

Key Issues and Plans for 2017/18 and the medium term:

Starting and Developing Well

- Development of an integrated 0-25 pathway for children and families is being led by a work stream led by the single commissioning function, with the aim to develop a neighbourhood model and identify efficiencies. This include an integrated early years service bringing together Health Visiting, Family Nurse Partnership, Children's Centres and Early Years education providers into one multi agency and co-located team. Launch and implement EYDM GROW brand.
- Universal Delivery of the Mind Emotional Health and Wellbeing Programme and Resilience Training to all Tameside Schools and roll out of youth mental health first aid training for front line staff working with children and young people.

Living and Working Well

- Delivery of the 'Healthy Lives' transformation programmes
- Further Service development of BeWell Tameside within INTs.
- Continue to improve co-ordination of suicide prevention actions including development of suicide awareness training for front line staff working across Tameside agencies, e.g. New Charter Housing, Police etc.
- NHS Health Checks: Review of current model to accommodate requirements of National Diabetes Prevention Programme and local hypertension social marketing programme.
- Senior support and involvement in a food partnership that links public health, economic development, education and waste reduction; followed by an officer level food partnership
- Refresh of Physical Activity Strategy
- Local Authority Declaration of Healthy Weight

Ageing and Dying Well

- Refresh of the Tameside Dementia Action Alliance, which has a range of members across public, private and third sectors aiming to ensure their services and local environment are dementia friendly
- Implementation of a more integrated falls prevention pathway, stretching beyond the traditional acute setting to the wider ICO setting.
- Development of a multiagency loneliness plan to improve co-ordination of efforts amongst provider partners to identify those most at risk and vulnerable.

Capital Investment - Active Tameside

A total capital investment of £20.4 million in the Tameside Leisure Estate is currently in progress. Completion dates for individual sites are as follows;
Active Denton – September 2018 (Provisional)

Active Dukinfield – February 2017 (Provisional)
Active Hyde – March 2017 (Provisional)
Active Longdendale – September 2016

The total long term estimated cumulative savings (over a 25 year period) associated with this proposed programme will be a minimum of £15.333 million.

Any other salient aspects of the budget:

From April 2017 GM local authorities will retain 100% of business rates income locally and will carry a set of responsibilities, including public health, which are currently being refined by DCLG. Funding will go to individual localities, not the Combined Authority. The ring fence on the grant will be removed, as the focus is on improving outcomes. Mandation will remain. The funding trajectory will shadow the PSR settlement. It is expected that the BR income will reflect the allocation that local authorities would have received for public health. We expect to see the same financial reporting arrangements. The assurance process being developed builds into the STP process and is joined up with NHS/LG- creating a system that works for GM. GM will share the current governance process for the STP. In terms of next steps, the detailed discussion note will be used as the basis of a work plan and assurance process for the pilot. A discrete group is to be convened early in Jan 17 to work up an implementation plan.

Key Performance Indicators (2016/17 and Future Years):

The Public Health Directorate mainly delivers against the national Public Health Outcomes Framework, but also towards both the NHS and Adult Social Care Framework. A System Wide Outcomes Framework (SOF) is currently in development. The framework is split into three themes:

- Population Health – Describing the shift we need to make to realise ambitions around life expectancy and healthy life expectancy, including wider determinants of health;
- Empowering People and Communities – Describing the paradigm shift that needs to take place between the system and the public, the public and their own health and the role communities play in the health and wellbeing of the population;
- System Performance and Sustainability – Describing the changes that need to take place within the health and care system in order to have a clinically and financially sustainable health economy. This section of the framework will also create space to encapsulate indicators linked to both the GM Investment Agreement, National Must Dos and IAF indicators;

Directorate: Place

Service	2016/17 Budget £000	Budget Changes (Net) £000	2017/18 Budget £000
Asset and Investment Partnership Management	5,012	966	5,978
Environmental Services	46,999	(5,897)	41,102
Development, Growth & Investment	2,286	(56)	2,230
Digital Tameside	1,817	(55)	1,762
Stronger Communities	7,097	426	7,523
Total Place	63,211	(4,616)	58,595

The Place Directorate consists of the following Service areas:

ENVIRONMENTAL SERVICES

Bereavement Services, Emergency Planning, Pest Control and Dog Warden services, Waste Services, Engineering (Design, Highways and Transport), Public Protection, Environmental Development, Corporate Landlord, Primary School Catering

Key Issues and Achievements in 2016/17:

- Installation of new memorial facilities, giving additional choices to bereaved families
- Taken part in a Major Training Exercise with Cat 1 & Cat 2 partners (Exercise TRITON)
- Pest Control have relocated this year and are now based centrally enabling savings from a facilities management aspect and providing a securer location from where to run the service.
- Achieving a recycling rate of 58%
- A Reduction in the Waste Levy by £3m
- Successful delivery of the Ashton Market Square Phase 1 scheme, Denton Relief Road
- Completion of the redevelopment of Ashton Market whilst offering a fully open market and retaining traders and opening 2 new market offerings, Tameside Hospital Monthly Farmers Market and Tameside Christmas market.
- Achieved smooth transition of Primary School Catering to Carillion provided services from in house provision.
- Unification of Grounds Maintenance Service into one depot bringing all teams together to enable efficiency savings, consistency across the service and a reduction in necessary agency cover.
- Delivery of Highway Structural Maintenance Programme and achieved target for pothole repairs

Key Issues and Plans for 2017/18 and the medium term:

- Work closely with the Department of Health on how the implementation of the new Death Registration reforms will affect our processes, procedures, reporting structures and finances.
- Investment in new cremators at Dukinfield Crematorium and extend burial plots
- Introduce new emergency planning structure in order to increase resilience, have appropriate skilled people on call and reduce any health & safety issues.
- Work with Greater Manchester partners and GMWDA to change the Waste Disposal arrangements for a more affordable and future suitable model.
- Create a Single Operational Service with consideration of a single depot.
- Delivery of the Hattersley Public Realm projects
- Continued development and delivery of the Ashton Town Centre Public Realm Project.
- Improve intelligence and data in regard to our property portfolio
- Respond to the property management challenges in One Public Estate, Integrated Care Organisation and TMBC savings requirement.

- Integration of Neighbourhood Services within the Place Directorate. New ways of working will further assist the Council in reducing demand on high cost Services

STRONGER COMMUNITIES

Integrated Neighbourhood Services, Customer Services & Call Centre, Cultural Services, Libraries, Welfare Rights & Advice, Homelessness, Community Safety.

Key Issues and Achievements in 2016/17:

- We have made significant changes to our Neighbourhood Services as they have integrated with other public services including.
- Relocated the Call Centre in order to be in a position to expand and handle calls from other service areas under the digital by default project.
- Service reviews have significantly reduced Customer Services over the years and the service is now delivered from Clarence Arcade Ashton.
- A new vision for the library service utilising modern library management system, technology to allow a mix of staffed and unstaffed hours, self-service facilities for stock, PC booking and payments and an RFID stock security system.
- Attracting nationally recognised children's authors to the borough including; Lydia Monks, Curtis Jobling and Megan Rix. Over 700 children were inspired by these authors.
- Ashton Old Baths' restoration and re-configuration was celebrated on Saturday 19th March. New Beginnings involved over 200 local dancers and leveraged an additional £24,500 to deliver this high profile event.
- Arts Award continues to remain of strategic importance to Arts Council Funding objectives. 2016 saw the service reach 10,000 certificates issues to children and young people in Tameside.
- The welfare rights and debt advice service has opened 1679 cases since 1/4/16 and assisted residents to appeal and claim benefits and tax credits totalling over £1.7 million.
- Homelessness has been prevented in 96% of debt cases and we have had success in 67% of welfare benefit appeals.
- A new strategy for Domestic Abuse was agreed in June 2016.
- Set up and support of the Tameside Veterans Breakfast Club at Portland Basin monthly.
- Support for the leaders pledge in terms of the naming of Lance Corporal Andrew Breeze Way and agreement from the five other families of the fallen for further street naming.

Key Issues and Plans for 2017/18 and the medium term:

- Increased investment from the wider Health and Social Care economy in community asset based work.
- A comprehensive Integrated Neighbourhood Service across the borough, including mental health provision, early help and partnership working from all partners including environmental services.
- Introduction of webchat into our Customer Service offer.
- The successful roll out of self-service and Open + Libraries. Plus the implementation of a new catalogue system.
- Consolidate cultural venues and assets
- Develop and grow the educational offer using cultural assets and ensuring sustainability of partnerships with the Arts Council and schools.
- The provision of a Personal Housing Plan for every person presenting as homeless and requirement to prevent homelessness 56 days before it happens.
- Ending of current leasing agreement with New Charter for THA building may increase costs.
- Renewal of the Community Safety Strategy for Tameside for the three year period 2017 – 2020

DIGITAL TAMESIDE

ICT underpins and supports the strategic objectives of the organisation and its partnerships. ICT is a vital to the everyday operations of services and has a fundamental role to play in improving efficiency, reducing cost across the organisation. It is also a crucial part of service evolution and

transformation, providing the infrastructure to support shared services, underpinning transformational change programmes and most importantly, keeping pace with citizens' changing needs and expectations.

Key Issues and Achievements in 2016/17:

The Service has maintained its PSN accreditation which has meant upgrading and replacing over 80 systems and servers including a major upgrade to Microsoft Exchange. The new Council Website and Webchat have been made live and a new release of the Bin App which will communicate directly with the in-house developed in Cab-technology will be rolled out in January. The Town Centre Wi-Fi project has seen Hot Spots created across each of the main Towns in Tameside and the "SWIFT" network will be officially launched in January. This is possible due to the continued investment and expansion of the dark fibre network which now connects over 20 councils and other public sector organisation together.

Key Issues and Plans for 2017/18 and the medium term:

Citizens and businesses are accustomed to levels of access and personalisation that they receive online from large private sector organisations. They expect to be able to access public services, in a personalised way, from multiple locations and in ways that suit them. We will continue to offer a choice in the way people access services; however we will encourage the use of more cost effective online self-service. Making the web the channel of choice for most citizens offers the opportunity to achieve significant savings for the organisation, while at the same time offering a better service.

The shape and size of the organisation is changing dramatically including mergers with several health partners meaning that organisational boundaries, as for as ICT are concerned, are blurred. A major focus continues to be ensuring health and social care services from different organisations have the right technology in place to deliver joined up citizen-focused services.

We will continue to monitor technology developments in order to identify where they can add value to services delivery across the Council. Digital Tameside will ensure, through proactive engagement with the Service Directorates, that the organisation maintains awareness of how technology can help deliver corporate priorities and innovative approaches to service delivery that support its business plans, service ambitions and the wider organisational review. Fast changing technologies lead to opportunities for service innovation and organisational design that might previously have been unimaginable.

We will continue with our programme of embracing agile and modern working practices, rationalising office accommodation, eliminating unnecessary administration, and sharing information more effectively across the organisation and with partners to drive efficiencies and modernise services.

Investing in our people is a key priority. We will continue to improve the ICT skills of our workforce equipping them with the skills they need to perform their job effectively and embrace modern working practices and new service delivery models.

The information we hold is a key asset which must be managed holistically across the whole organisation, we will continue to focus on improving the way we share, process and report on our information. We will continue with our investment in ICT enabled electronic workflow and storage to further streamline our business processes.

We place great emphasis on protecting our systems against threats and maintain constant vigilance to protect against any new threat. We will maintain our Public Sector Network (PSN) accreditation and other appropriate security standards to ensure that we protect information and information systems so that individuals and organisations have confidence in our ability to manage their personal information securely.

This year will see continued expansion of the Dark Fibre network into the main Towns around Tameside. This will not only support joint working in shared locations for Council and Health staff, but also the roll out of Town Centre Wi-Fi and the move to a new Wide Area Network supplier.

DEVELOPMENT AND INVESTMENT

Investment and Development, Strategic Housing & Infrastructure, Employment and Skills, Planning and Building control, Estates, Education Capital

Key Issues and Achievements in 2016/17:

- Completion of the Ashton Old Baths Project and its contribution to the Council of the Year Award
- Commencement of the Denton Link Road
- Continued delivery of the Vision Tameside programme
- Delivery of over 100 new apprentices for the borough
- Delivery of the new Discovery Academy - Hattersley Primary School
- Supporting the development of English Fine Cotton (over £3m grants and loans)

Key Issues and Plans for 2017/18 and the medium term:

- Supporting the ongoing delivery of the Greater Manchester Spatial Framework and the development of a housing supply for the borough through large scale strategic allocations.
- The co-location of the Adult Education Service in Stamford Chambers
- The development of a Property Investment Fund offers an excellent opportunity to help drive development and regeneration in the borough at the same time as helping the council create an investment portfolio that is both more cash generative and easier to manage.
- Working closely with Tameside College in relation to the Area Based Review and ensuring that we maximise the benefit to the borough.
- Supporting the ongoing work around the Health Estate through the Strategic Estates Group.
- The establishment of a Single Estates function across the Joint Commissioning Organisation and the ICO/Foundation Trust
- Delivery of the Tameside Interchange, Denton Wellness Centre, Vision Tameside
- Reform and professionalization of the planning service
- Deliver of the new Work and Health programme.

Directorate: Governance, Resources and Pensions

Service	2016/17 Budget £000	Budget Changes (Net) £000	2017/18 Budget £000
Director of Governance and Resources	9,979	(327)	9,652

Governance, Resources and Pensions

Responsibility for the council's corporate functions sits within the Governance, Resources and Pensions Directorate ensuring that all decisions made by the council are carried out in accordance with the council's governance framework. The directorate provides support and guidance to services within the council on finance, legal, human resources and policy and communications issues. This internal support to frontline service ensures that they are able to deliver the aims of the Council's Corporate Plan. The directorate is also providing the leadership for these core functions in the Clinical Commissioning Group (CCG) and the Single Commissioning Function as part of the Care Together Programme.

Exchequer and the Registration Service both provide customer facing services. Exchequer provides support to residents and businesses in relation to council tax, business rates, housing benefit and payment of invoices. Whilst the Registration Service registers all births and deaths within the borough, take notice of intended marriages and civil partnerships and conduct all civil marriages and partnerships that take place in the borough's registered venues.

The directorate has responsibility for running all local and national elections within the borough along with public votes on specific issues such as the EU Referendum ensuring that all are run correctly and in adherence with the law. Democratic Services and Executive Support provide support to 57 elected members and the senior management team within the council.

The Resources Unit are responsible for setting and monitoring the council's budget ensuring that the council delivers a balanced budget each year.

Tameside Council is the administering authority of the Greater Manchester Pension Fund. The fund is the largest Local Government Pension Scheme fund in the country with assets of over £20 billion. It holds the retirement savings of more than 300,000 members who work, or have worked, for more than 400 different employers in the region, including the 10 constituent Local Authorities of Greater Manchester.

The Greater Manchester Pension Fund has twin aims of financial return and social value. The latter of these has led to investments in green energy projects, such as a South Lanarkshire wind farm, and local infrastructure projects, such as airport city and affordable homes scheme Matrix Homes. The fund's success is regularly recognised in industry awards, most recently at the LAPFF awards where GMPF won 'LGPS Fund of the Decade' and the 'Infrastructure Project' award, jointly with the London Pension Fund Authority.

The last 12 months have continued to provide significant challenge in delivery of the key support functions, with reduced resources in terms of staffing and the need to achieve further savings. Changes to staffing levels have meant changes in the way some services are delivered. Despite the reductions in funding the directorate has continued to provide high quality support to its customers and key priority projects across the organisation.

Key Issues and Achievements in 2016/17:

- Local Government Chronicle (LGC) Awards: Council of the Year 2016 and the budget consultation was shortlisted in the Community Involvement category.
- Municipal Journal (MJ) Awards: Commended in reinventing public services category for Care Together, and in workforce transformation.

- Best Employee Engagement Initiative: Sponsored by ciphr at the CIPD (Chartered Institute of Personnel and Development) People Management Awards 2016: Tameside Council was shortlisted for our work around workforce engagement.
- Annual Customer Service Excellence (CSE) standard. Tameside continues to maintain 100 per cent compliance and the eight areas of compliance-plus it was awarded last year. In addition the council was awarded a compliance plus for consultation with customers.
- The council collaborated with more than 36 local, regional and national organisations in Operation Triton II – an exercise to test preparedness for an emergency situation.
- Big Conversation online consultation and engagement community was launched.
- Approximately 780 publicity campaign materials produced for services across the council and externally.
- Promotion of Vision Tameside through the dedicated website and twitter accounts, quarterly newsletter, hoardings and the Citizen.
- Increased social media followers across all platforms by 26.5%.
- Introduction of the E-News bulletin informing residents of the latest news and events in Tameside on a monthly basis.
- Produced a spring, summer and autumn Citizen which is distributed to all households and businesses in the borough.
- Steel signing ceremony took place to hail the start of the construction of the new Joint Public Service Centre and Advanced Skills Centre as part of the Vision Tameside programme.
- Provided ongoing support to Care Together and the CCG on equality impact assessments and consultation along with supporting the Patient Participation Groups.
- NAFN Data and Intelligence Service awarded a distinction when assessed by the Interception of Communications Commissioner's Office.
- Delivery of changes to terms and conditions of service equating to a cost reduction of approximately £750k.
- Launch and delivery of STRIVE leadership development programme.
- Supporting the organisational change and merger of the leadership team to the single commissioning function.
- Took over support for all CCG employment matters
- Supported a wide range of organisational change programmes – review of winter gritting process, service reviews
- Delivery of comprehensive member development programme
- Delivery of three elections during 2016/17, local, Parish and EU Referendum.
- Successful electoral registration canvass which has seen an increase of 2000 electors to the register, a total of 169,000 equating to a 94% response rate.
- Collected council tax from 101,500 properties with a net collectable debit of £92.5m in 16/17.
- Business rates collected from 7,200 properties with a net collectable debit of £58m.
- 30,000 Sundry debts invoices raised in respect of goods and services provided by the Council with a collectable debit of £50m.
- Over £13m will be paid out in respect of Council Tax Support in 2016/17.
- Auditors have determined that the Housing Benefit Service processed benefit with a 99.99% accuracy rate of the total £88.9m paid out in, subject to DWP verification.
- Single Commissioning Function established for the Care Together Programme bringing together Adult Social Care, Tameside Hospital and the Clinical Commissioning Group with a combined budget of £442million.
- Agreement signed between Greater Manchester Health and Social Care Strategic Partnership and Tameside's Single Commissioning Function for grant funding of £23.2million to enable the Care Together programme to drive forward its' integration plan.
- Greater Manchester Pension Fund (GMPF) awarded an A in the Asset Owners' Disclosure Project (AODP) Global Climate Index. GMPF ranked 30th in the world, just squeezing into the A cut-off for relevant leadership group.
- GMPF becomes part of the airport city joint venture along with Manchester Airports Group, Carillion and Beijing Construction and Engineering Group.

- GMPF begins talks with West Yorkshire and Merseyside Pension Funds about creating a £35 billion multi asset pool.
- GMPF sold One St. Peter's Square for £164 million having redeveloped the site as part of a joint venture with Argent. GMPF originally bought the building which previously occupied the site, Elizabeth House, in 2003. The site was redeveloped with the construction of a new 228,000 sq. ft. office development which has been let to big names such as KPMG, Addleshaw Goddard and Fumo amongst others. The development kick-started the redevelopment of St. Peter's Square in its entirety including a new tram stop and significant public realm works.
- GMPF has taken over a portfolio of four real estate loans worth £30 million. The loans supported four employment use schemes in the North West of England, Media City, 1 Spinningfields, City Place Chester and Soapworks Salford. The proceeds from the sale of the loan book provides the North West Evergreen Fund with money to issue more loans and enable more developments in the North West of England.

Key Issues and Plans for 2017/18 and the medium term:

- Continued delivery of the STRIVE leadership programme to cohort 4, including leaders within the CCG
- Launch and delivery of the STRIVE aspiring managers programme
- Review of senior leadership structure
- Review of service unit managers
- Review of DBS (disclosure and barring scheme) and process to reduce costs
- Renewal of member development charter
- Reassessment for workplace wellbeing charter
- Support the organisational response to the Children's Ofsted inspection – including development of social work recruitment and retention strategy
- Provide support to Children's Services on producing and implementing an improvement plan following the Ofsted inspection.
- Review of a range of employment policies – disciplinary, grievance, capability, probation etc.
- Implementation of apprentice levy and associated workforce development and planning to ensure we maximise the return on our investment
- Support the recant strategy into the new building and movement of remaining staff into alternative accommodation
- Reduced funding from DWP to deliver Housing Benefit services and support the DWP in their delivery of Universal Credit. Funding has reduced by £104k overall however workload remains the same as that in previous years.
- A corporate print contract will be in place which will bring both bulk and hybrid mail printing. This means that individual letters from a PC will be printed and mailed remotely and will bring efficiencies.
- Continue to support and advise services on carrying out needs assessments, EIAs, and consultation.
- Continue to support the Vision Tameside and Care Together programmes.
- Continue to provide communication and media support to all services including design and print of publicity material.
- Carry out the annual canvas of electors and run the elections for the Greater Manchester Mayor within Tameside.

Any other salient aspects of the budget:

The Directorate will continue to seek ways to reduce costs whilst ensuring services deliver high quality support.

Schools are currently making decisions in relation to buying into the service level agreement for the next 2 years. It is likely that we will lose some of the schools business which will have an adverse impact on our funding, this would then lead a further review of the HR service and staffing levels.

Consideration needs to be given to the implications of the transfer of staff to the ICFT over the coming year and beyond; this will require further review of staffing levels within the directorate.

Key Performance Indicators (2016/17 and Future Years):

- Exchequer is on target to collect over 94% of all Council tax due in year. Any arrears will continue to be pursued in future years.
- Exchequer is on target to collect over 96% of all Business Rates due in year. Any arrears will continue to be pursued in future years.
- Over 95% of sundry debts are paid in the year in which the debt is raised. Any arrears will continue to be pursued in future years.
- Housing Benefit applications and change of circumstances forms are processed in 16 days on average.
- Council Tax Support applications and change of circumstances forms are processed in 18 days on average.
- 94% response rate in the local annual canvass for electoral registration.

APPENDIX 4:

Prudential Indicators and Limits

1. Ratio of Financing Costs to Net Revenue Stream

Limit/indicator	2017/18 %	2018/19 %	2019/20 %
Ratio of financing costs to net revenue stream	5.6	5.8	5.9

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 set out at 9.3.

2. Capital Financing Requirement (CFR)

Limit/indicator	2017/18 £000	2018/19 £000	2019/20 £000
Core Capital Financing Requirement	215,058	258,438	274,561
Other long term liabilities (e.g. PFI and finance leases)	107,797	104,919	102,170
Total Capital Financing Requirement	322,856	363,357	376,730

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 the 01/04/17 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 finance 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.

The CFR increases by the value of capital expenditure not immediately financed (i.e. borrowing) and is reduced by the annual MRP repayment. The estimated Capital Financing Requirement is based on the same borrowing assumptions set out at 9.3.

3. Capital Expenditure

Limit/indicator	2017/18 £000	2018/19 £000	2019/20 £000
Capital expenditure	74,043	11,964	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 notified.

4. Incremental Impact of Capital Investment Decisions

Limit/indicator	2017/18 £	2018/19 £	2019/20 £
For the Band D Council Tax	8	24	28

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 at 9.3 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.

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

Limit/indicator	2017/18 £000	2018/19 £000	2019/20 £000
Operational Boundary for external debt	208,174	207,639	213,099
Authorised Limit for external debt	228,174	227,639	233,099

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	2017/18 £000	2018/19 £000	2019/20 £000
Estimated 31 March 2017	118,477		
Previous year Operational Boundary		208,174	207,639
Add debt maturing in year	6,466	320	333
Add borrowing for 2017/18 and previous years requirement not taken up	86,567		
Add borrowing in advance for 2018/19 and future years	736	10,000	10,000
Less already borrowed in advance for future years			
Less previous year maturing fall out		(6,466)	(320)
Less MRP	(4,071)	(4,390)	(4,553)
Operational Boundary – borrowing	208,174	207,639	213,099
Add allowances for cash flow etc.	20,000	20,000	20,000
Authorised Limit – borrowing	228,174	227,639	233,099

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

We are 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	2017/18 £000	2018/19 £000	2019/20 £000
Operational Boundary for other long term liabilities	107,797	104,919	102,170
Add allowance for new agreements	1,000	1,000	1,000
Authorised Limit for other long term liabilities	108,797	105,919	103,170

The total authorised limit of £337 million (including both external borrowing and other long term liabilities should be set as the Council's affordable borrowing limit for 2017/18) as required under the provisions of the Local Government Act 2003.

6. Gross Debt and the Capital Financing Requirement.

Limit/indicator	2017/18 £000	2018/19 £000	2019/20 £000
Core capital financing requirement	215,058	258,438	274,561
Gross borrowing	215,058	258,438	274,561

To ensure that medium term debt will only be for a capital purposes, the Council will ensure that the gross external borrowing does not, except in the short term, exceed the total of the capital financing requirement (CFR).

7. Upper and lower limits on Interest Rate Exposures

Limit/indicator	2017/18 £000	2018/19 £000	2019/20 £000
Upper limit for fixed interest rate exposure	215,058	258,438	274,561
Upper limit for variable interest rate exposure	71,686	86,146	91,520

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, we feel that it is acceptable to have a long maturity debt profile.

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

2017/18	2018/19	2019/20
30	20	10

At present we have no long term investments maturing in 2017/18 or beyond. Whilst we do not have any specific plans for more investments of this type, if interest rates and the security of the investment were favourable, it is possible that we might decide that maturities of greater than 1 year were prudent. However, it is felt that the amounts shown above should be the limits maturing in 2017/18, 2018/19 or 2019/20.

10. Borrowing Limits in Respect of GMMDAF

Operational Boundaries and authorised Limits must also be set for the Greater Manchester Debt Fund. The recommended limits are:

	2017/18 £000	2018/19 £000	2019/20 £000
Operational Boundary – borrowing	93,566	76,600	58,828
Authorised Limit – borrowing	108,566	91,600	73,828

The difference between the operational boundary and authorised limit allows for temporary cash flow shortages and debt rescheduling where loans are borrowed in advance. The authorised limit of £108.6 million should be set as the affordable borrowing limit for the GMMDAF for 2017/18 as required under the Local Government Act 2003.

The Code also requires compliance with the CIPFA Code of Practice for Treasury Management in the Public Services. The Council has adopted and adheres to this Code.

APPENDIX 5:

Pay Policy Statement for the Year 2017/18

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 Communities and Local Government (DCLG). This pay policy applies for the year 2017/18 unless replaced or varied by Full Council.

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.

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.

Underlying Principles

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 race and disability and similar rules apply to sexual orientation, religion and age.

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.

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 Executive 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.

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.

In this policy 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)	£168,598.00 p.a. (fte)
Average Pay (per annum)	£24,308.02 p.a. (fte) (based on mean) £21,744.96 p.a. (fte) (based on median)
Pay difference (between average & highest pay)	£144,289.98 (based on mean) £146,853.04 (based on median)
Pay Multiple (ratio between the average and the highest pay)	6.9:1 (based on mean) 8.3:1 (based on median)
Pay Multiple (ratio between the lowest and the highest pay)	10.6:1

1. Policy on the remuneration of its Senior Managers

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 Executive 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.

For Assistant Executive Director pay this 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.

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.

2. Policy on the remuneration of its lowest paid employees

In this policy, we use the definition of lowest paid employee as being those paid on spinal column point 6 of the National Joint Council for Local Government Services plus the Living Wage supplement payment 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.

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.

Once someone has been in post a year they will, subject to satisfactory performance, move to the next increment in the pay scale. Increments are payable each year on 1 April, until the maximum point of the grade is reached.

The Council's pay structure is available on the website at:

<http://www.tameside.gov.uk/paystructure>

3. Policy on the relationship between -

(i) the remuneration of its Senior Managers, and

(ii) the remuneration of its employees who are not Senior Managers.

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.

At Tameside, the pay multiple between the Chief Executive's pay and the lowest paid employee in the organisation is 10.6:1 and is therefore well within this recommended range.

4. Policy relating to the remuneration of Senior Managers on recruitment

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.

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.

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.

5. Policy relating to increases and additions to remuneration for each Senior Manager

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 apply to Senior Managers at Assistant Executive 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. Assistant Executive Director's and Executive Directors received a 1% pay increase to reflect the national pay award in 2016/17, and will receive a further 1% increase in 2017/18 again to reflect the national pay award. The Chief Executive has received a 1% pay award in 2016/17 and will receive a further 1% increase in 2017/18 to reflect the national pay award.

6. Policy relating to the use of performance related pay for Senior Managers

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.

7. Policy relating to the use of bonuses for Senior Managers

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.

8. The approach to the payment of Senior Managers on their ceasing to hold office under or to be employed by the Authority

The approach to payment of Senior Managers is the same as those which apply to all Council employees.

Currently, the Council operates a scheme where employees may apply for voluntary severance. Payments under the scheme are capped at a maximum of 30 weeks' pay (based on the rate of pay set in 2013) for all employees, including Senior Managers. Any applications within this scheme are subject to approval by Executive Director (Governance, Resources & Pensions). As indicated within the Voluntary Severance Scheme, the Executive Director (Governance, Resources & Pensions) is authorised to consider any exceptions where a robust business case exists to do so in the interests of the organisation.

Employees who take severance under the scheme are advised that they do so on the basis that the Council will not re-employ them and they contractually commit to returning any severance costs should they apply for any jobs with the Council, including any Community School or Voluntary Controlled School, within 12 months of their leaving date.

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.

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.

Employees who are 'at risk', having been displaced from their role, currently have a 4 week period from the date they are notified to access the Voluntary Severance Scheme, with the additional loss of office payment in some circumstances. If an employee does not choose to access the Voluntary Severance Scheme they will be supported in securing alternative employment. 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.

No severance package will be made in excess of £95K. The components of any such package will be clearly set out and will include pay in lieu of notice, redundancy payment, pension release costs, settlement payments, holiday pay and any fees or allowances paid.

9. Transparency

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.

Senior Managers' pay is published on the Council's website each year.

The current pay rates for senior managers are available at:
<http://www.tameside.gov.uk/transparency>

10. Commitment to The Living Wage

The Council is committed to becoming an accredited Living Wage 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.

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 was subsequently increased further with the revised rate of pay on 1 November 2016. This is paid by means of a supplement to Council employees whose hourly rate of pay falls below the nationally set rate.

This rate will continue to be reviewed in line with the nationally negotiated NJC pay award.

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.

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.

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.

11. Pension Enhancement

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).

12. Re-employment of Staff

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.

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.

As it would be reputationally damaging to the Council 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 are will be obliged to repay their exit package.

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.

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.

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.



13. Policy Amendment

The Council may seek to change elements within the pay policy as part of any necessary efficiency review or as other circumstances dictate.

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.

14. 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
- HM Treasury Recovery of Public Sector exit payments consultation response

Report To:	EXECUTIVE CABINET AND OVERVIEW (AUDIT) PANEL
Date:	8 February 2017
Executive Member / Reporting Officer:	Cllr Jim Fitzpatrick – First Deputy (Performance and Finance) Ian Duncan – Assistant Executive Director (Finance)
Subject:	TREASURY MANAGEMENT STRATEGY 2017/18
Report Summary:	The report sets out the Council's borrowing strategy for 2017/18 and the Annual Investment Strategy.
Recommendations:	<ol style="list-style-type: none">1. That the report be noted and the proposed borrowing strategy be supported.2. That the Annual Investment Strategy be recommended for approval by the full Council, including the changes set out in section 14 of this report
Links to Community Strategy:	The Treasury Management function of the Council underpins the ability to finance the Council's priorities.
Policy Implications:	In line with Council Policies.
Financial Implications: (Authorised by the Section 151 Officer)	<p>The achievement of savings on the cost of financing the Council's debt through repayment, conversion and rescheduling, together with interest earned by investing short term cash surpluses, is a crucial part of the Council's medium term financial strategy. This has to be carefully balanced against the level of risk incurred.</p> <p>The financial implications are determined by:</p> <ul style="list-style-type: none">• The value and timing of any borrowing undertaken (if any)• The amount of cash available for investment and the return achieved on this investment <p>The Council actively reviews the opportunities to maximise the return on its investments. It is possible that improved returns may be obtained from asset backed securities, and a change to the Treasury Management Strategy is recommended in order to allow investment in such instruments.</p>
Legal Implications: (Authorised by the Borough Solicitor)	The report complies with the Council's financial regulation 17.3. The Council is required by statute to set and maintain a balanced budget, careful management of the finances allows the Council to achieve this and this report provides a means for Members to carefully monitor the situation.
Risk Management:	Failure to properly manage and monitor the Council's loans and investments could lead to service failure and financial loss.
Access to Information:	<p>The background papers relating to this report can be inspected by contacting Beverley Stephens, Finance Business Partner, by:</p> <p> phone: 0161 342 3887</p> <p> e-mail: beverley.stephens@tameside.gov.uk</p>

1. INTRODUCTION

- 1.1 The Treasury Management service is an important part of the overall financial management of the Council's affairs. At 31 March 2016 the Council had £156m of investments which need to be safeguarded, and £120m of debt. The Council is also the lead authority responsible for the administration of the debt of the former Greater Manchester County Council on behalf of all ten Greater Manchester Metropolitan Authorities. As at 31 March 2016, this was a further £110m of debt. 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.
- 1.2 Under the Local Government Act 2003, the Department for Communities and Local Government issued in March 2010 revised "Guidance on Local Government Investments". The 2003 Act requires an authority "to have regard" to this guidance. Part of this guidance is that "A local authority shall, before the start of each financial year, draw up an Annual Investment Strategy for the following financial year, which may vary at any time. The strategy and any variations are to be approved by the full Council and are to be made available to the public." This strategy is set out in **Appendix A**.
- 1.3 A revised edition of the CIPFA Prudential Code and CIPFA Treasury Management Code of Practice was produced in November 2011. The guidance arising from this Code has been incorporated within this report.
- 1.4 This report also sets out the estimated borrowing requirement for both Tameside MBC and the Greater Manchester Metropolitan Debt Administration Fund (GMMDAF), together with the strategy to be employed in managing the debt position.
- 1.5 The Local Government Act 2003 is the major legislation governing borrowing and investments by local authorities. Under the Act a Local Authority may borrow money:
- (a) For any purpose relevant to its functions under any enactment; or
 - (b) For the purposes of the prudent management of its financial affairs.
- 1.6 However, an authority has a duty to ensure that its borrowing is affordable, and must set its own limits on how much it may borrow. The method of doing this is set out in the Prudential Code for Capital Finance in Local Authorities. This is covered in the Capital Strategy and Programme, and the limits imposed by the Council will be adhered to within the Treasury strategy.
- 1.7 The limits set by the Council are based on the possibility of borrowing in advance of our needs, should interest rates be such that it is advantageous to do so. The Council is currently maintaining an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with loan debt as cash balances have been used. This strategy is prudent as investment returns are low and interest rates are comparatively high, thus creating a high cost of carry for any borrowing taken up. The Council, along with its advisors, Capita, will closely monitor rates and take up borrowing at the most advantageous time possible.
- 1.8 Against this background and the continuing risks within the economic forecast, caution will be adopted with the 2017/18 treasury operations. The Section 151 Officer will monitor interest rates in financial markets and adopt a pragmatic approach in changing circumstances. Borrowing will be undertaken on an assessment of the situation at the time.

2. CODE OF PRACTICE

- 2.1 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 November 2011). The Council has adopted the revised Code of Practice on Treasury Management.
- 2.2 Part of this code is for the Council to set out Treasury Management Practices (TMPs). These are in place and are being adhered to.

3. NEED TO BORROW

- 3.1 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.
- 3.2 The Council has some flexibility to borrow funds this year for use in future years. The Section 151 Officer may do this under delegated power where, for instance, a sharp rise in interest rates is expected, and so borrowing early at fixed interest rates will be economically beneficial or meet budgetary constraints.

Any borrowing in advance undertaken will be made within the constraints that:

- It will be limited to no more than 75% of the expected increase in borrowing need (CFR) over the three year planning period; and
- Borrowing would not be undertaken more than 24 months in advance of need.

Risks associated with any advance borrowing activity will be subject to appraisal in advance and subsequent reporting through the annual reporting mechanism.

The Council may also borrow on a short term basis to finance temporary shortfalls in cash flow.

- 3.3 In addition to this, the Council will fund capital expenditure by using internal cash balances. Although we do not borrow to meet this expenditure, it has the effect of reducing our investments, and therefore changing the net interest payable.

4. TYPES AND DURATION OF LOANS

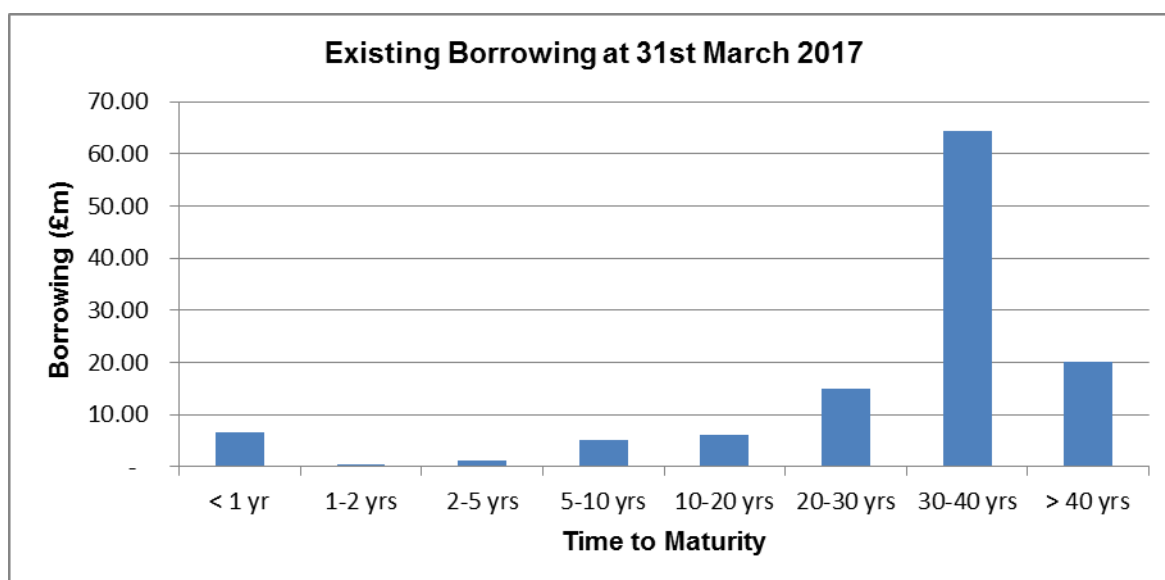
- 4.1 There are various types of loan available:-

- (a) Short term fixed.
These are loans of less than one year duration where the interest rate is agreed at the start of the loan and remains the same until the loan matures. The duration may last from 1 day to 364 days.
- (b) Short term variable.
Less than one year, but the interest rate may change during the life of the loan.
- (c) Long term fixed
As (a), but greater than one year (may be up to 50 years).
- (d) Long term variable
As (b), but life normally between 1 and 10 years.
- (e) LOBOs (Lender's Option Borrower's Option)
These are bank loans where the interest rate is fixed for a number of years (often with an automatic increase built in). At the end of this fixed rate period, the bank may (at pre set anniversaries) take up an option to increase the rate. The borrower (Tameside) then has the option to repay the loan if we do not want to pay the higher interest rate. We can only repay the loan prior to the maturity date without penalty if the lender has taken up their option.

4.2 Interest rates are continually changing and are determined by economic and market conditions. Short term variable rates tend to reflect the current Bank of England Minimum Lending Rate (Bank Rate), but can vary (sometimes by more than 1%) due to market conditions. The on-going uncertainty in the financial markets has caused considerable volatility.

4.3 Long term fixed rates are based on Government Gilts (Bonds issued by the Government which pay a fixed rate of interest) and reflect the future expectations of base rates, inflation and risks within the general economy. They may be markedly different from short term rates, and they may also be volatile. At present interest rates on longer term loans are higher than short term rates due to the relatively low Base Rate, implemented by the Monetary Policy Committee of the Bank of England. The programme of "quantitative easing" undertaken by the Bank of England and the "safe haven" status of the UK continues to restrict gilt interest rates.

4.4 Tameside's loan portfolio as at 31st March 2017 is estimated to contain £78m long term fixed loans from the PWLB, £10m long term fixed bank loans and £30m of LOBOs. The following graph outlines the maturity profile:



5. SOURCES OF BORROWING

5.1 Loans to fund the borrowing requirement may be raised from any source approved by the Local Government Act 2003.

The main sources currently available to Tameside are:-

- a. The Public Works Loan Board (PWLB) (£78m at 31st March 2017)
- b. European Investment Bank (EIB) (no current borrowing)
- c. Banks, Building Societies and other financial institutions (£40m at 31st March 2017)
- d. Internal cash funds and balances.

Of these, by far the greatest proportion is normally obtained from the PWLB.

5.2 The PWLB is, in effect, the Government, and loans raised from this source are generally the cheapest available for their type and duration. Although loans from the PWLB may be obtained at a variable rate of interest, they are normally borrowed at fixed rates.

5.3 In November 2016 the Government confirmed its plans to abolish the PWLB and transfer its functions for lending to local authorities to the Treasury, with operational responsibility delegated to the Debt Management Office (DMO). The proposals only affect the governance arrangements and do not change any of the policy or operational aspects of lending to local authorities. The Government is planning to lay a draft Order before Parliament to implement these changes, but there is no clear timescale on when the change will be implemented at this stage. For the purposes of this report, the term "PWLB" will continue to be used to refer to Government lending.

5.4 Whilst the Public Works Loan Board, part of HM Treasury, is the primary lender to local authorities, the European Investment Bank (EIB) will also provide support for funding infrastructure projects throughout the EU. This source of funding is priced in a similar way to the PWLB, but requires applications for specific projects. These projects must further EU policy requirements and be financially, technically and environmentally viable. They are particularly aimed at regional development issues. The Association of Greater Manchester Authorities (AGMA) has negotiated a borrowing facility with the EIB, which could be available to the council in due course if appropriate.

5.5 Borrowing for fixed periods means that the average rate payable is not subject to large year on year volatility which could occur if rates were linked to the base rate of interest.

- 5.6 Internal funds, such as the Insurance Fund, are paid interest in line with short term rates.
- 5.7 Traditionally the strategy employed by Tameside and most other Local Authorities is to borrow long term at fixed rates of interest.
- 5.8 Where appropriate the Council may undertake borrowing for external organisations for policy reasons, and this will be on the basis that the revenue costs are fully reimbursed.

6. RESCHEDULING

- 6.1 Rescheduling involves the early repayment and re-borrowing of longer term PWLB loans, or converting fixed rate loans to variable and vice versa. This can involve paying a premium or receiving a discount, but is intended to reduce the overall interest burden, since the replacement loan (or reduction of investment) is normally borrowed at a lower interest rate.
- 6.2 The use of rescheduling is a valuable tool for the Council, but its success depends on the frequent movement of interest rates, and therefore it cannot be estimated for. It will continue to be used when suitable opportunities arise, in consultation with our treasury management advisors, although such opportunities may not occur.
- 6.3 The changes made by the PWLB in 2010 to introduce separate rates for the premature repayment of debt and the increase in the cost of new PWLB borrowing by approximately 1%, has significantly reduced the ability to re-schedule debt. No re-scheduling has been undertaken by the Council since these changes occurred.
- 6.4 However, the PWLB has continued a scheme to allow a 0.20% reduction on the published borrowing rates, known as the “certainty rate”, for Councils that provide indicative borrowing requirements for the next 3 years. The Council has provided this information and has therefore protected its eligibility for the certainty rate. This does not however commit the Council to a particular course of action.
- 6.5 With the current yield curve, debt restructuring is likely to focus on switching from longer term fixed rates to cheaper shorter term debt, although the Section 151 Officer and our treasury management advisors will monitor prevailing rates for any opportunities during the year.
- 6.6 Although a pro-active approach is taken to identify opportunities to re-schedule debt, no such an opportunities have arisen so far in 2016/17.
- 6.7 Consideration will also be given to identify if there is any potential for making savings by utilising cash balances to repay debt prematurely, as short term rates on investments are likely to be lower than rates paid on current debt.

7. CURRENT POSITION – 2016/17

- 7.1 The original estimate of interest payable for the current year was £8.881m. Of this £8.778m will be paid externally and the remainder will be paid to various Council funds such as the Insurance Fund. It is anticipated that the outturn position for the year will be in line with this budget.

8. TAMESIDE MBC'S ESTIMATED POSITION AT 31 MARCH 2017

- 8.1 Following transactions and activity expected prior to the financial year end it is anticipated that at the end of the current financial year, the Council's net borrowing position will be:-

	£m
PWLB	78.477
Market Loans (incl. LOBOs)	40.000
Less Sports Trust debt* ¹	-2.259
Less Airport Terminal 2 debt* ²	<u>-1.622</u>
Net Tameside Long term loans	114.596
Trust Funds, Contractor Deposits etc	<u>0.145</u>
Total external borrowing	114.741
Internal cash balances	185.932
Less Investments	-160.205
Net Creditor position	<u>0.292</u>
Net Debt outstanding	<u>140.760</u>

*¹ see paragraph 8.4

*² see paragraph 8.3

- 8.2 The estimated position assumes the Council will not take up any borrowing during 2016/17, to meet the forecast outstanding borrowing requirement as at 31 March 2017 (£73.086m) and no advanced borrowing for 2017/18 or future years. By postponing borrowing and utilising cash balances, the Council reduces counterparty risk and the financial impact of the current low level of investment returns.
- 8.3 The PWLB figure includes an outstanding amount of £1.622m, of an original amount of £10.02m taken over from Manchester Airport on 31st March 1994 to facilitate Terminal 2. The Airport fully reimbursed the Council with both the principal and interest repayments in respect of these loans until 9 February 2010, when it re-negotiated the terms of this agreement with the 10 Greater Manchester Districts. The Airport now pays the Council an annual fixed interest of 12% on the outstanding balance at 9 February 2010 (£7.295m) and agreed to repay the loan by 2055.
- 8.4 Prudential borrowing of £4.280m was taken up on 25 July 2008 from the PWLB on behalf of the Tameside Sports Trust, to enable facility improvements. The costs related to this borrowing are met by reducing the annual Council's grant paid to the Sports Trust by an equal amount. The outstanding amount at 31 March 2016 will be £2.259m.
- 8.5 The total amount of the Council's gross external debt (excluding Airport and Sports Trust debt) is £140.760m.

9. 2017/18 BORROWING REQUIREMENT

- 9.1 As stated earlier the authorised limits for debt under the Prudential Code allow for borrowing in advance. This will only be done if interest rates for longer term loans are advantageous to the Council and the counterparty risk to the Council on investments is acceptable, or such borrowing will afford an opportunity for debt rescheduling.

9.2 During 2017/18 it is estimated that the following requirement will be needed in respect of the general fund:-

	£m
Capital expenditure (financed by loan)	12.740
Loans maturing	<u>6.466</u>
	19.206
Less Debt repayments	<u>-4.071</u>
Total potential borrowing requirement	<u>15.135</u>

9.3 Therefore the additional outstanding capital borrowing need of the Council will be £15.135m (capital expenditure less debt repayments) during 2017/18.

9.4 The budget for 2017/18 shows that loans and investments outstanding during the year will generate estimated net interest charges of £4.349m, of this £4.175m will be paid externally and the remainder will be paid to various Council funds. Under current Local Government accountancy rules no interest is payable in respect of the Councils capital receipts and revenue balances. This has no net effect on the overall finances of the Council.

9.5 During 2018/19 it is estimated that the following requirement will be needed in respect of the general fund:-

	£m
Capital expenditure (financed by loan)	6.524
Loans maturing	<u>0.320</u>
	6.844
Less Debt repayments	<u>-4.390</u>
Total potential borrowing requirement	<u>2.454</u>

9.6 Therefore it is estimated that there will be an additional borrowing requirement during 2017/18 of £2.454m

10. **GREATER MANCHESTER METROPOLITAN DEBT ADMINISTRATION FUND (GMMDAF) REQUIREMENT**

10.1 Unlike Tameside MBC the GMMDAF incurs no capital expenditure, and therefore the total debt outstanding reduces annually by the amount of debt repaid by the constituent authorities. However, loans are raised to replace those maturing during the year and also for cash-flow purposes.

10.2 At 31 March 2017 it is expected that the fund will have the following outstanding debt:

	£m
PWLB	67.962
Transferred Debt	0.197
Temporary Borrowing	24.098
Creditors	<u>1.178</u>
Total Debt	<u>93.435</u>

10.3 The fund's borrowing requirement for 2017/18 is estimated to be:

	£m
Long term debt maturing	
PWLB	3.000
Other	<u>0.041</u>
	3.041

Less principal repayments	<u>-16.996</u>
Surplus	<u>-13.925</u>

- 10.4 During 2017/18 it is estimated that the total interest payments will be £5.622m at an average interest rate of 4.90%. This compares with 5.73% in 2014/15, 5.30% in 2015/16 and a revised estimate of 5.09% in 2016/17.
- 10.5 Further loans may be taken up for either re-scheduling or borrowing early for future years, if prevailing rates are considered attractive.
- 10.6 During 2009/10, Manchester Airport re-negotiated the terms of its loan arrangement with the 10 Greater Manchester Districts, as a result of this agreement the 10 Districts have taken responsibility to service the former Manchester Airport share of the GMMDAF. The Airport has agreed to pay the Districts an annual fixed interest of 12% on the outstanding balance at 9 February 2010, and repay the loan in 2055. Previously, this element of GMMDAF debt was serviced by the Airport itself.

11. BORROWING STRATEGY

- 11.1 The Council has the following anticipated borrowing requirement:-

	Annual Requirement (£m)	Total Required (£m)	Estimated Annual Cost* (£m)
Prior years		68.931	1.551
Estimate 2016/17	4.155	73.086	3.195
Estimate 2017/18	15.135	88.221	5.269
Estimate 2018/19	2.454	90.675	7.581

*calculated as annual interest charge on total requirement if borrowing taken up at estimated 50 year PWLB rate, less current interest rate on investments. This would only be incurred if all borrowing was taken up.

The GMMDAF has a borrowing requirement of £15.922m for 2016/17 and an estimated surplus of £13.925m for 2017/18. This surplus will be offset against the borrowing requirement.

- 11.2 As shown above, the Council is currently maintaining an under-borrowed position estimated to be £72.621m at 31st March 2017. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with loan debt as cash has been used. This strategy is prudent as investment returns are low and counterparty risk is high. The Council continues to have a high level of investments, and it is expected that these will continue during the next financial year. The Council will seek to maintain levels of external debt as low as possible, consistent with a consideration of wider risks and benefits.
- 11.3 The uncertainty over future interest rates and concerns over counterparty credit worthiness increases the risks associated with treasury activity. The Section 151 Officer will monitor interest rates in financial markets and adopt a pragmatic approach in changing circumstances. PWLB loans may be borrowed in order to reschedule debt or meet the outstanding borrowing need as is felt to be appropriate. The possibility of deferring borrowing until later years to reduce our level of investments and associated counterparty risk will be considered.

- 11.4 As a result the Council will take a cautious approach to its borrowing strategy and all opportunities explored in conjunction with our treasury management advisors. Borrowing decisions will be based on the circumstances prevailing at the time.
- 11.5 Long-term fixed interest rates are at risk of being higher over the medium term, and short term rates are expected to rise, although more modestly. The Section 151 Officer, under delegated powers, will take the most appropriate form of borrowing depending on the prevailing interest rates at the time, taking into account the risks outlined above. It is likely that shorter term fixed rates may provide lower cost opportunities in the short/medium term.
- 11.6 The borrowing rules for the PWLB mean that we are able to borrow our full requirement from them. However, if interest rates in respect of LOBOs are sufficiently attractive, these may be used for Tameside. The length of loans required for LOBOs mean they are unsuitable for the GMMDAF.
- 11.7 It is likely that the Municipal Bond Agency will be offering loans to local authorities in the near future. It is also hoped that the borrowing rates will be lower than those offered by the Public Works Loan Board (PWLB). This Authority may make use of this new source of borrowing as and when appropriate.

12. INTEREST RATES

- 12.1 The borrowing and investment strategy outlined in the report is based on the following central view forecast, provided by our treasury management advisors (Capita), showing the movement in longer term interest rates for borrowing and movement in shorter term interest rates for investments.

Capita Asset Services Interest Rate View													
	Mar-17	Jun-17	Sep-17	Dec-17	Mar-18	Jun-18	Sep-18	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20
Bank Rate	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.50%	0.50%	0.75%	0.75%
3m LIBID	0.30%	0.30%	0.30%	0.30%	0.30%	0.30%	0.30%	0.40%	0.50%	0.60%	0.70%	0.80%	0.90%
6m LIBID	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%	0.50%	0.60%	0.70%	0.80%	0.90%	1.00%
12m LIBID	0.70%	0.70%	0.70%	0.70%	0.70%	0.80%	0.80%	0.90%	1.00%	1.10%	1.20%	1.30%	1.40%
5yr PWLB	1.60%	1.60%	1.60%	1.60%	1.70%	1.70%	1.70%	1.80%	1.80%	1.90%	1.90%	2.00%	2.00%
10yr PWLB	2.30%	2.30%	2.30%	2.30%	2.30%	2.40%	2.40%	2.40%	2.50%	2.50%	2.60%	2.60%	2.70%
25yr PWLB	2.90%	2.90%	2.90%	3.00%	3.00%	3.00%	3.10%	3.10%	3.20%	3.20%	3.30%	3.30%	3.40%
50yr PWLB	2.70%	2.70%	2.70%	2.80%	2.80%	2.80%	2.90%	2.90%	3.00%	3.00%	3.10%	3.10%	3.20%

- 12.2 The Monetary Policy Committee, (MPC), cut Bank Rate from 0.50% to 0.25% on 4th August in order to counteract what it forecast was going to be a sharp slowdown in growth in the second half of 2016. It also gave a strong steer that it was likely to cut Bank Rate again by the end of the year. However, economic data since August has indicated much stronger growth in the second half 2016 than that forecast; also, inflation forecasts have risen substantially as a result of a continuation of the sharp fall in the value of sterling since early August. Consequently, Bank Rate was not cut again in November or December and, on current trends, it now appears unlikely that there will be another cut, although that cannot be completely ruled out if there was a significant dip downwards in economic growth. During the two-year period 2017 – 2019, when the UK is negotiating the terms for withdrawal from the EU, it is likely that the MPC will do nothing to dampen growth prospects, (i.e. by raising Bank Rate), which will already be adversely impacted by the uncertainties of what form Brexit will eventually take. Accordingly, a first increase to 0.50% is not tentatively pencilled in, as in the table above, until quarter 2 2019, after those negotiations have been concluded, (though the period for negotiations could be extended). However, if strong domestically generated inflation, (e.g. from wage increases within the UK), were to emerge, then the pace and timing of increases in Bank Rate could be brought forward.

- 12.3 Economic and interest rate forecasting remains difficult with so many external influences weighing on the UK. The above forecasts, (and MPC decisions), will be liable to further amendment depending on how economic data and developments in financial markets transpire over the next year. Geopolitical developments, especially in the EU, could also have a major impact. Forecasts for average investment earnings beyond the three-year time horizon will be heavily dependent on economic and political developments.
- 12.4 The overall longer run trend is for gilt yields and PWLB rates to rise, albeit gently. It has long been expected that at some point, there would be a start to a switch back from bonds to equities after a historic long term trend over about the last twenty five years of falling bond yields. The action of central banks since the financial crash of 2008, in implementing substantial quantitative easing purchases of bonds, added further impetus to this downward trend in bond yields and rising prices of bonds. The opposite side of this coin has been a rise in equity values as investors searched for higher returns and took on riskier assets. The sharp rise in bond yields since the US Presidential election, has called into question whether, or when, this trend has, or may, reverse, especially when America is likely to lead the way in reversing monetary policy. Until 2015, monetary policy was focused on providing stimulus to economic growth but has since started to refocus on countering the threat of rising inflationary pressures as strong economic growth becomes more firmly established. The expected substantial rise in the Fed. rate over the next few years may make holding US bonds much less attractive and cause their prices to fall, and therefore bond yields to rise. Rising bond yields in the US would be likely to exert some upward pressure on bond yields in other developed countries but the degree of that upward pressure is likely to be dampened by how strong, or weak, the prospects for economic growth and rising inflation are in each country, and on the degree of progress in the reversal of monetary policy away from quantitative easing and other credit stimulus measures.
- 12.5 PWLB rates and gilt yields have been experiencing exceptional levels of volatility that have been highly correlated to geo-political, sovereign debt crisis and emerging market developments. It is likely that these exceptional levels of volatility could continue to occur for the foreseeable future.
- 12.6 The overall balance of risks to economic recovery in the UK is to the downside, particularly in view of the current uncertainty over the final terms of Brexit and the timetable for its implementation.
- 12.7 Investment returns are likely to remain low during 2017/18 and beyond. Borrowing interest rates have been on a generally downward trend during most of 2016 up to mid-August; they fell sharply to historically phenomenally low levels after the referendum and then even further after the MPC meeting of 4th August when a new package of quantitative easing purchasing of gilts was announced. Gilt yields have since risen sharply due to a rise in concerns around a 'hard Brexit', the fall in the value of sterling, and an increase in inflation expectations. The policy of avoiding new borrowing by running down spare cash balances, has served well over the last few years. However, this needs to be carefully reviewed to avoid incurring higher borrowing costs in later times when authorities will not be able to avoid new borrowing to finance capital expenditure and/or to refinance maturing debt;
- 12.8 There will remain a cost of carry to any new long-term borrowing that causes a temporary increase in cash balances as this position will, most likely, incur a revenue cost – the difference between borrowing costs and investment returns.

13. INVESTMENTS

- 13.1 The primary objectives of the Council's investment strategy are safeguarding the repayment of the principal and interest of its investments on time, then 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. As a result of these underlying concerns officers are implementing a risk averse operational investment strategy.

13.2 The 2011 revised CIPFA Treasury Management Code and the CLG Investment Guidance requires the consideration and approval of security and liquidity benchmarks. Yield benchmarks are currently widely used to assess investment performance. Discrete security and liquidity benchmarks are a requirement to Member reporting, although the application of these is more subjective in nature. Additional background on the approach taken is attached at **Appendix C**.

13.3 These benchmarks are simple targets (not limits) and so may be breached from time to time, depending on movements in interest rates and counterparty criteria. The purpose of the benchmark is that officers will monitor the current and trend position and amend the operational strategy depending on any changes. Any breach of the benchmarks will be reported, with supporting reasons in the Annual Report.

Security - The Council's maximum security risk benchmark for the current portfolio, when compared to these historic default tables, is:

- 0.03% historic risk of default when compared to the whole portfolio.

Liquidity – In respect of this area the Council seeks to maintain:

- Bank overdraft - £1.60m
- Liquid short term deposits of at least £5m available with a week's notice.
- Weighted Average Life benchmark is expected to be 0.25 years, with a maximum of 0.625 years

Yield - Local measures of yield benchmark is:

- Investments – Internal returns above the 7 day LIBID rate
- And in addition that the security benchmark for each individual year is:

	1 year	2 years	3 years	4 years	5 years
Maximum	0.067%	0.189%	0.356%	0.551%	0.775%

Note: This benchmark is an average risk of default measure, and would not constitute an expectation of loss against a particular investment.

13.4 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 Investment 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.

13.5 The ongoing financial uncertainty has reinforced the need for the Council to ensure it adopts a security based approach to investment strategy.

- 13.6 Due to concerns over the risk of counterparties in the financial markets, the Council has acted to ensure investments are only placed for durations of up to one year. By keeping to a short duration the Council is reducing the risk that it holds an investment with a bank that no longer meets its minimum credit rating criteria and ensuring that the security of the investment is the Council's highest priority.
- 13.7 If market conditions significantly improve, we could make strategic investments up to £30m for more than 12 months, as reported in the Budget Report 2017/18 - Prudential Indicators and Limits (**Appendix xx**).
- 13.8 In recent years the Council has had a high level of investments and therefore the investment strategy has been aligned with our debt strategy. The strategy for repayment of debt has been dependent on the movement of long term interest rates, and in favourable circumstances this could mean the repayment of tranches of debt. Investments have therefore been managed in-house in order to finance any repayments if necessary. It is expected that this strategy will continue.
- 13.9 As established in the Mid-Year Treasury Management Activities Report, the Council applies the creditworthiness service provided by its advisors, Capita Asset Services. This service employs a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies - Fitch, Moody's and Standard and Poor's. The credit ratings of counterparties are supplemented with the following overlays:
- Credit watches and credit outlooks from credit rating agencies;
 - CDS spreads to give early warning of likely changes in credit ratings;
 - Sovereign ratings to select counterparties from only the most creditworthy countries.
- 13.10 The Council also holds investments in Money Market Funds which are AAA rated and act, in a similar way to unit trusts, to spread the risk of default across a number of underlying institutions. This type of fund is tightly regulated and viewed as a relatively safer investment.
- 13.11 The Council has a deposit account with the Government Debt Management Office (DMO). As this facility is underwritten by the government, the rates of interest offered by the DMO are substantially below the current market rates. This facility has not been used in 2016/17.
- 13.12 If concerns over counterparty risk reduce and market conditions are judged suitable, long term borrowing may be taken up by the Council in advance of when it is required for capital purposes. In these circumstances the excess cash will be invested in line with the Council's prudent investment objectives, with security of the asset the highest priority. However, the Council is not allowed to borrow for the express purpose of reinvesting this cash to make a return.
- 13.13 Although security and liquidity are both given priority over yield, the Council still manages to achieve a higher rate of return than the 7 day LIBID benchmark. In 2015/16 the Council achieved a return of 0.47% versus a LIBID of 0.37%. This equated to £742k of interest, against £571k at LIBID, a difference of £171k.

14 INVESTMENTS – PROPOSED CHANGES

It is proposed that the following changes are made to the Council's investment strategy:

14.1 Counterparty Limits

It is proposed that the counterparty limit is changed to £50m for UK Government bodies (e.g. local authorities and other similar bodies). Any such investments will be highly secure due to the Government-backed nature of these entities.

In line with this it is proposed that the limit for total investments for more than 12 months is increased from £30m to £50m and that the limit for investments in non-specified investments is increased from 25% to 50%.

14.2 Alternative Investments

A new class of “alternative investments” is added to the available list of non-specified investment instruments. These instruments offer increased returns in the current low interest rate environment whilst still meeting the DCLG requirements for security, liquidity and yield

This would include asset backed securities and asset backed pooled investment funds, which are secured against real assets such as green energy, timber or property.

Any proposed investment of this nature would be the subject of a further report.

15 TREASURY MANAGEMENT ADVISORS

15.1 The Council uses Capita as its treasury management advisors. Capita provides a range of services which include:

- Technical support on treasury matters and capital finance issues;
- Economic and interest rate analysis;
- Debt services which includes advice on the timing of borrowing;
- Debt rescheduling advice surrounding the existing portfolio;
- Generic investment advice on interest rates, timing and investment instruments; and
- Credit ratings/market information service comprising the three main credit rating agencies.

15.2 Whilst the advisers provide support to the internal treasury function, under current market rules and the CIPFA Code of Practice, the final decision on treasury matters remains with the Council. This service is subject to regular review.

15.3 Tameside MBC and Capita recently agreed a new 4 year contract which runs to September 2019.

16. RECOMMENDATIONS

16.1 That the report be noted and the proposed borrowing strategy be supported.

16.2 That the Annual Investment Strategy be recommended for approval by the full Council

APPENDIX A

ANNUAL INVESTMENT STRATEGY: FINANCIAL YEAR 2017-18

The Council's investment policy has regard to the CLG's Guidance on Local Government Investments ("the Guidance") and the revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA TM Code"). The Council's investment priorities will be security first, liquidity second, and then return.

In accordance with the above guidance from the CLG and CIPFA, and in order to minimise the risk to investments, the Council applies minimum acceptable credit criteria in order to generate a list of highly creditworthy counterparties which also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the Short Term and Long Term ratings.

Ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To this end the Council will engage with its advisors to maintain a monitor on market pricing such as "credit default swaps" and overlay that information on top of the credit ratings.

Other information sources used will include the financial press, share price and other such information pertaining to the banking sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.

Investment Objectives:

The aim of the strategy is to generate a list of highly creditworthy counterparties which will also enable diversification and thus avoidance of concentration risk.

All investments will be in sterling. The general policy objective for this Council is the prudent investment of its treasury balances. This includes monies borrowed for the purposes of expenditure in the reasonably near future (i.e. borrowed 12-18 months in advance of need). The Council's investment priorities are

- (a) the **security** of capital and
- (b) **liquidity** of its investments.
- (c) **optimum return** on its investments commensurate with (a) and (b).

The former ODPM regulations stated that the borrowing of monies purely to invest or on-lend and make a return is unlawful, and therefore this Council will not engage in such activity.

Creditworthiness policy

This Council applies the creditworthiness service provided by Capita Asset Services. This service employs a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies - Fitch, Moody's and Standard and Poor's. The credit ratings of counterparties are supplemented with the following overlays:

- credit watches and credit outlooks from credit rating agencies;
- CDS spreads to give early warning of likely changes in credit ratings;
- sovereign ratings to select counterparties from only the most creditworthy countries.

This modelling approach combines credit ratings, credit Watches and credit Outlooks in a weighted scoring system which is then combined with an overlay of CDS spreads for which the end product is a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are used by the Council to determine the suggested duration for investments. The Council will therefore use counterparties within the following durational bands:

- Yellow 5 years (UK Government debt or equivalent).
- Dark pink 5 years for Enhanced money market funds (EMMFs) with a credit score of 1.25
- Light pink 5 years for Enhanced money market funds (EMMFs) with a credit score of 1.5
- Purple 2 years
- Blue 1 year (only applies to nationalised or semi nationalised UK Banks)
- Orange 1 year
- Red 6 months
- Green 100 days
- No colour not to be used

Y	Pi1	Pi2	P	B	O	R	G	N/C
1	1.25	1.5	2	3	4	5	6	7
Up to 5yrs	Up to 5yrs	Up to 5yrs	Up to 2yrs	Up to 1yr	Up to 1yr	Up to 6mths	Up to 100days	No Colour

The Capita Asset Services' creditworthiness service uses a wider array of information than just primary ratings. Furthermore, by using a risk weighted scoring system, it does not give undue preponderance to just one agency's ratings.

Typically the minimum credit ratings criteria the Council use will be a Short Term rating (Fitch or equivalents) of F1 and a Long Term rating of A-. There may be occasions when the counterparty ratings from one rating agency are marginally lower than these ratings but may still be used. In these instances consideration will be given to the whole range of ratings available, or other topical market information, to support their use.

All credit ratings will be monitored regularly. The Council is alerted to changes to ratings of all three agencies through its use of the Capita Asset Services' creditworthiness service.

- if a downgrade results in the counterparty / investment scheme no longer meeting the Council's minimum criteria, its further use as a new investment will be withdrawn immediately.
- in addition to the use of credit ratings the Council will be advised of information in movements in credit default swap spreads against the iTraxx benchmark and other market data on a daily basis via its Passport website, provided exclusively to it by Capita Asset Services. Extreme market movements may result in downgrade of an institution or removal from the Council's lending list.

Sole reliance will not be placed on the use of this external service. In addition this Council will also use market data and market information, information on any external support for banks to help support its decision making process.

All institutions which meet the criteria **may** be included on our lending list at the discretion of the Section 151 Officer, although meeting the criteria does not guarantee this.

The criteria may only be changed by the Executive Cabinet.

Monitoring of credit ratings and other market information:

All credit ratings will be monitored regularly. The Council is alerted to changes to ratings of all three agencies through its use of Capita's creditworthiness service.

If a counterparty or investment scheme's rating is downgraded with the result that it no longer meets the Council's minimum criteria or other market information leads the concerns over the credit quality of that entity, then the further use of that counterparty/investment scheme as a new investment will be withdrawn immediately (however, existing fixed investments must remain in place until they mature).

If a counterparty is upgraded so that it fulfils the Council's criteria, its inclusion may be considered by the Section 151 Officer for approval.

Institutional Limits for Investments:

The Council has previously set limits on investments with individual institutions. These have been set for the Council and the Pension Fund combined. These limits (which will remain in force unless changed by the Executive Cabinet) are:

Currently the overall limit invested by Tameside, the GM Pension Fund and the GMMDAF in one institution should not exceed a combined amount of £70m. Of this £70m, a maximum of £50m may be invested by the Pension Fund, £15m by Tameside and £5m by the GMMDAF.

At any time the maximum should not exceed 20% of the total amount available for investment (at the time of the investment - individually for the Council and the Pension Fund), or the above limits, whichever is less. However, where total investments are less than £100m for the Pension Fund and £25m for Tameside, the upper limits will be £20m and £5m respectively.

It is proposed that these limits are amended and the counterparty limit for UK Government bodies (e.g. local authorities and other similar bodies) is increased to £50m. Any such investment would still be highly secure due to the Government-backed nature of these entities.

Investments defined as capital expenditure:

The acquisition of share capital in any body corporate is defined as capital expenditure under Section 16(2) of the Local Government Act 2003. Such investments will have to be funded out of capital or revenue resources and will be classified as 'non-specified investments'. The acquisition of loan capital in a body corporate has recently been relaxed so that it is not treated as capital expenditure and can be used for treasury management activities.

A loan or grant by this Council to another body for capital expenditure by that body is also deemed by regulation to be capital expenditure by this Council. It is therefore important for this Council to clearly identify if the loan has made for policy reasons (e.g. to a registered social landlord for the construction/improvement of dwellings) or an investment for treasury management purposes. The latter will be governed by the framework set by the Council for 'specified' and 'non-specified' investments.

The Council provided a loan of £4.280m (funded by Prudential Borrowing) to the Tameside Sports Trust in 2008/09, to invest in the refurbishment of three existing Leisure Centres within the Borough. This loan was for policy reasons and not for treasury management purposes. The Council also has an investment in Manchester Airport shares of £10.215m. These investments were not part of the Treasury Management strategy.

During 2009/10, Manchester Airport re-negotiated the terms of its loan arrangement with the 10 Greater Manchester Districts; as a result of this agreement the 10 Districts have taken responsibility to service the former Manchester Airport share of the GMMDAF and Terminal 2 Loan Debt. The Airport pays the Districts an annual fixed interest of 12% on the outstanding balance at 9 February 2010. The Airport has agreed to repay the loan to the Council by the end of the agreement in 2055. The re-negotiated loan arrangement was not for treasury management purposes.

The Council participates in the Local Authority Mortgage Scheme. Under this scheme the Council is required to place funds of £1m, with Lloyds Banking Group for a period of 5 years. This is classified as being a service investment, rather than a treasury management investment, and is therefore outside of the specified / non specified investment categories.

Manchester Airport

Tameside MBC holds a 3.22% equity share in Manchester Airports Group (MAG). The fair value of the Council’s 3.22% shareholding at 31 March 2016 has been estimated at £39.8m (£41.0m as at 31 March 2015).

Dividends of £4m were received in 2016/17 from the Council's investment in MAG. This revenue is included in the Council’s Medium Term Financial Strategy as a key item of income.

Provisions for Credit-related losses

If any of the Council’s investments appeared at risk of loss due to default (i.e. a credit-related loss, and not one resulting from a fall in price due to movements in interest rates) the Council will make revenue provision of an appropriate amount.

Investment Strategy to be followed:

Based on its cash flow forecasts, the Council anticipates its fund balances in 2016/17 to range between £90m and £210m.

Use of investments for rescheduling purposes, or deferring borrowing could substantially reduce these holdings, whereas borrowing earlier than required could increase them.

The minimum percentage of its overall investments that the Council will hold in short-term investments is 75%.

The current financial climate provides operational difficulties. Ideally investments would be invested longer to secure better returns, however uncertainty over counterparty creditworthiness suggest shorter dated investments would provide better security.

The money market interest rates will be constantly monitored, and with the advice of our treasury advisors, the length of investments will be determined in accordance with our own views of future rate movements. In this way we would hope to optimise our investment returns.

Use of Specified and Non-Specified Investments during the Financial Year

There are a number of types of investments which the Council could use. These are outlined in the following tables

Specified investments:

All such investments shall be in sterling with a maximum maturity of 1 year with institutions of high credit quality.

	Minimum Credit Criteria
Term Deposits (including bank cancellable deposits and certificates of deposit) with credit – rated deposit takers (banks and building societies) *	Per Capita Asset Services
Term Deposits with the UK Government including Treasury Bills or other Local Authorities	N/A
Money Market Funds	AAA
Debt Management Agency Deposit Facility	N/A

*If forward deposits are made, these will be for a maximum of 1 year from the date of the deal.

Bank cancellable deposits cover a variety of bank deposits where the bank holding the deposit, has the option of repaying at pre-specified times. Such investments normally attract a higher original interest rate.

Non – Specified Investments:

A maximum of 25% (at the time the investments are made) will be held in aggregate in non – specified investments. The only types of non-specified investments, with high credit quality, that the Council may use during 2017/18 are:

	Minimum Credit Criteria
Term Deposits exceeding 1 year (including bank cancellable deposits) with credit – rated deposit takers (banks and building societies)	Per Capita Asset Services
Term Deposits with the UK Government or other Local Authorities exceeding 1 year	N/A
UK nationalised and part nationalised banks (currently Lloyds Banking Group and Royal Bank of Scotland Group) – investments will be limited to a maximum period of 12 months	N/A
The Council’s own bankers if they fail to meet the basic credit criteria.	N/A

Investments of this nature will only be made with the approval of the Section 151 Officer and in line with our treasury management advisors’ investment recommendations.

Alternative Investments

It is proposed that a new class of “alternative investments” be added to the Council’s list of non-specified investment instruments.

The motivation for this is increased diversification from the current concentration of credit risk on financial institutions, along with the potential for increased returns in the current low interest rate environment whilst still meeting the DCLG requirements regarding security, liquidity, and yield.

A variety of products are available that are secured against real assets such as green energy, timber, leisure, commercial property and private real estate. Thorough due diligence will need to be undertaken on any such products before any investment is made.

The available products fall within two categories; asset backed securities and asset backed pooled investment funds.

Asset backed securities are typically bespoke structures and can be unrated. This increases the need for due diligence, which will likely involve legal advice and also that of external auditors. Asset backed pooled investment funds involve the purchase of shares in a pooled fund or “fund of funds”. These are less bespoke and require less due diligence.

APPENDIX B

Credit and Counterparty Risk Management

Specified Investments:

All such investments will be sterling denominated, with maturities up to maximum of 1 year, meeting the minimum 'high' quality criteria where applicable.

Non-Specified Investments:

These are any investments which do not meet the specified investment criteria or exceeding one year, as outlined in the body of the report. A maximum of 25% will be held in aggregate in non-specified investment

A variety of investment instruments will be used, subject to the credit quality of the institution, and depending on the type of investment made it will fall into one of the above categories.

The criteria, time limits and monetary limits applying to institutions or investment vehicles are:

	Minimum credit criteria / colour band	Max. maturity period
DMADF – UK Government	N/A	6 months
UK Government gilts	UK sovereign rating	12 months
UK Government Treasury bills	UK sovereign rating	12 months
Bonds issued by multilateral development banks	AAA	6 months
Money market funds	AAA	Liquid
Enhanced money market funds with a credit score of 1.25	AAA	Liquid
Enhanced money market funds with a credit score of 1.5	AAA	Liquid
Local authorities	N/A	12 months
Term deposits with banks and building societies	Blue Orange Red Green No Colour	12 months 12 months 6 months 100 days Not for use
CDs or corporate bonds with banks and building societies	Blue Orange Red Green No Colour	12 months 12 months 6 months 100 days Not for use
Gilt funds	UK sovereign rating	

APPENDIX C

Security, Liquidity and Yield Benchmarking

These benchmarks are targets and so may be breached from time to time. Any breach will be reported, with supporting reasons in the Annual Treasury Report.

Yield – This benchmarks is currently widely used to assess investment performance.

- Investments – Internal returns above the 7 day LIBID rate

Security and liquidity benchmarks are already intrinsic to the approved treasury strategy through the counterparty selection criteria and some of the prudential indicators.

Liquidity – This is defined as “having adequate, though not excessive cash resources, borrowing arrangements, overdrafts or standby facilities to enable it at all times to have the level of funds available to it which are necessary for the achievement of its business/service objectives” (CIPFA Treasury Management Code of Practice). In respect of this area the Council seeks to maintain:

- Bank overdraft - £1.600m
- Liquid short term deposits of at least £5m available with a week’s notice.

The availability of liquidity and the term risk in the portfolio can be benchmarked by the monitoring of the Weighted Average Life (WAL) of the portfolio – shorter WAL would generally embody less risk.

- WAL benchmark is expected to be 0.25 years, with a maximum of 0.625 years.

Security of the investments – In context of benchmarking, assessing security is a much more subjective area to assess. Security is currently evidenced by the application of minimum credit quality criteria to investment counterparties, primarily through the use of credit ratings supplied by the three main credit rating agencies (Fitch, Moody’s and Standard and Poors). Whilst this approach embodies security considerations, benchmarking levels of risk is more problematic. One method to benchmark security risk is to assess the historic level of default against the minimum criteria used in the Council’s investment strategy. The table beneath shows average defaults for differing periods of investment grade products for each Fitch/Moody’s Standard and Poor’s long term rating category within each year according to the maturity of the investment.

Years	1	2	3	4	5
AAA	0.04%	0.10%	0.18%	0.27%	0.37%
AA	0.01%	0.02%	0.08%	0.16%	0.23%
A	0.07%	0.19%	0.36%	0.55%	0.77%

As set out earlier, the Council’s minimum long term rating will typically be “A-” meaning the average expectation of default for a one year investment in a counterparty with a “A” long term rating would be 0.07% of the total investment (e.g. for a £1m investment the average loss would be £700). This is only an average - any specific counterparty loss is likely to be higher - but these figures do act as a proxy benchmark for risk across the portfolio.

The Council’s maximum security risk benchmark for the whole portfolio, when compared to these historic default tables, is:

- 0.03% historic risk of default when compared to the whole portfolio.

And in addition that the security benchmark for each individual year is:

	1 year	2 years	3 years	4 years	5 years
Maximum	0.067%	0.189%	0.356%	0.551%	0.775%

These benchmarks are embodied in the criteria for selecting cash investment counterparties and these will be monitored and reported to Members in the Investment Annual Report. As this data is collated, trends and analysis will be collected and reported.

Agenda Item 5

Report To:	EXECUTIVE CABINET
Date:	8 February 2017
Executive Member/ Reporting Officer:	Councillor Jim Fitzpatrick, First Deputy - Performance and Finance Ilys Cookson, Assistant Executive Director – Exchequer Services
Subject:	PROPOSED INCREASE IN RECOVERY COSTS
Report Summary:	The report reviews the cost of the recovery of monies in respect of council tax and business rates, considers current recovery activity and associated costs, events which have occurred since costs were last increased, and the position in terms of summons costs across the Greater Manchester area. The review proposes an uplift in summons costs to be approved by Magistrates in accordance with legislation.
Recommendations:	Executive Cabinet are requested to consider recommending to the Tameside Magistrates' to set the following recoverable costs: <ol style="list-style-type: none">1. a Council Tax summons to be £84.00 from 1 April 2017, and,2. a Business Rates summons to be £126.00 from 1 April 2017.
Links to Community Strategy:	The collection of all monies due contributes to the corporate governance theme as it is important to maintain high level of collection to fund vital services in the borough.
Policy Implications:	The Council also has a duty to ensure that those who do pay their liabilities do not subsidise recovery costs of those that do not pay. Therefore there is a balance in being fair and not seeking to punish those who are genuinely struggling to pay.
Financial Implications: (Authorised by the Section 151 Officer)	The cost of raising liability orders for both Council Tax and Business Rates has been identified to be £84 and £126 respectively. By increasing the costs to these levels ensures that full recovery of any costs incurred is achieved.
Legal Implications: (Authorised by the Borough Solicitor)	It is reasonable and rational range of responses for an authority to seek to recover the actual cost of raising liability orders.
Risk Management:	The setting of summons costs requires the approval of local Magistrates. There is a risk that Magistrates will not approve the increase in costs however supporting evidence is available.
Access to Information:	For background information contact the report author: Ilys Cookson – Assistant Executive Director Exchequer Services



Telephone:0161 342 4056



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

1. BACKGROUND AND INTRODUCTION

- 1.1 Exchequer Services play a vital role in collecting monies owed to the Council. The collection of monies is of paramount importance particularly as council tax and National Non-Domestic Rate (NNDR), also known as business rates, are the main sources of income to the Council. Sundry debts are also collected from residents or business rate payers for a range of services provided by the Council.
- 1.2 Council tax is collected from 101,500 properties with a current estimated collectable debit for 2016/17 of £92.5m. Business rates are collected from 7,200 business rates payers with a current estimated collectable debit for 2016/17 of £62m and approximately £50m is collected from over 30,000 invoices on an annual basis. Council tax collection in the year in which the debt is raised averages 94.4% and business rates collection in year averages 96.2%.
- 1.3 Each year the Council has to take recovery action to recover council tax and business rates debts through the Magistrates Courts. From April 2016 to December 2017 in excess of 1,000 summonses have been issued with a total arrears value of £5.3m for business rates, and more than 16,000 with a value of £8.6m in respect of council tax for the same period. Arrears continue to be recovered until such time that the debt is repaid, and which can take several years.
- 1.4 A charge is levied against any debtor who is summonsed to the Magistrates Court, which is currently £75.00 for council tax and £94.00 for business rates. These costs have not increased despite the costs over a number of years. It is the potential uplift in the cost of the summons that is the subject of this report.

2 RECOVERY

- 2.1 The majority of people who owe money to the Council do pay regularly and on time. However as with recovery of any monies owed, there are some who either do not pay or pay late or make payment arrangements, which subsequently fall into arrears or deliberately evade attempts to recover monies due.
- 2.2 In the case of business rates debtors, it is becoming increasingly common to liquidate one company and then immediately open another under a slightly different registered company name. Such practice takes considerable resource to determine company status in cases of non-payment or evasion of payment of any business rates altogether, as legislation prevents the recovery of debts from liquidated companies and the debt then has to be written off. A number of other such practices exist including leasing or renting premises to fictitious tenants.
- 2.3 Common to both council tax and business rates is the use of alternative name or alias or by simply leaving the business premises or residential address without trace. Lengthy and costly tracing procedures are implemented to trace the whereabouts of the debtor in order to recommence payment negotiations.
- 2.4 Recovery action in the above cases are challenging, lengthy and costly and administered in accordance with legislation and within the prescribed timescales. Exchequer staff are proactive in recovering all monies owed and continue to collect monies on all debts from the year 2000 onwards. A reminder is issued to anyone in arrears and, if non-payment continues, then a summons is issued for a hearing at the local Magistrates Court whereby the Council seeks to protect its interests in recovery of the debt by requesting that Magistrates grant a Liability Order against the debtor.
- 2.5 A Liability Order enables the Council to recover the debt in other ways such as via the engagement of an enforcement agent, or in the case of council tax, by an attachment of benefit or earnings and so the debt is recovered at source in accordance with prescribed

deduction rates set. Other methods of recovery which may be used are to pursue charging orders on property or making the debtor bankrupt, although these are less common and ultimately the debtor can be imprisoned for continued non-payment where it can be demonstrated that there has been culpable neglect or wilful refusal to pay.

- 2.6 It is the role of council tax and business rates staff to collect all monies due, however at each step of the recovery process advice is available to anyone in arrears and signposting to appropriate agencies is undertaken for those with significant debt problems. The Council also has a duty to ensure that those who do pay their liabilities do not subsidise recovery costs of those that do not pay. Therefore there is a balance in being fair and not seeking to punish those who are genuinely struggling to pay.

3 SUMMONS COSTS

- 3.1 A full review of the overall cost of recovery of council tax and business rates has been undertaken, to ensure that the costs of recovery are current and levied against debtors in accordance with the Council Tax (Administration and Enforcement) Regulations 1992 Reg.34 and business rates, in accordance with the Non-Domestic Rating (Collection and Enforcement) (Local Lists) Regulations 1989, Reg.12 (6).

- 3.2 Each year the Council incurs considerable cost in recovering overdue monies by way of taking recovery action. Some of the tasks associated with recovery are listed below. The list is not exhaustive:

- Issue of recovery documents,
- Addressing communications calls from debtors,
- Attending Magistrates Court to seek Liability Orders,
- Providing advice on benefits including eligibility checks and correct entitlement checks to existing benefit claimants
- Liaison with enforcement agents
- Liaison with employers in respect of attachment of earnings
- Liaison with the Department of Work and Pensions (DWP) in respect of attachment of benefits
- Attending Magistrates Court where the debtor has failed to provide information on earnings or benefits after a Liability Order has been granted,
- Considering individuals income and expenditure to determine ability to pay,
- Signposting debtors in significant debts to agencies that can offer money advice

- 3.3 Added to the above tasks are the costs of recovery in terms of document production, mailing, IT system upgrades for recovery, telephony equipment, payment to the Court for the summons, accommodation, and staffing costs.

- 3.4 Since summons costs were last increased in 2012, a number of events have occurred; some of which has increased the amount of recovery work and the issue of a summons as follows:

- The introduction of the Council Tax Support Scheme in April 2013 saw almost 9,000 residents having some council tax to pay for the first time,
- Business Rates Retail Relief was withdrawn by the government from April 2016 and so many business rates payers have more to pay,
- Increase in cases where the debtor attempts to deliberately avoid payment,
- Employer national insurance contributions have increased,
- Increase in inflation

- 3.5 Legislation states that the local authority is entitled, under Council Tax (Administration and Enforcement) Regulations 1992 reg.34(8) and the Non-Domestic Rating Collection and

Enforcement Local Lists Regulations 1989 reg 12 (6)(b); to seek costs which are ‘a sum equal to the costs reasonably incurred by the applicant billing authority in obtaining the order’.

- 3.6 This means that some of the costs incurred in respect of obtaining the Liability Order can be recovered from the debtor via summons costs. Staffing costs, IT and system costs, supplies and services, support costs and overheads may be included in the calculation to determine the costs of recovery incurred resulting in the issue of a summons and request to the Magistrates to grant a Liability Court.
- 3.7 In considering a potential increase in summons costs it is appropriate to consider costs across the Greater Manchester region, however it is acknowledged that costs will differ in each local authority. In terms of council tax the lowest summons costs are £65.00 and the highest is £104.00. The lowest charge for a business rates summons is £82.00 and the highest is £124.00. The average council tax summons cost across Greater Manchester is £83.00 and average business rates summons is £110.00.

Authority	Council Tax	Business Rates
Bolton	82	121
Bury	88	120
Manchester	82	105
Oldham	75	94
Rochdale	104	124
Salford	82	82
Stockport	80	110
Trafford	95	135
Wigan	65	100
Average	83.66	110.11

- 3.8 The actual calculation of costs taking into account the factors detailed in paragraphs 3.4 and 3.6 results in a proposed increase in summons costs as follows:

Business Rates		Council Tax	
Current £	Proposed £	Current £	Proposed £
94.00	126.00	75.00	84.00

Further detail is set out below:

COUNCIL TAX COSTS PER SUMMONS	TOTAL EXPENDITURE	COSTS PER SUMMONS AVE 17,265 PA
STAFFING	1,137,762	1,137,762
IT COSTS	48,010	2.78
SUPPLIES AND SERVICES	219,371	12.71
LIABILITY ORDER FEE- £3 PER ORDER	51,795	3.00
TOTAL	£1,456,938	£84.39

NNDR - COSTS PER SUMMONS	TOTAL EXPENDITURE £	COSTS PER SUMMONS - AVE 856 PA £
STAFFING	55,371	64.71
IT COSTS	38,636	45.15
SUPPLIES AND SERVICES	11,831	13.83
LIABILITY ORDER FEE - £3 PER ORDER	2,568	3.00
TOTAL	108,405	126.69

- 3.9 The decision to increase summons costs ultimately rests with local Magistrates, however Elected Member agreement is sought prior to seeking formal approval.

4 CONCLUSION

- 4.1 Legislation makes clear that local authorities can recover reasonable costs of recovery by charging a cost for the issue of a summons. While many business rates and council tax payers pay their bill without delay, there are an increasing number of individuals who do not pay, repeatedly pay late or attempt to evade payment where possible. Recovery action is expensive; the costs of which should be borne by the debtor and not by those that do pay. Tameside last increased summons costs for both council tax and business rates in 2012 and currently has low costs when compared to other Greater Manchester authorities. A number of events have occurred which has subsequently increased the number of summonses issued. A full review of recovery costs has taken place and the proposal is to increase summons cost for both business rates and council tax debtors, with effect from 1 April 2017.

5 RECOMMENDATION

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

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Agenda Item 6

Report To:	EXECUTIVE CABINET/OVERVIEW (AUDIT) PANEL
Date:	8 February 2017
Executive Member/Reporting Officer:	Cllr J M Fitzpatrick - First Deputy (Performance and Finance) Ian Duncan – Assistant Executive Director (Finance)
Subject:	LOCAL AUDIT AND ACCOUNTABILITY ACT 2014 – OPTIONS FOR APPOINTMENT OF EXTERNAL AUDITORS
Report Summary:	This report summarises the changes to the arrangements for appointing External Auditors following the closure of the Audit Commission and the end of the transitional arrangements at the conclusion of the 2017/18 audits.
Recommendations:	Members are requested to RECOMMEND TO COUNCIL to approve that the Council participates in the Sector Led Procurement for External Auditors.
Links to Community Strategy:	The changes required by the Act will enable the Council to continue to be fully accountable to local people for its financial activities, as part of the Council's commitment to improvement, efficiency and good governance.
Policy Implications:	None
Financial Implications: (Authorised by the Section 151 Officer)	There will be a cost involved in the process of selecting auditors. Under the preferred option the cost is unknown as it will depend on how many authorities opt in. However it is expected that it will be less expensive than the other two options.
Legal Implications: (Authorised by the Borough Solicitor)	<p>The process is prescribed in the Local Audit and Accountability Act 2014 (the 2014 Act), which will need to be set out and followed to demonstrate transparency and commitment to the Local auditor appointment together with any guidance created under the Act and published by the Chartered Institute of Public Finance and Accountancy</p> <p>An Auditor Panel must be appointed under the 2014 Act, jointly if that is deemed the most pragmatic and cost effective way of doing so. A relevant authority (which includes the Council and the CCG) must consult with and take into account the advice of its auditor panel on the selection and appointment of a local auditor. Appointment of a local auditor can last for up to 5 years. This is not an Executive Cabinet Function. If a relevant authority is a local authority operating executive arrangements, the function of appointing a local auditor to audit its accounts is not the responsibility of an executive of the authority under those arrangements. (schedule 3 of the 2014 Act.</p> <p>It should be noted however that if the Council does not comply with the Act within the prescribed time i.e. by December 2017, then notification must be made to the Secretary of State for Communities and Local Government, whereas failure by CCGs to do so must be to the NHS.</p>

Risk Management:

There is no immediate risk to the Council, however, early consideration by the Council of its preferred approach will enable detailed planning to take place so as to achieve successful transition to the new arrangement in a timely and efficient manner.

Access to Information:

The background papers can be obtained from the author of the report, Wendy Poole, Head of Risk Management and Audit Services by contacting:



Telephone:0161 342 3846



e-mail: wendy.poole@tameside.gov.uk

1. INTRODUCTION

- 1.1 In November 2016, the Audit Panel received a report on the Local Audit and Accountability Act 2014 - Changes to arrangements for appointment of External Auditors. The report presented the options open to the Council, outlined the advantages/benefit, disadvantages/risks for each and concluded that there was support across Greater Manchester (GM) for a GM level procurement and sought approval for this option to be pursued. This report provides an update on progress.

2. BACKGROUND TO THE ISSUE

- 2.1. The Local Audit and Accountability Act 2014 brought to a close the Audit Commission and established transitional arrangements for the appointment of external auditors and the setting of audit fees for all local government and NHS bodies in England. On 5 October 2015 the Secretary of State Communities and Local Government determined that the transitional arrangements for local government bodies would be extended by one year to also include the audit of the accounts for 2017/18.
- 2.2. Section 7 of the Act 2014 states that a “relevant authority must appoint a local auditor to audit its accounts for a financial year not later than 31 December in the preceding financial year.” Therefore the appointment of an auditor must be completed by 31 December 2017 for the audit year 2018/19.
- 2.3. The Council’s current external auditor is Grant Thornton, this appointment having been made under a contract let by the Audit Commission. Following closure of the Audit Commission the contract is currently managed by Public Sector Audit Appointments Limited, the transitional body set up by the Local Government Association with delegated authority from the Secretary of State Communities and Local Government. Over recent years we have benefited from reduction in fees in the order of 50% compared with historic levels. This has been the result of a combination of factors including new contracts negotiated nationally with the firms of accountants and savings from closure of the Audit Commission. The Council’s current external audit fees are £172,500 per annum.
- 2.4. The scope of the audit will still be specified nationally, the National Audit Office is responsible for writing the Code of Audit Practice which all firms appointed to carry out the Council’s audit must follow. Not all accounting firms will be eligible to compete for the work, they will need to demonstrate that they have the required skills and experience and be registered with a Registered Supervising Body approved by the Financial Reporting Council. The registration process has not yet commenced and so the number of firms is not known but it is reasonable to expect that the list of eligible firms may include the top 10 or 12 firms in the country, including our current auditor. It is unlikely that small local independent firms will meet the eligibility criteria.

3. OPTIONS FOR LOCAL APPOINTMENT OF EXTERNAL AUDITORS

- 3.1. There are three broad options open to the Council under the Local Audit and Accountability Act 2014 and a summary of each is provided below together with the Advantages/Benefit and Disadvantages/Risks.

Option 1 - To make a stand-alone appointment

- 3.2. In order to make a stand-alone appointment the Council will need to set up an Auditor Panel. The members of the panel must be wholly or a majority independent members as defined by the Act. Independent members for this purpose are independent appointees, this excludes current and former elected members (or officers) and their close families and friends. This means that elected members will not have a majority input to assessing bids and choosing which firm of accountants to award a contract for the Council's external audit. A new independent auditor panel established by the Council will be responsible for selecting the auditor (assuming there is no existing independent committee such as the Audit Committee that might already be suitably constituted).
- 3.3 The Chartered Institute of Public Finance and Accountancy has published guidance for establishing an Auditor Panel.

Advantages/Benefit

- 3.4 Setting up an auditor panel allows the Council to take maximum advantage of the new local appointment regime and have local input to the decision.

Disadvantages/Risks

- 3.5 Recruitment and servicing of the Auditor Panel, running the bidding exercise and negotiating the contract is estimated by the Local Government Association to cost in the order of £15,000 plus on going expenses and allowances.
- 3.6 The Council will not be able to take advantage of reduced fees that may be available through joint or national procurement contracts.
- 3.7 The assessment of bids and decision on awarding contracts will be taken by independent appointees and not solely by elected members.

Option 2 - Set up a Joint Auditor Panel/local joint procurement arrangements

- 3.8 The Act enables the Council to join with other authorities to establish a joint auditor panel. Again this will need to be constituted of wholly or a majority of independent appointees (members). Further legal advice will be required on the exact constitution of such a panel having regard to the obligations of each Council under the Act.
- 3.9 The Joint procurement exercise could involve the ten Greater Manchester Councils and the Greater Manchester Combined Authority.
- 3.10 At present, eight of the ten Greater Manchester Councils are audited by Grant Thornton and two are audited by KPMG. Given the level of collaboration, joint working and similar core functions across the bodies, there are likely to be benefits from including the ten districts and the combined authority in this procurement. In addition to this, an option could be extended to include health bodies at a later date, although it should be noted that they are currently working to a different timetable for appointments.

Advantages/Benefits

- 3.11 The costs of setting up the panel, running the bidding exercise and negotiating the contract will be shared across a number of authorities.
- 3.12 There is greater opportunity for negotiating some economies of scale by being able to offer a larger combined contract value to the firms. It also enables the external auditor to obtain a fuller understanding of the audit requirements across the Greater Manchester level functions.

Disadvantages/Risks

- 3.13 The decision making body will be further removed from local input, with potentially no input from elected members where a wholly independent auditor panel is used or possible only one elected member representing each Council, depending on the constitution agreed with the other bodies involved.
- 3.14 The choice of auditor could be complicated where individual Councils have independence issues. An independence issue occurs where the auditor has recently or is currently carrying out work such as consultancy or advisory work for the Council. Where this occurs some auditors may be prevented from being appointed by the terms of their professional standards. There is a risk that if the joint auditor panel choose a firm that is conflicted for this Council then the Council may still need to make a separate appointment with all the attendant costs and loss of economies possible through joint procurement.

Option 3 - Opt-in to a Sector Led Body

- 3.15 In response to the consultation on the new arrangement the Local Government Association successfully lobbied for Councils to be able to 'opt-in' to a Sector Led Body appointed by the Secretary of State under the Act. A Sector Led Body would have the ability to negotiate contracts with the firms nationally, maximising the opportunities for the most economic and efficient approach to procurement of external audit on behalf of the whole sector.

Advantages/Benefits

- 3.16 The costs of setting up the appointment arrangements and negotiating fees would be shared across all opt-in authorities.
- 3.17 By offering large contract values the firms would be able to offer better rates and lower fees than are likely to result from local negotiation.
- 3.18 Any conflicts at individual authorities would be managed by the Sector Led Body who would have a number of contracted firms to call upon.
- 3.19 The appointment process would not be ceded to locally appointed independent members. Instead a separate body set up to act in the collective interests of the 'opt-in' authorities. Public Sector Audit Appointments Limited will be conducting a procurement exercise for all participating authorities; to date over 200 authorities have signed up for this option.

Disadvantages/Risks

- 3.20 Individual elected members will have less opportunity for direct involvement in the appointment process other than through the Local Government Association and/or stakeholder representative groups.
- 3.21 In order for the Sector Led Body to be viable and to be placed in the strongest possible negotiating position the Sector Led Body will need Councils to indicate their intention to opt-in before final contract prices are known.

4 FURTHER DEVELOPMENTS

- 4.1 Since the November 2016 Audit Panel Meeting, GM treasurers have engaged in further discussions and meetings with Public Sector Audit Appointments Limited (PSAAL) to explore whether the approach being developed could be utilised to better meet the needs of the GM local authorities. In particular PSSAL were asked whether their process would:-
- Enable the same external auditor to be appointed to all GM local authorities; and
 - Ensure an acceptable recognition of social value to be reflected in the procurement process.

If these requirements could be met then GM Treasurers were minded to opt into this sector led procurement approach given it could result in lower procurement costs and fees than might be achieved through a local appointment process.

- 4.2 Discussions with PSSAL have been ongoing over the last two months. It appears likely at this stage that they would be unable to guarantee the same external auditor for all GM local authorities but can provide reasonable assurance that it would be feasible for the same firm to be appointed for GMCA, TfGM and GMP. The City Treasurer and other GM Treasurers are accepting of this position.
- 4.3 The weighting to be afforded to social value in the procurement process has been clarified and GM Treasurers at their meeting on 20 January 2017 agreed that the sector led procurement potentially offers greater value for money.
- 4.4 The deadline to opt into the sector led approach is 9 March 2017 and is a decision that must be approved at Full Council.

5 RECOMMENDATION

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

Agenda Item 7

Report To:	EXECUTIVE CABINET
Date:	8 February 2017
Executive Member / Reporting Officer:	Councillor Lynn Travis – Executive Member Stephanie Butterworth– Executive Director, People
Subject:	PRIMARY, JUNIOR AND SECONDARY SCHOOL ADMISSION ARRANGEMENTS – RESPONSES TO CONSULTATION AND DETERMINATION OF ADMISSION ARRANGEMENTS FOR 2018/19
Report Summary:	The report states the outcomes of the consultation on the admission arrangements and published admission numbers for Tameside community, and voluntary controlled schools for admission in September 2018.
Recommendation:	The Cabinet is recommended to approve: <ol style="list-style-type: none">1) the determination of Published Admission Numbers for all voluntary controlled and community schools for 2018/19 without change from those that applied for admission in 2017/18 other than the changes set out in Appendix 5 of the Report;2) the determination of admission arrangements for all Tameside community and voluntary controlled schools for admission in 2018/19 as set out in Appendix 6 of the Report.
Links to Community Strategy:	The proposals contained within this report will support the delivery of the Community Strategy, through the delivery of sufficient and suitable places to meet anticipated increased demand in 2018/2019.
Policy Implications:	The admission arrangements for 2018/19 academic year for all voluntary controlled and community schools remain largely the same as for 2017/18 as determined in February 2016 with some amendments to admission numbers and the operation of waiting lists.
Financial Implications: (Authorised by the Section 151 Officer)	<p>The revenue expenditure associated with the education of children is funded by the Dedicated Schools Grant and Pupil Premium Grant. Both of these grants are ring fenced for the purposes of schools and pupil related expenditure.</p> <p>The report contains estimated increased revenue costs in relation to the increased classroom space being created in Hyde Community College via the Private Finance Initiative (PFI) contract.</p> <p>There will also be increased costs relating to the additional classroom space being created in Alder School via the PFI contract.</p> <p>The report contains a reference to potential increased catering costs at Mossley Hollins via the PFI contract but does not contain an estimate of these costs.</p> <p>Both elements of PFI related increased revenue costs need to</p>

be clarified by the PFI providers urgently. These additional costs will need including in updated versions of the School Governing Body agreements which are the basis of obtaining annual school contributions towards the cost of the PFI contracts.

The increased revenue costs associated with the additional classroom space at Astley Sports College will be met directly by the School, who will need to include the additional costs in their medium term budget plans.

The capital cost of creating additional places is ordinarily funded through Basic Need grant received by the Council from the Department For Education. There is £2.025m of the 2016/17 Basic Need grant and £6.543m of the 2017/18 Basic Need grant (a total of £8.568m) unallocated on the current capital programme

There are some commitments that have already been made from this funding which will be added to the existing capital programme. However, it should be noted that there will still be sufficient capital funding available to support the estimated capital costs contained in this report of £2.969m.

These estimated costs need to be confirmed and assessed from a value for money perspective as a matter of urgency.

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

The Council as admission authority for community and voluntary controlled schools in its area, must before the beginning of each school year determine the admission arrangements which are to apply for that year (section 88C of the School Standards and Framework Act 1998 (“SSFA”)).

The Council has a duty to act in accordance with the School Admissions Code (the Code); issued under section 84 of SSFA 1998, and must ensure that its determined admission arrangements comply with the mandatory provisions of the Code.

While it is for the Council to decide the admission arrangements that best suits its residents and its schools, it must ensure the arrangements:

- Comply with law and regulations; and
- Do not disadvantage applications to their schools from families resident in other local authorities (which would be contrary to rule established in R v Greenwich London Borough Council, ex parte John Ball Primary School (1989) (see paragraph 1.14, page 11 of the Code).

Under section 86(1) of the SSFA 1998, parents have a right to express a preference for the school in which their child is to be educated. However, some schools may have more applicants than places and will therefore be oversubscribed. Section 1 of the Code provides guidelines and imposes mandatory requirements on setting fair oversubscription criteria, as part of admission arrangements, to be used to allocate places when a school is oversubscribed.

The Council must if changing the admission arrangements conclude a statutory consultation over a 6 week period between 1 October and 31 January. The Council must then determine its

admission arrangements, including its oversubscription criteria by the 28 February in the determination year (see section 88C of the SSFA 1998 and regulation 17 of the School Admissions (Admission Arrangements and Co-ordination of Admission Arrangements) (England) Regulations 2012.

For a community or voluntary controlled school, the local authority (as admission authority) must consult at least the governing body of the school where it proposes either to increase or keep the same PAN.

Under the Code each admission authority must maintain a clear, fair and objective waiting list until at least 31 December of each school year of admission, stating in their arrangements that each added child will require the list to be ranked again in line with the published oversubscription criteria.

If the Council does not notify the Secretary of State that it has adopted a co-ordinated scheme by the 28 February the Secretary of State may impose one (see paragraph 2.20, page 26 of the Code).

The Council must then follow the determined published admission arrangements. Failure to do so would amount to a breach of the Council's statutory duty (see paragraph 2.7, page 19 of the Code).

Section 13A of the Education Act 1996 requires Local Authorities to ensure that their education functions are exercised with a view to promoting high standards, ensuring fair access to educational opportunity, and promoting the fulfilment by every child concerned of his educational potential. The Council has a statutory duty under section 14(3A) of the Education Act 1996 to secure diversity and increase opportunities for parental choice when planning the provision of school places.

Members will note that the sums quoted for works are estimates and that further work is required to confirm the figures as a matter of urgency as these will inform the report to Executive Cabinet and the recommendations required to confirm those works.

Risk Management:

Failure to determine admission arrangements and a coordinated admissions scheme by 15 March 2017 could result in the Secretary of State imposing admissions arrangements on the Council and lead to the displacement of children from community high schools.

One of the Council's remaining statutory responsibilities is to deliver sufficient and suitable places to meet projected demand for both primary and secondary pupils. The proposals contained within this report will enable the Council to fulfil its statutory responsibilities in 2018/2019. However, careful planning will be required to ensure the provision of both primary and secondary places in future years.

Access to Information:


The following documents are available on the website at:

<http://public.tameside.gov.uk/forms/Committeedocs.asp>

Appendix 1	Consultation response from Mr R
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	O'Regan, Headteacher of Alder Community High School
Appendix 2	Consultation response from Mrs A Radcliffe, Headteacher of Hyde Community College and response from governors of the school.
Appendix 3	Consultation response from Mr D Duncan, Executive Headteacher of Mossley Hollins High School and response from governors of the school.
Appendix 4	Revised net capacity assessment for Mossley Hollins High School
Appendix 5	Amendments to Community Schools Published Admission Numbers - 2018 Entry.
Appendix 6	Admission arrangements for Community and Voluntary Controlled Primary, Junior and Secondary schools for 2018/19.

The background papers (including consultation documents and responses) relating to this report can be inspected by contacting Catherine Moseley, Head of Access and Inclusion by:

 Telephone: 0161 342 3302

 e-mail: catherine.moseley@tameside.gov.uk

1. BACKGROUND

- 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 2014. The consultation process follows a timetable determined by the Department for Education (DfE).
- 1.2 Consultation must run for a minimum of six weeks between 1 October and 31 January. Admission arrangements must be determined by 28 February 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.
- 1.3 For entry to school in September 2018, one change has been proposed to the admission arrangements for community or voluntary controlled primary, junior and secondary schools and that is to reduce the number of preferences from six back to three. Additionally, consultation has taken place with regard to the published admission number at four community secondary schools to accommodate the increasing secondary population. There is a slight change proposed to the operation of waiting lists.
- 1.4 The proposed changes relating to waiting lists will be reflected in the coordinated admissions scheme for 2018/19 and these will be published on the Council's website on 1 January 2018 as required by the School Admissions Code.

2. CONSULTATION ON THE ADMISSION ARRANGEMENTS AND PUBLISHED ADMISSION NUMBERS FOR ALL COMMUNITY AND VOLUNTARY CONTROLLED SCHOOLS FOR 2018/19

- 2.1 In October 2016, the Local Authority circulated the proposed published admission numbers and admission arrangements for community and voluntary controlled schools for consultation. The closing date for the consultation was 11 November 2016.
- 2.2 The following organisations were consulted:
 - The Headteacher and Governors of all Tameside maintained schools;
 - Parents;
 - Derbyshire Local Authority;
 - Manchester Local Authority;
 - Oldham Local Authority;
 - Stockport Local Authority;
 - Tameside Local Authority;
 - Chester Diocese;
 - Manchester Diocese;
 - Salford Diocese;
 - Shrewsbury Diocese; and
 - Local MPs
- 2.3 A Public Notice was also published in the Manchester Weekly News (Tameside edition) on 6 October 2016 in order to notify parents and other groups in the area of their rights to be consulted and the consultation was posted on the Tameside MBC website.

3. CONSULTATION ON PROPOSED CHANGES TO THE PUBLISHED ADMISSION NUMBERS FOR COMMUNITY SECONDARY FOR 2018/19

3.1 The Council consulted on increasing the published admission number at four secondary schools to accommodate the forecast demand for secondary school places based on the number of pupils currently in primary schools in the borough. Their proposals were:

School	Current Published Admission Number	Proposed Published Admission Number
Alder Community High School	155	180
Astley Sports College and Community High School	150	180
Hyde Technology School & Hearing Impaired Resource Base	210	240
Mossley Hollins High School	156	180

3.2 There were six responses to the consultation. Of these, three were from Headteachers, two from the governing body of a school and one from a parent.

3.3 Alder Community High School

Of the six written responses received by the Directorate of People, one was associated with Alder Community High School from the Headteacher of the school (**Appendix 1**).

Concerns	Directorate of People Response
Governors will only agree to the proposed increase in students numbers from 155 to 180 once we have written confirmation from the LA in terms of agreed plans for building works. We will not reduce the quality of existing provision by admitting large numbers of students without appropriate works being done.	If approved, the minutes of the Executive Cabinet meeting from 8 February 2017 will provide the written agreement to make the described changes to the building to accommodate additional pupils into the school.

3.4 Astley Sports College and Community High School

Of the six written responses received by the Directorate of People, none were associated with Astley Sports College and Community High School.

3.5 Hyde Technology School & Hearing Impaired Resource Base

Of the six written responses received by the Directorate of People, two were associated with Hyde Technology School & Hearing Impaired Resource Base. One was associated with the Headteacher of the school and one with the governors of the school (**Appendix 2**).

Concerns	Directorate of People Response
Impact on standards Spare capacity means that the school	Hyde Community College is currently in a strong position with respect to standards. Many of the key

<p>takes a number of in year transfers</p> <p>The best performing schools in Tameside are the smaller schools</p> <p>We will lose good staff if working conditions deteriorate and pressures mount</p>	<p>performance measures at the end of Key Stage 4 indicated strength in depth across the key curriculum areas and there is no reason to suppose that these would automatically be reduced as a consequence of increased numbers. Leadership in the school is strong and the school's processes and routines have become embedded over the past few years. The Directorate's view is that the school has the leadership capacity to respond to the new demands of increased numbers, whilst at the same time using the additional resources that this will bring to the benefit of all of the students. The size of a school is only one of the factors that will dictate the quality of a school.</p>
<p>Funding</p> <p>Impact on PFI legacy costs if this is to be a bulge not permanent. PFI costs are based on capacity of the school not numbers on roll. How will the affordability gap be addressed?</p> <p>There will not be enough funding to support growth as we will need to recruit staffing from September but funding does not come into school until following April</p>	<p>The number of pupils predicted to come into secondary schools over the next few years means that there will be very little spare capacity, if any and therefore budgets will increase for the schools contained in these proposals.</p> <p>Growth funding via the DSG grant is available to support schools to increase numbers so that there is effectively no lag in pupil funding and this will happen for each year that a new bulge class is admitted.</p> <p>Negotiations will be undertaken with the Pfi provider to minimise any increase in life cycle costs.</p>
<p>Accommodation</p> <p>Not enough catering facilities</p> <p>Not enough staff to supervise at lunchtime</p> <p>Sixth form accommodation not fit for purpose</p> <p>School not involved in remodelling discussions</p> <p>Class sizes will need to rise</p> <p>Hearing Impaired learners will be affected</p> <p>Need additional space for exams and</p>	<p>The lunch hour is currently half an hour but it would be a school decision to increase the length of time enable all pupils to get through the facilities</p> <p>Additional pupils would bring additional funds into the school which could be used to have additional staffing at lunchtimes</p> <p>The remodelling proposals will address this issue by making the sixth form classrooms larger to accommodate bigger classes</p> <p>Colleagues from the Education Capital Team and the architects included staff from the school in walk rounds the school with the architects and are fully aware of the plans.</p> <p>How classes are organised would be a matter for the school but an additional number of classrooms being</p>

<p>assembly</p> <p>Changing rooms are designed for 210</p> <p>Additional furniture needed</p> <p>Traffic will worsen</p> <p>ICT needs replacing</p>	<p>made available would not necessarily mean that class sizes would need to increase</p> <p>The number of hearing impaired learners are unlikely to rise as a result of the proposed increase in numbers at the school and so current arrangements would continue to meet the needs of learners.</p> <p>Assemblies and exams could be conducted in the sports hall which would be large enough to accommodate the additional pupils.</p> <p>We agree that changing rooms in the school are designed for 210 but presumably timetabling can be used to alleviate this as an issue within the school.</p> <p>Bulge classes in primary schools have been assisted with a one off capital grant to purchase furniture and equipment, Hyde Community College could use a grant to do the same which would then not be included in the life costs in the Pfl contract and any damages could be replaced by themselves.</p> <p>There is likely to be some additional traffic with additional pupils but it will be a small percentage increase as a total of the school population. There will not be 150 additional pupils immediately as there will be an additional 30 per year group from September 2018 onwards. The large increase in pupils coming into secondary schools generally will mean an increase in traffic at whichever school they attend.</p> <p>Additional pupils coming into the school will generate additional funds which can be used towards the cost of ICT equipment. Additionally, the school may wish to use some of the one off grant to support this.</p>
<p>Lack of strategic planning</p> <p>Arrangements are being made at a late stage</p>	<p>The Council has been in discussion with all Tameside secondary schools for at least five years and had hoped to address the issue with the cooperation of all schools. However, only three schools have volunteered to take additional pupils and so the Council is now left with no alternative but to make these proposals to ensure it can meet its statutory duty to secure sufficient places in the borough. If the Council does not progress the proposals in this report then it will have no alternative other than to put forward proposals for a second free school in the borough.</p>

<p>One school has reduced its Published Admission Number from 180 to 240 and we are being forced to increase our number</p>	<p>The Council is aware of this and strongly objected to the proposal to reduce the Published Admission Number at the school but as the school is an academy and therefore its own admission authority, the decision to accept the proposal was made by the Regional Schools Commissioners Office, not the Council.</p>
<p>Specific questions:</p> <p>When the Government devolves funding directly to schools (from 2019?) how will the LA support our recovery from the deficit they have been instrumental in creating?</p> <p>When the Government devolve funding directly to schools, what will happen in relation to the PFI contract to which ALL schools in the LA currently contribute through 'top-slicing' and further, what will happen to the PFI charges for individual schools to address the affordability gap?</p> <p>How will the national funding formula affect the school's budget – will we be able to employ enough staff to educate 1200 students from what is left after PFI charges?</p> <p>Will (what little) remodelling (there is) lead to greater FM costs and if so how will the school sustain increased costs when pupil numbers begin to drop?</p> <p>Inflation costs are forecast to rise significantly; how will this impact on future PFI charges? –</p>	<p>An associated recovery plan will require agreement between the Council and the Governing Body prior to 31 March 2017 for the current three year budget planning period. The agreed recovery plan will be monitored to ensure a balanced budget is subsequently delivered.</p> <p>Based on the guidance received to date specifically in relation to the top slice of DSG for PFI central affordability, the Council may have to delegate it directly to the Schools within the contracts from April 2017 onwards.</p> <p>The Council will need to update the governing body agreements relating to each School to confirm the repayment to the Council of these shares of the top sliced DSG.</p> <p>The Schools Finance Support Team can provide an estimate of the funding for a full School and of the associated annual PFI costs. Individual Schools can then use this information to update budget plans and enable prudent financial planning.</p> <p>The remodelling proposals will address this issue by making the sixth form classrooms larger to accommodate bigger classes. The Council is awaiting information on the revenue impact to School of the proposals in future financial years.</p> <p>The funding proposals from 2018/19 onwards that are being consulted on include adding annual Retail Prices Index (RPIX) inflation to the specific PFI funding factor which would mean that the top slice increases at the same rate as the PFI contracts which are also based on RPIX. However, this would not affect each School's standard annual contribution.</p>

Mossley Hollins High School

- 3.6 Of the six written responses received by the Directorate of People, three were associated with Mossley Hollins High School. One was associated with the Headteacher of the school and one with the governors of the school (**Appendix 3**).

Concerns	Directorate of People Response
<p>At the time of the 2006 Building Schools for the Future (BSF) bid, the school requested to increase to an admission number of 180 but this was rejected by the DfE</p>	<p>In 2006, the Office for National Statistics did not predict any population growth for Tameside or within England. Indeed the Council was requested to decrease the number of secondary places for the Department for Children, Schools and Families (DCSF) because of this as it was at a time of high surplus places. All of this was considered within the governance process at the time. In 2006, there were 3190 secondary school places and this was reduced to 2796 through the rationalisation of six schools into three through the BSF process.</p> <p>The proposal for Mossley Hollins High School is that the increase in pupil numbers would be on a temporary basis to accommodate the high level of secondary pupils for a period of approximately seven years. The school can then revert back to a lower admission number if it wanted to at that point.</p>
<p>The school was designed to accommodate five forms of entry not six</p>	<p>The school was built to accommodate 6 forms of entry with 25 students per class as a school management request which dictated the number of spaces within the new build. However, the actual spaces were equipped for 30 students per class because the build was funded as a 5 form entry intake (30 per class). We had to make sure that if the management of the school changed, that children (30) could be accommodated in each of the class spaces, the classrooms are approx. 55m².</p> <p>School has already asked for some changes to take place which involves reducing the size of the LRC to create an additional office space and redesigning the current staff room to make the kitchen area into its own room.</p>
<p>We have already increased our Published Admissions Number from 150 to 156 to help reduce the deficit that the new school and PFI costs have created.</p>	<p>The additional pupils going into Mossley Hollins are welcome now that the number of pupils going into secondary schools is beginning to increase.</p>
<p>If the Local Authority needs our school to be formally 6 forms of entry with an intake of 900 students, further accommodation would need to be built onto the school as a matter of urgent necessity.</p>	<p>The Published Admission Number (PAN) for each school is determined annually and is broadly based on the Net Capacity Assessment (NCA) for the school. The NCA is derived from a formula devised by the Department for Education which measures the capacity of the school, taking into account the total space available and the amount of both general and specialist teaching areas. The formula calculates the total number of pupils that the school can</p>

	<p>accommodate. This is then divided by the number of year groups in the school to give the Indicated Admission Number (IAN) for each year group.</p> <p>With the accommodation available, the net capacity assessment for Mossley Hollins shows that the school can have an indicated admission number of 800 (Appendix 4)</p>
<p>There will be an impact on standards if the school has to increase numbers as this will mean that lower ability groups will need to increase in size</p>	<p>Mossley Hollins High School is currently in a strong position with respect to standards. Although results in 2016 were not as positive as had been hoped there is a strong tradition of academic excellence at the school and there is no reason to suppose that these would automatically be reduced as a consequence of increased numbers. Moreover, the additional numbers that would be coming into the school would in the main be coming from primary partner schools where there is a proven track record in terms of transition and shared intelligence. Leadership in the school is strong, and the school's processes and routines have become embedded over the past few years. The Directorate's view is that the school has the leadership capacity to respond to the new demands of increased numbers, whilst at the same time using the additional resources that this will bring to the benefit of all of the students. The size of a school is only one of the factors that will dictate the quality of a school.</p>
<p>There are other schools in the borough who could absorb the surplus</p>	<p>The Council has been in discussion with all Tameside secondary schools for at least five years and had hoped to address the issue with the cooperation of all schools. However, only three schools have volunteered to take additional pupils and so the Council is now left with no alternative but to make these proposals to ensure it can meet its statutory duty to secure sufficient places in the borough.</p> <p>If the Council does not progress the proposals in this report then it will have no alternative other than to put forward proposals for a second free school in the borough.</p>

4 CONSULTATION ON TAMESIDE ADMISSION ARRANGEMENTS FOR ALL COMMUNITY AND VOLUNTARY CONTROLLED SCHOOLS FOR 2018/19

- 4.1 The Council consulted on two amendments to the admission arrangements for community and voluntary controlled schools, one relating to waiting lists and one relating to the number of parental preferences on each application for a school place.
- 4.2 The proposed amendment to waiting lists are mainly administrative. Currently, when a school year group is full, the School Admissions Team maintains a waiting list and this is held in oversubscription criteria order. If a place becomes available then it is offered to the

pupil at the top of the waiting list. The proposed change is aimed at speeding up the process of allocating a place as it will now include the following text:

- *“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.”*
- *“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.”*

4.3 The proposed amendment to the number of parental preferences that can be nominated in an application for a school place is to change this from six to three. In March 2012, following the publication of a new School Admissions Code, the Council made the decision to increase the number of parental preferences from three to six in line with neighbouring boroughs to prevent Tameside children being disadvantaged against children from other boroughs applying for a place in Tameside.

4.4 The Council was made aware that neighbouring local authorities were considering plans to reduce the number of preferences that parents could nominate. In fact, only Derbyshire County Council has reduced to three preferences. Whilst neighbouring local authorities retain six parental preferences, it is in the interests of Tameside parents to do the same and so this consultation option will not be pursued.

4.5 No responses were received relating to proposed changes to waiting lists or the number of parental preferences on each application for a school place.

4.6 Of the six responses received to the consultation, two related to the consultation on Tameside Admission Arrangements for all community and voluntary controlled schools for 2018/19. One was from the Headteacher of Alder Community High School and one was from a parent of a primary aged child living in the Mossley area.

Concerns	Directorate of People Response
<p>Partner primary schools</p> <p>I would also like to point out that Greave Primary is the second closest primary school (after Gee Cross Holy Trinity) and Tameside residents are being denied the opportunity to send their children to Alder because their child does not attend a 'Tameside Primary School'. I would like Greave to be added to our list of partner primaries.</p>	<p>Whilst it is acknowledged that some of the pupils from Greave Primary School may live in Tameside, the reason for rejecting other potential oversubscription options for Tameside primary schools was to balance the statutory requirement for Tameside to provide sufficient places for Tameside residents against a geographical legacy of schools being on the geographical borders. This was discussed in detail in the Executive Cabinet report of 24 June 2015 and August 2015. Under the previous oversubscription criteria parents of children educate outside the borough would have fallen within category 5 (distance) and therefore there is no appreciable difference. It is not recommended to add Greave Primary School to the list of partner primary schools.</p>
<p>My child doesn't attend a partner primary school but we live in Mossley. Will they be</p>	<p>The oversubscription criteria were reviewed in August 2015 and agreed with the School</p>

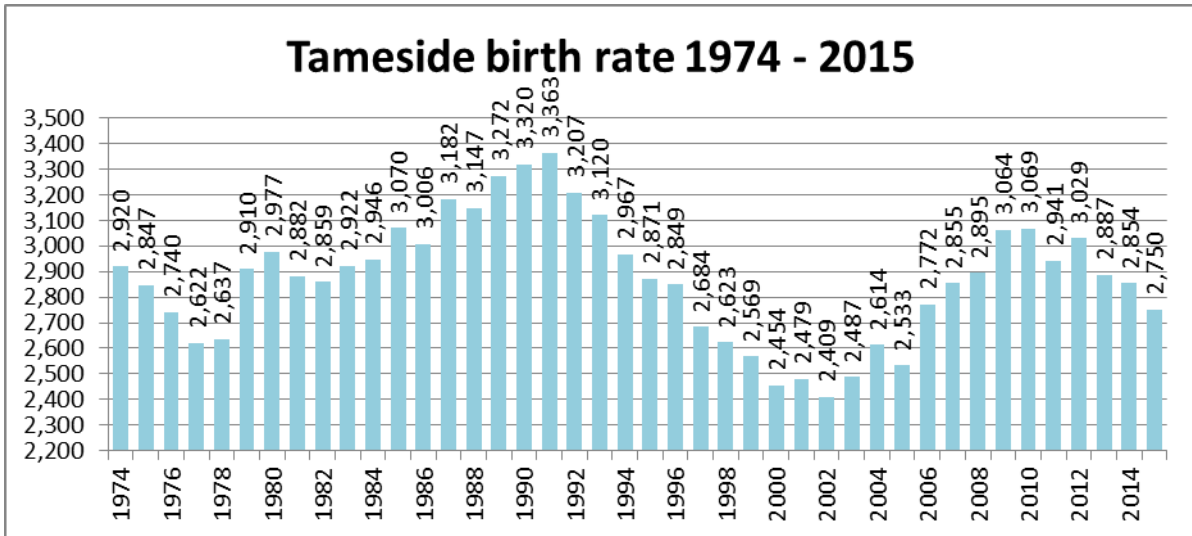
eligible for a place at Mossley Hollins High School.

Adjudicator. From the limited information provided in the consultation response, it is likely that the application will be considered under Criterion 5 – any other applications after applications from Criteria 1 – 4 of the oversubscription criteria. In the previous two years when the same criteria were used to allocate places, pupils in a similar position would not have been allocated a school place.

The School Admissions Code does not allow admission authorities to set oversubscription criteria which actively discriminate against applications on the grounds of the local authority area that they live in. This is discussed in detail in section 5 of the Executive Cabinet report from 24 June 2015 <http://www.tameside.gov.uk/executive/cabinet/24jun15/agenda>.

5 INCREASES TO PUBLISHED ADMISSION NUMBERS AND CONSIDERATION OF FACTORS AND RECOMMENDATIONS

5.1 The Council has been proactive in tackling the issue of rising births over recent years. The Published Admission Number (PAN) has been increased at many primary schools but these primary pupils are now beginning to move through to secondary schools and more needs to be done to accommodate all pupils. From the graph below, it can be seen that the surge in births is not expected to be a permanent issue as it has begun to fall. Therefore, proposals need to be a mix of permanent and temporary as these will become surplus in years to come.

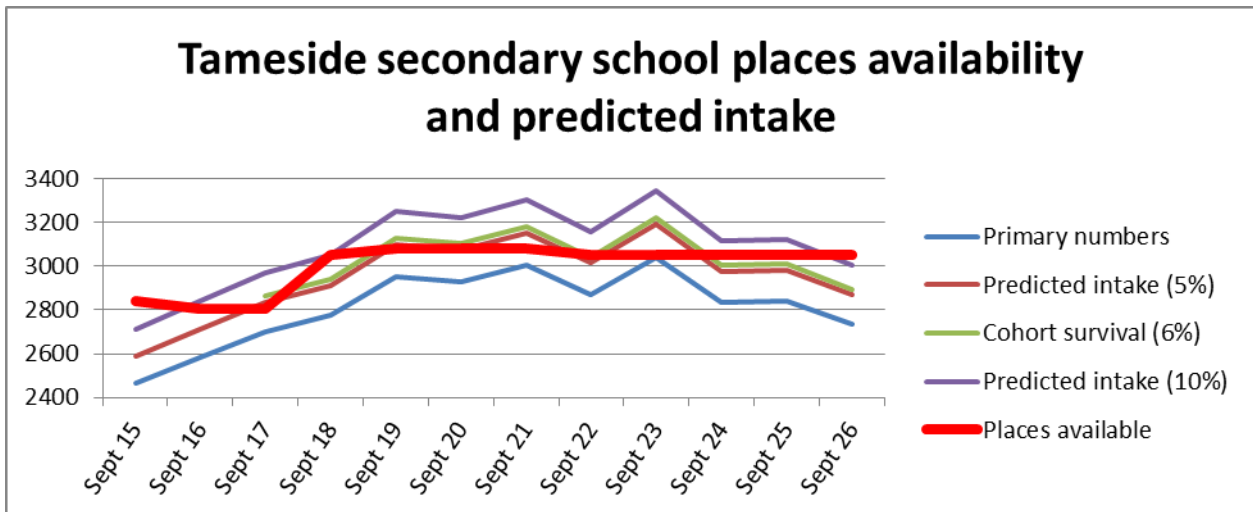


5.2 Tameside Council is the admission authority for six community schools in the borough and therefore can propose increases in published admission numbers at its own schools. Those schools in the borough that are voluntary aided or academies are in control of the own published admission numbers and the Council cannot dictate increases in these schools.

5.3 Tameside Council has a statutory duty to secure sufficient places for all pupils resident in the borough but the ability to directly procure these places is limited to its community schools. Officers from the Council have been talking to Headteachers at all schools in Tameside but

particularly from voluntary aided schools and academies for a number of years to encourage them to put forward proposals to increase their admission numbers in view of the increase in numbers coming through from primary schools. Only two schools have agreed to an increase, St Damian's RC Science College (an additional 15 places per year group from September 2017) and Copley High School (an additional 30 places per year group from September 2019 as a bulge for three to four years depending on demand). West Hill School's governing body is considering a small increase (an additional 5 places per year group from September 2018).

- 5.4 Members will be aware that there is a successful free school application for Tameside that has been proposed by the Laurus Trust, a multi-academy trust with Cheadle Hulme High School as its founder member school. This will bring an additional 180 places per year group from September 2018.
- 5.5 Tameside has used a mixture of permanent and temporary places in primary schools to accommodate the increase in population. A bulge group in secondary schools is somewhat different to a bulge class in a primary school due to the different nature of how learning takes place. Primary provision is largely based in one classroom so a bulge class can be accommodated with the addition of one classroom which were often accommodated in either surplus accommodation such as a room that was used as a community room or IT suite within a school or in a demountable classroom. Secondary schools pupils move around school for different lessons and also learn in specialist resources such as science labs and so a bulge group requires a more detailed look at the accommodation required.
- 5.6 Given the predicted number of pupils for September 2018 and for the following six years, the Council now has little choice but to put forward proposals to increase numbers in its community schools even though three out of the four schools are objecting to the increase. The following graph illustrates the issues.



- 5.7 A number of factors are used to predict how many year 7 places will be needed in the borough. 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, in recent years that has increased to 6% and the amount of planned housing development and inward migration gives the Council cause to look at even higher numbers than in previous years hence the range of values in the chart above and table below.

	Sept 17	Sept 18	Sept 19	Sept 20	Sept 21	Sept 22	Sept 23	Sept 24	Sept 25	Sept 26
Primary numbers	2699	2773	2953	2926	3002	2870	3038	2832	2839	2732
Predicted intake (5%)	2834	2912	3101	3072	3152	3014	3190	2974	2981	2869
Cohort survival (6%)	2861	2939	3130	3102	3182	3042	3220	3002	3009	2896
Predicted intake (10%)	2969	3050	3248	3219	3302	3157	3342	3115	3123	3005
Places available	2806	3050	3080	3080	3080	3050	3050	3050	3050	3050

5.8 It can be seen that even with the proposed increase in places from this consultation and the new free school opening, there is still a need for additional places in future years.

5.9 The following tables outline the nature of the proposals needed to accommodate the increases in the four secondary schools.

Proposal	Increase the published admission number at Alder Community High School from 155 to 180 from September 2018
Bulge or permanent increase	Permanent
Building work / remodelling required to accommodate additional pupils	This involves the construction of a four-classroom extension, and the remodelling of existing P.E. changing and toilet areas. In addition, two classrooms to be created from existing internal areas and the adaptation of a general classroom into a “dry” science laboratory in area G of the school.
Indicative initial cost of building work / remodelling	Further work is required to refine the costs however Interserve has estimated a total build cost of £1,155,824 plus VAT. Additional costs for contract management, SPV fees and Interserve overheads and profit will need to be added. It would be prudent to make allowance for a capital budget of £1.5 million at this stage.
Additional considerations (e.g. increased FM costs; increased PFI costs)	There will be increased FM costs for the four- classroom extension. There may be some additional costs for increased catering provision. Some other life-time costings may be avoided as a result of the conversion of spaces. Firm figures have been requested from Interserve and are expected at the end of January or early February. Additional costs will also include loose furniture and equipment – currently estimated at £10,000.

Proposal	Increase the published admission number at Astley Community High School from 150 to 180 from September 2018
Bulge or permanent increase	Permanent
Building work / remodelling required to accommodate additional pupils	The project is an internal remodelling of some existing classrooms to create or re-locate specialist teaching areas. Three Science Labs and a Science Prep room are required in the main building (remodelled from general classrooms) and some rooms in the modular building need to be converted into general classrooms. A specialist Music Room, a Drama Room and a Food Technology Room are also required and can be created by remodelling existing accommodation. The school’s dining hall is also in need of new flooring.
Indicative initial cost of building work / remodelling	An indicative budget cost of £450,000.00 subject to further work to refine detail, procurement and tendering.

Proposal	Increase the published admission number at Astley Community High School from 150 to 180 from September 2018
Additional considerations (eg increased FM costs; increased PFI costs)	In addition to the remodelling costs there is likely to be further expenditure on some specialist equipment and furniture.

Proposal	Increase the published admission number at Hyde Community College from 210 to 240 from September 2018
Bulge or permanent increase	Bulge
Building work / remodelling required to accommodate additional pupils	<p>Conversion of the construction shed to provide four standard size and a further smaller classroom; conversion of the 6th form area to provide four classrooms and conversion of the 6th form lecture theatre to provide a further classroom</p> <p>The above describes a range of projects that could be carried out depending on the finances available and are listed in priority order.</p>
Indicative initial cost of building work / remodelling	<p>The costs below are indicative and shown for each area</p> <p>Construction Shed (4.5 classes) - <u>£590,150</u></p> <p>6th Form Area (4 classes) – <u>£210,460</u></p> <p>6th Form Lecture Theatre (1 class) - <u>£218,400</u></p>
Additional considerations (eg increased FM costs; increased PFI costs)	<p>FM costs will increase to take account of the additional floor area. There will be an increase in catering costs. Additional furniture will be required – allow <u>£20,000</u> for new classroom furniture. Lifecycle costs will also need to be added.</p> <p>A deed of Variation will be required and there will also be Legal costs incurred in addition to the works above.</p> <p>The detailed mechanical and electrical aspects are still being developed and once this specification is agreed costs will be able to be firmed up. At this stage based on similar schemes elsewhere it is estimated that the <u>ANNUAL maintenance costs (including cleaning) will amount to £16,500.</u></p> <p>The Lifecycle costs (across the remaining contract life) are also dependent on the final M&E specification but are likely to be of the order of <u>£51,500.</u></p>

Proposal	Increase the published admission number at Mossley Hollins High School from 156 to 180 from September 2018
Bulge or permanent increase	Bulge
Building work / remodelling required to accommodate additional pupils	Additional pupils expected to admitted without additional building works or remodelling

Proposal	Increase the published admission number at Mossley Hollins High School from 156 to 180 from September 2018
Indicative initial cost of building work / remodelling	Nil
Additional considerations (eg increased FM costs; increased PFI costs)	There may be additional costs for catering provision.

5.10 Without progressing the above proposals, the Council will need to consider how it can meet its statutory responsibility to provide sufficient places in the borough. The only way that the Council could reasonably do this would be to bring forward proposals for a second free school.

6. FINANCIAL RESOURCES

- 6.1 Basic need funding has been allocated to local authorities by the DfE. This is because local authorities are responsible for ensuring that there are sufficient schools locally to meet demand. Local authorities can use this money to fund projects at any publicly-funded schools, including voluntary-aided schools, academies and existing or new Free Schools where they address basic need pressures. The DfE accepts that this funding only delivers 80% of the investment needed for mainstream places and about 60% to 70% for special school places. The DfE request annual updates about how Basic Need funding has been used each year and how many new places it has created.
- 6.2 The Council was allocated £12,488,962 Basic Need capital funding for the two financial years 2016/17 to 2017/18, to support the delivery of capital projects necessary to increase the capacity of schools and meet increased demand for places. Unfortunately, the Council has not been allocated any basic need funding for 2018/19. Only £3,921,698 of these allocations have already been formally earmarked for existing schemes on the capital programme. This means that there is still £8,567,264 of unallocated Basic Need funding available on the capital programme to support the capital costs of the proposed works.
- 6.3 The estimated capital cost of providing the increase to the published admission number at the four secondary schools referenced in Section 5.9 of this report totals £2.969m. These costs need to be both confirmed and assessed from a value for money perspective, as a matter of urgency. The revenue implications of the additional accommodation also need to be confirmed as soon as possible by the PFI providers to enable the Council to draft updated governing body agreements that reflect the increased contributions required from each School as a result of the proposals.
- 6.4 It is important to note that significant numbers of additional pupil places will still be required beyond the proposals relating to the four community schools in this report. The establishment of new free schools may also require a financial contribution from Basic Need resources.

7. FUTURE DEMAND FOR SCHOOL PLACES

- 7.1 The birth rate in Tameside has fallen slightly overall in the last four years and this is following the same pattern of the birth rate curve in the borough over the last 40 years. The current prediction is that the birth rate will continue to fall but as with the last high in births which was not as high as the peak in 1991; the low may not be as low as it was in 2002. In effect, the curve appears to be flattening out.
- 7.2 Should this pattern continue, the need to increase primary school places diminishes but it increases in secondary schools as the rise in the population moves through primary schools as discussed in Section 5.7 – 5.8 of this report.

8. NEXT STEPS

- 8.1 All admission authorities are required to determine their admission arrangements by 28 February 2017 and a copy must be submitted to the Council. All admission arrangements must be published on the Council website by 15 March 2017 together with notice informing members of the public that they may write to the Schools Adjudicator by 15 May should they have objections to the arrangements.
- 8.2 The 2014 School Admission Code requires the Local Authority to refer an objection to the Schools Adjudicator, if it is of the view that the admission arrangements determined by other admission authorities are unlawful. The Local Authority must also make a report to the Schools Adjudicator about the admission arrangements of schools in the area by 15 May each year. This report must include information about how admission arrangements in the area serve the interests of looked after children; children with disabilities and children with special educational needs; an assessment of the effectiveness of Fair Access Protocols; the number and percentage of lodged and upheld parental appeals and any other issues the local authority may wish to include.
- 8.3 The determined admission arrangements of all Academies and Voluntary Aided schools will be reviewed in light of comments sent as part of the consultation and at that point a decision will be made about referrals to the School Adjudicator if it is felt that any arrangements do not comply with the Code.

9. RECOMMENDATIONS

- 9.1 As set out on the front page of this report.

APPENDIX 1

From: [R O'Regan](#)
To: [Jacqueline Nurney](#)
Cc: [Catherine Moseley](#); [Susan Keymer](#)
Subject: Consultation on admissions arrangements for September 2018
Date: 09 November 2016 13:16:30

Dear Jacqueline

Regarding the consultation on proposed admission numbers for community schools I would like to make the following comments:

Admission numbers

Governors will only agree to the proposed increase in students numbers from 155 to 180 once we have written confirmation from the LA in terms of agreed plans for building works. We will not reduce the quality of existing provision by admitting large numbers of students without appropriate works being done.

Having completed a detailed analysis of the proposed curriculum for 2021 and beyond with a view to there being 900 students in the school, I have submitted some suggestions to Susan Keymer. Susan and myself have met briefly to look at existing space and how to make the best use of it alongside the need for some extra accommodation in order to minimise the costs. I am keen to work with the LA for the benefit of the students who are currently at Alder and may be coming to Alder, but if we are to scale up, the provision needs to also scale up otherwise we will compromise on quality of provision.

Partner primary schools

I would also like to point out that Greave Primary is the second closest primary school (after Gee Cross Holy Trinity) and Tameside residents are being denied the opportunity to send their children to Alder because their child does not attend a 'Tameside Primary School'. I would like Greave to be added to our list of partner primaries.

Thank you

Richard O'Regan
Head teacher
Alder Community High School
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APPENDIX 2

From: M Howarth [mailto:m.howarth@mossleyhollins.com]
Sent: 01 November 2016 10:15
To: Jacqueline Nurney
Cc: Catherine Moseley; Bob Berry
Subject: Consultation on Admission Arrangements for 2018-2019
Importance: High
Sent on behalf of Drew Duncan, Executive Headteacher, Mossley Hollins High School

**Admission arrangements: MOSSLEY HOLLINS HIGH SCHOOL IS OFFICIALLY DESIGNED AS A 5-FORM ENTRY PAN OF 750 SCHOOL FOR ITS MARCH 18TH OPENING
RESPONSE TO CONSULATION 31ST OCTOBER 2016**

Dear Jacqueline,

I have already spoken to Bob at length about this as part of the consultation and know that it is vital that we rectify a significant error on the consultation documentation re-admissions.

Catherine will know, as she has been with me throughout the process, that Mossley Hollins High School was and remains a 5-form entry school. The new building – please check the facts for yourselves – was built for a PAN of 750 students.

In the Bredbury Agreement I did push for a PAN of 180 per year group at the time we were re-shaping the number of new schools and buildings we would have in Tameside and I got general agreement for an optimum size of c900 for Tameside's new suite of secondary schools under BSF. This never came to pass, as Catherine will remember, because the DfE asked us to build 2 academies as a significant illustration of our willingness to compromise in relation to our BSF bid. As a result two large Academies were built in that round.

Consequently, Mossley Hollins High School was not given permission to take 900 students and was built for a PAN of 750 (namely, a 5-Form Entry School). The permission was granted only to build a like-for-like replacement of the old building for the new with the continuation of a PAN of 750.

In the design-process as a sample school (where I worked with 12 then 6, then 3 and finally one set of architects) a school was built for us on the basis of a 5-form entry despite my best efforts to make it bigger.

This explains why each Faculty area has a maximum of 5 classrooms for the 5 forms and 5 sets. English has 5 rooms, Mathematics 5 rooms, Science 4 rooms (we wished to build one 'super-lab', thus reducing capacity further). Humanities has 5 rooms as has Arts' and Sport. Technology has 4 rooms (this was again to ensure that the Technology rooms were of ample size for 4 larger groups on at once from the 5 forms) and MFL has two rooms.

You must study the school and its rooming for yourself and its floor plan to see just how precisely it is designed for 5 forms of entry.

As a result of significant under-funding projections as a PFI contributor over 25 years which we have been fighting unsuccessfully over ever since, the Governing Body of MHHS realised that it would move quickly and permanently into deficit unless it requested a slight increase in the PAN. With heavy heart, given the severe limitations of the building to take more than 750 students, I did this in consultation with Catherine and with our neighbours, Copley High School (now Copley Academy).

We had no other choice for funding reasons. The PAN moved to 156 per year and has remained at this since – a total of 780 pupils.

With appeals and the hard-to-place protocols we are now approaching an cohort of 800 pupils. With this in mind, the timetabler was set the task of creating 6 forms of around 27 students in each. At the time, when I made my plans clear to the LA and the BSF team I was urged not to allow 6 Forms with a PAN of 750 as they would not be able to provide the classrooms or floor-space to accommodate the groups. I was determined, however, to ensure that children in lower sets and our most disadvantaged children had the opportunity to be taught well in the correct size groups. I acknowledge that this has made real demands on the existing building. Despite my best efforts this has proved enormously difficult to manage and we have had to make use of the library, open spaces and small meeting rooms to timetable existing classes.

In turn we have had to use designated cupboards as offices for staff and cut already small rooms in half with very expensive subsequent building work. This already is far from satisfactory. In addition the pressures on stairwells and corridors in a new building are already unacceptable. The alternative solution, which would have been possible from a rooming point of view, was to have class sizes of c32 (x5) which would be totally unacceptable for all groups other than top sets, especially middle to lower sets from an educational standards' point of view.

It was our decision to make a 5 form-entry school take 6 forms, wherever possible, though you will know it was not designed as such. For the Local Authority now to pretend that it is actually, in terms of numbers or design, a 6 Form Entry school is disingenuous and takes no account of our written and oral communications to the contrary since its inception in 2011 on the new site. As you will know a 6-Form Entry school has the capacity to hold 900 students (and a PAN of 180 per year group) whereas our building's footprint, design and classroom space are equipped for only 750 students and are struggling under the density of almost 800 students. We requested at the time a 6 Form Entry School with 900 students and this plan was declined by the Local Authority and BSF Board.

I would wish this formal response to the consultation to be noted. Please feel free to check all facts from the time of the BSF bid and application. For the school to create 6 groups wherever possible and have 6 forms of 27 children was a decision it made on the basis of sound educational practice, trying to get the best for its learners. If the Local Authority needs our school to be formally 6 forms of entry with an intake of 900 students, further accommodation would need to be built onto the school as a matter of urgent necessity. It simply would not be possible for us to cater for such growth in any other way.

Yours sincerely,
Drew Duncan
Executive Headteacher
Mossley Hollins High School
Droylsden Academy

To whom it may concern

As Chair of Governors, Headteacher and Executive Headteacher at Mossley Hollins High School we write to raise our significant objections to the proposed change to admission numbers for our school. Whilst we understand the change in demographic in the local authority, we cannot support a further increase in numbers at Mossley Hollins High School. This letter accompanies the formal response to the consultation by our Executive Headteacher.

The documentation is based on an error that we are formally a 6-Form Entry School. Prior to 2011 in the old building the school had an annual PAN of 150 and a capacity number of 750. In the BSF re-design process leading to the opening of the new building in 2011 we did push for a PAN of 180 and a capacity number of 900. This proposal was rejected at the time. As you will see from the contract and legal documentation of the time, the new building was based on an annual PAN of 150 and a capacity number of 750.

The designated floor area of the school and the number of classrooms per subject were designated for a 5-Form Entry (please refer to the plans showing 5 classrooms for each of the main faculties, 4 classrooms for science, 4 classrooms for Technology, 4 classrooms for the Performing Arts and 2 classrooms for Modern Foreign Languages). As a team of governors and senior leaders, we were determined to keep middle and lower sets below 30. The only way to achieve this was to create 6 classes where possible, on at once. In doing so we had no choice but to make teaching use of the library, small open spaces, our nurture base and small meeting rooms as classrooms for the lower sets (as they host only 17 children). To compensate we made many of the designated store-rooms into staff offices.

In June 2012 we had an emergency budget meeting with the Headteacher, the Governors' Finance Committee and the Business Manager. In that meeting the Business Manager alerted us to her projected budget figures as part of a 3 year and 5 year plan. It was clear that, despite being oversubscribed (due to the debit accrued from the Gains' Cap), as a result of the PFI and ICT maintenance costs, the school would move into significant deficit in Year 3. The school has always operated a balanced budget and the governors did not approve this projection.

The only solution was to increase slightly pupil numbers, putting further strain on the library, small open spaces, our nurture base and small meeting rooms (all of which are currently used as classrooms). At this time the Headteacher approached the Local Authority to request an increase to the Year 7 PAN from 150 to 156, stating that we had to do this for financial reasons but could not deal with increased numbers beyond this point. This was accepted. In 5 years' time from the date of this change the governors were aware that the school's capacity, on a 750 footprint, would necessarily rise to 780 maximum.

As a consequence of appeals and hard to place decisions the school, despite being built for 750 students, houses 785. This has caused considerable difficulties with rooming, changing areas, assemblies, dining, corridors and stairwells. We are already failing to meet the needs of our students in a purpose-built building that was meant to be future-proof by design. You will see, therefore, that we have already exploited every available space in the existing building to accommodate our current numbers. It would be reckless to do more.

Your consultation is now asking us to receive a PAN of 180 students where capacity would result in 900 students in the building, over time. This cannot be done, and as leaders of the school we reject the proposal unanimously and in the most serious terms. This school, our students and staff and this town must not be treated in this way where there are other schools in Tameside under-subscribed.

The main error is that the Local Authority, despite knowing otherwise, appears to be claiming that the building was designed for a 6-Form Entry, and therefore 180 students per year group. This is not the case and is untrue. In fact, the Headteacher worked to try to reach agreement on such a situation at the time but his plans were rejected. The school building and contract is based on a PAN of 750. We already house 35 students above capacity.

The school could work with the Local Authority, if detailed plans and agreement were reached on extending the building and the costs of that work being provided. Without such an extension we cannot support any further rise in pupil admissions.

We note from the consultation that two other schools are also included in the proposal. Both schools are Community Schools. In the case of Hyde we understand that this may be possible. After all, the BSF building was designed to house a Sixth Form that did not materialise so its footprint may be capable of housing rising admissions. In the case of Alder, just as ourselves, without significant building extension the school could not take any rise in admissions.

There are of course academies in the authority that are heavily undersubscribed and whose buildings could easily accommodate the extra places required by the rising admissions but they do not appear in the proposal, which leads us to the only conclusion that, should the Local Authority not listen to our objection we would have no alternative but to seek Academy status.

As partners in education we ask you to listen to our objection, take our concerns seriously and not proceed with the proposal to raise the PAN at Mossley Hollins High School.

Yours sincerely,

**Stuart Marshall,
Headteacher**

**Drew Duncan,
Executive Headteacher**

**John Denton, Chair of Governors
Mossley Hollins High School**

Copy to: Catherine Mosley,Jacqueline Nurney and Stephen Pleasant

APPENDIX 3

Response to consultation regarding increasing Pupil Admission Number for Hyde Community College to 240 from September 2018

To whom it may concern

This response is written in the full knowledge that the term 'consultation' is being used in its broadest sense and I believe that the decision to increase the PAN at Hyde Community College has already been made by LA representatives. For example, recently approved planning applications already reference a levy to contribute towards the increase in places:

*10.2 In accordance with the Community Infrastructure Levy Regulations 2015, which is intended to provide infrastructure to support development, rather than to make individual planning applications acceptable in planning terms, it is agreed additionally with the applicant, so as to compensate for the impact of the development on the demand for school places, other terms of the agreement would be that a financial contribution of £886 per 2-bedroom dwelling, £1,234 per 3-bedroom dwelling and £1,353 per 4 bedroom dwelling be made towards education made toward increasing the number of places available at Hyde Community College to accommodate increases in secondary school pupils in the area.
(Ref: Planning Application Number 16/00054/OUT)*

However, it would be extremely remiss of me to fail to outline issues around this decision which have the potential to result in a hugely negative impact on students, staff and general standards at the school.

Finance

Hyde Community College is currently in a precarious financial position of which the LA finance team are well aware.

Please bear in mind that Hyde has historically been a 180 PAN school. When the new build was proposed, *LA representatives* requested that the school be designed for a 210 PAN as they were aware that a 'bulge' in numbers was coming. Unfortunately, since opening, whilst the school would have been at capacity year on year with a PAN of 180, we are still (up to and including September 2016) under capacity with a PAN of 210. Throughout this time, we have had to pay FM and ICT costs *based on full capacity*. This has resulted in *a significant and worsening in-year deficit* situation each year which, despite the foresight and skill of our Business Manager, means that the school will, for the first time, have a negative outturn in 2017.

In response to this worsening financial position, we have cut spending and reduced staffing. This means that we have larger classes and, in particular, more students in lower sets which is detrimental to their progress; we also have split classes (different teachers timetabled to the same group) which is far from ideal. In allocating 30 extra students to the September 2018 intake, we will have no alternative but to increase staffing as room sizes in this building are restrictive. Funding for these additional students will not only fail to cover these additional staffing costs but will not come into school until April 2019.

Based on current staffing levels and cohorts of 210 from September 2017, our current budget plan indicates that by 2020 we could accumulate a *deficit in excess of £1.6 million*. If we had been full to capacity in a 180 PAN school or charged on admissions rather than on the building's capacity since January 2012, we would be in a healthy financial position. Taking on more staff for September 2018, 7 months before we are funded for it will clearly exacerbate this situation.

	2016-17	2017-18	2018-19	2019-20
Income	£5,578,182	£5,745,165	£6,028,983	£6,183,459
Expenditure	£6,190,471	£6,186,797	£6,333,469	£6,487,627

In year surplus/deficit	-£612,288	-£441,632	-£304,486	-£304,168
Surp/Deficit b/fwd	£6,476	-£605,812	-£1,047,445	-£1,351,930
Cumulative carry forward	-£605,812	-£1,047,445	-£1,351,930	-£1,656,098
				Forecasts for 2018 onwards will clearly worsen significantly as staffing increases before pupil-related funding.

Questions:

- When the Government devolves funding directly to schools (from 2019?) how will the LA support our recovery from the deficit they have been instrumental in creating?
- When the Government devolve funding directly to schools, what will happen in relation to the PFI contract to which ALL schools in the LA currently contribute through 'top-slicing' and further, what will happen to the PFI charges for individual schools to address the affordability gap?
- How will the national funding formula affect the school's budget – will we be able to employ enough staff to educate 1200 students from what is left after PFI charges?
- Will (what little) remodelling (there is) lead to greater FM costs and if so how will the school sustain increased costs when pupil numbers begin to drop?
- Inflation costs are forecast to rise significantly; how will this impact on future PFI charges?

Accommodation

In the very brief discussion that LA representatives had with the school in October 2015 I clearly stated that the school, fully supported by Governors, much preferred NOT to increase the PAN to 240. It was made clear by the LA representatives that the closure of the school's Sixth Form would be used as a lever to make the case that the school could accommodate an extra 150 students with minimal structural change. This is far from accurate. As was pointed out at the time, 180 Sixth Form students who are in the building for a part of the week and are taught in small groups or in a vocational setting (Construction) do not equate to 150 full time KS3 and KS4 students who are in full time and require classroom space all at once and in larger groups, social space all at once and appropriate catering facilities and dining space. It was made clear at this meeting that in moving Hyde to a 240 PAN, the LA would invest in adapting the building to make it fit for purpose – this is clearly not going to happen and so the following issues arise:

- ***The current catering facilities will not cope with the extra pupils.*** Despite our PFI contribution being based on full capacity of a 210 PAN school, lunch queues are excessive and service is slow due to understaffing. This will only worsen if Carillion FM choose to move away from cashless catering.
- We will be unable to provide adequate supervision at lunchtimes within the current funding situation.
- We will be unable to ensure pupil safety with 150 more bodies in circulation spaces at any one time – especially on stairs and fire exits.
- A large portion of our Sixth Form provision was accommodated within the Construction Shed – this is not fit for purpose as designated teaching space due to the constant noise from plant within the space and a lack of adequate fenestration and heating. Apparently this is 'too expensive' to remodel and yet could provide a number of good classrooms.
- The LA representative sent into school to plan remodelling saw no reason to involve any school staff in that process. This person is not an educationalist and does not have as in-

depth an understanding of the school's needs as a member of school staff. This is likely to result in what little funding there is having little or no impact on the situation in real terms.

- The school has not been at the forefront of discussions about re-modelling.
- The school is currently 117 students below capacity with a 210 PAN. A further 150 students will be an **increase of 28.6%** on the school's current numbers with no real investment in extending the learning environment in a manner that is conducive to good learning at KS3 and KS4. This will not benefit our current or future students.
- Class sizes will need to rise; we will be unable to accommodate this when there are insufficient classrooms that are large enough.
- Are good quality mobile classrooms and/or a **mobile catering/dining area** worth considering as they could be sold on when numbers begin to fall and would take some traffic from inside the building?
- Open learning spaces which are not appropriate for whole class teaching due to high background and intrusive noise levels need to be adapted to create high quality teaching spaces to enable us to meet our obligations to the Hearing Impaired students based at the school.
- We are already struggling to accommodate the number of students we have needing special access arrangements for external exams – how will we be supported to ensure adequate provision for the extra students?
- The school's assembly and exam venues are based on 210 students per year group.
- Practical classrooms are limited to the number of students able to use them safely so class sizes are limited in Design Technology, Food and Science and so the number of classes will have to be increased which will necessitate employing more teachers.
- Changing rooms were designed based on a PAN of 210.
- In a time of financial crisis, the school will need more furniture to accommodate more pupils.
- Traffic from parents collecting/dropping off students means that Old Road is already congested and dangerous at the start and end of school every day – this will worsen with 150 more students.
- The funds carefully put aside by the school over the last five years to fund refresh of ICT facilities have been swallowed up by PFI charges and the school is now in a position where basic ICT equipment (PCs, projectors, laptops) are beginning to fail and there is no money to replace them. ***There will not be enough equipment to resource 150 more students.*** The hugely expensive and unsuccessful ICT contract negotiated for us by the LA has failed our students and staff and has further drained precious resources.

Standards

Hyde Community College is a **good** school with high aspirations and a talented team of staff.

The impact of LA actions on the school over time is having a negative impact:

- The school ***has already raised its PAN*** to contribute to accommodating the increase in pupil numbers but is now being asked to do so again. How many other Tameside schools have had to do this?
- Raising the PAN from 2012, at the LA's request, has resulted in a significant financial deficit which will impact on the recruitment and retention of quality teachers and TAs.

- The shortfall in numbers after raising the PAN to 210 has meant that we have had to take far more than our fair share of in-year admissions – for example 29 students have been admitted to our current Year 9 cohort; how many at Alder or Mossley Hollins? It is accepted that many students moving in-year have issues either with behaviour or attendance and the majority have low prior attainment. Our intake is now even further skewed towards the lower ability range and contains a relatively high proportion of students with behavioural issues. This leads to additional workload and stress for teaching and pastoral staff. If this continues, standards will fall despite our best efforts.
- The best performing schools within the LA have a PAN of 180 or less; this is not a coincidence. Hyde's PAN has already been raised once to 210 with devastating financial consequences.
- Against a backdrop of educational unrest and the impending 'perfect storm' of a teacher recruitment crisis at the same time as increasing numbers, we will lose good staff if working conditions deteriorate and pressure mounts even further.

The most recent letter received from the Access and Inclusion team to inform us of the consultation process states: "We have previously discussed increasing the admission number at Hyde Community School to 240 per year group and we have liaised with the school for some time to ensure that any necessary changes are planned to be able to accommodate the increase." The 'discussion' comprised one brief meeting in October 2015 and the 'liaison' has been two visits to consider amendments to accommodation, one of which involved no school staff and the second of which I joined in with despite not having been invited.

I **fully** understand the urgent need for more secondary school places in Tameside, although I do not understand why this is only being addressed at this very late stage and with such little discussion/planning with the schools concerned. These students have already been in primary schools for six years and this lack of timely strategic planning at LA level for secondary provision will lead to significant negative impact on the life chances of our youngsters.

As stated, I am aware that this increase will be enforced but without any of the assurances made in the initial brief discussion actually coming to fruition as of yet. One thousand two hundred students will be squeezed into a building which will struggle to cope with its current limit of one thousand and fifty. This will certainly alleviate a proportion of the LA's problem of the shortfall in places, but will not ensure the best possible learning experience for those students nor the best possible working environment for staff.

In short, whilst one Tameside secondary built for a PAN of 240 is reducing its PAN to 180 to improve standards, our school is being forced to go above and beyond any other in Tameside to resolve an issue that is not of its making and **without adequate support or investment from the LA** to protect current standards of provision. When these standards fall as a result however, it will be the school that is directly answerable to Ofsted.

ARadcliffe

Andrea Radcliffe
Headteacher

21st October 2016

GOVERNORS RESPONSE FOR CONSULATION INTO INCREASING PUPIL NIMBERS AT HYDE COMMUNITY COLLEGE

When we were designing and building Hyde Community College (HCC) the word that was used throughout was 'legacy'. What would be the outcomes of our endeavors for generations of pupils and families in years to come?

Our brief was to build a school that held 180 pupils per year group. Based on a five year cycle that meant 900 in the building. That figure was increased during the planning to 210/1050. And finally to 210/1050 + 120 (sixth form). The additional cost of the sixth form to be borne by a 'presumption grant' awarded by DfE because of the progress the school had made during previous years.

As the school was part of the Building Schools for the Future (BSF) programme and a Private Funding Initiative (PFI) the project was automatically overseen by a Local Education Partnership (LEP) which included the Local Authority (LA). The design of the sixth form was always based on a fluid population because of the nature, time and rooming involved in respect of the differing subjects. That is to say that not every enrolled student needed to be in college all day every day. On that basis the sixth form area was designed and developed.

We were not made aware until it was too late that our financial contribution to our 'landlord' was to be based on capacity and not students on role. A significant difference that is without doubt detrimental to our budget and our ability to spend money where it matters, on the students. Not only did this draconian measure apply to our landlords fees it was also applied to the ICT contract. We have no say in who delivers the service nor the content or cost of the contract.

We are now for the first time in over twenty years in a parlous situation with our budget which has been brilliantly managed. We have made cutbacks and therefore savings, but we still have to provide an education for our students.

Currently we are proud to be able to say that we have a first class building, super talented staff and students who are, in the main, happy to learn in an outstanding environment. We have just had our best GCSE results ever. There are many reasons why this has occurred. Such achievements can be wiped out in a moment and would be if we had to spend money we have not got and increase numbers in a school that is not designed for it. We know our students and families well, because our numbers are manageable, it goes without saying that it would be infinitely more difficult with greater numbers, particularly if they are reluctant students.

We have now been asked to increase our numbers to 240 per year group. To facilitate this increase we would need to address space management, staffing, not only teaching but support staff and the ancillary services of cleaning, caretaking and catering. All of which require MONEY, which as I have already stated we have not got. To pretend for one moment that an increase in numbers will raise a per capita amount is nebulous, when you consider how we are drained by our PFI commitments. Additionally we understand that the 'bulge' in numbers is only temporary. What will happen as it subsides and the per capita amount decreases. Will our landlord accept a reduction in our contribution for a building that is now deemed to have a capacity of 1200? Unlikely. We will be stuck with a building that has excess furniture, too many staff, a deteriorating fabric and most likely many of our loyal and talented staff will have fled the mayhem that will ensue from an increase in numbers that appears to have been ill-considered and for which there is no funding available.

The students of Hyde deserve better. The increase in numbers appears to be from other areas of Tameside, so address it in situ where at all possible, Pupils being directed to a school not of their choosing are not the best students.

Every pound taken from our budget to fund this project is a pound taken from the students it was meant for.

You have assisted us in becoming a GOOD school, don't be the catalyst destroying it.

Chris Daly
Chair
9.11.16

APPENDIX 4

Net Capacity Assessment Method for Secondary Schools

DfES/0749/2001

Please read the Net Capacity guidance (DfES/0739/2001REV) before filling in this form for the first time. This form can be used to assess any secondary, middle deemed secondary or upper school. It is easiest to use the computer spreadsheet, available at www.dfes.gov.uk (search for 'netcapacity'). Use this page to identify the basic information required. List all spaces in the Net Area Schedule on page 2 (following the notes on the facing page). All boxes shaded in grey will be worked out automatically in the computer spreadsheet. The 'Declaration of Accuracy' should be signed by the Head Teacher and a representative of the Local Education Authority.

School Details

LEA

DfES LEA/school number date

school name

age range to

	9 - 13	0.83	11 - 18	0.71
	10 - 13	0.81	12 - 18	0.70
	11 - 13	0.79	13 - 18	0.69
	11 - 16	0.75	14 - 18	0.67
	12 - 16	0.73	16 - 18	0.63
	13 - 16	0.72		
	14 - 16	0.69		

utilisation factor u

first admission year (if below 16) for instance 'Y7'

normal year of admission for instance 'Y7'

number of years up to age 16 a number of years, up to age 16, that those in the admission year will be at this school (e.g. '5')

planned admission number b if known; if in Y12, further agreed admission number beyond those 'staying on'

If applicable: complete the boxes below if the school is on a small or split site or has more than one year of admission.

no. of sites l

total site area (m²) m

(second admission year, if applicable) (Y12 year, if applicable)

c f

d g

e h

$e = (c \times d) / b$ $h = (f \times g) / b$

sixth form data

	FTE NoR In Year 11	FTE pupils staying on post-16	'stay-on rate'
this year	<input type="text"/>	<input type="text"/>	<input type="text" value=""/> i
last year	<input type="text"/>	<input type="text"/>	<input type="text" value=""/> j
year before last	<input type="text"/>		
average sixth form 'stay-on rate'			<input type="text" value=""/> k $(i + j) / 2$

If applicable: complete these boxes if the school has a sixth form. Post-16 numbers should only include pupils remaining at the school in Years 12 to 14. Calculate the 'stay-on rate' to nearest two decimal places by dividing the post-16 numbers by the PREVIOUS Year 11 (e.g. 1.33). In new sixth forms use proposed numbers.

number of age groups n $(a + e + h + k)$

If applicable: Description of LEA designated Early Years and Childcare provision, if any

non-school and support provision, not normally available to the school during the school day. Including the age range and the number of places involved. Enter area in 'net area' column and note with an 'E' at step 4

LEA designated specially resourced facilities, if any

non-school facilities (such as a community library, multi-agency facilities, or youth centre) or support facilities (such as a SEN support centre or a Learning Support Unit). Include the number of any additional specially resourced places, if applicable. Enter area in 'net area' column and note with an 'R' at step 4

LEA designated adult learning facilities, if any

(such as City Learning Centres, teacher training, or other Lifelong Learning facilities). Enter area in 'net area' column and note with an 'A' at step 4

Net Area Schedule (and allocation of workplaces)

DFES no. **357-4018** school name **Mossley Hollins**

STEP 1				STEP 2				STEP 3	STEP 4	
Room Reference	Room Name (based on the activities the room is designed or equipped to accommodate)	'Non-Net' Area, if known (m ²)	Net Area (m ²)	general	light practical	heavy practical	large & perform.	Basic Workplaces	Resource Workplaces	Status
Totals			4614	87	8	9	1	1308	772	
MH12	Music Practical		70	1				30	14	T
MH13	Music Theory		59	1				30	7	T
MH16.1	Pract 1		11	1				0	5	T
MH16.2	Pract 2		10	1				0	4	T
MH17.1	Drama Theory		60	1				30	7	T
MH17.2	Drama Practical		71	1				30	15	T
MH18	Sports Hall		600	0			1	60	8	T
MH19	Movement & Dance Hall		93	1				30	29	T
MH21	Fitness Hall		62	0		1		0	13	T
MH26.1	Interview		9	1				0	3	U
MH30.6	Music Homebase		78	0		1		17	0	T
MH35.1	Deputy head		9	1				0	3	U
MH44	Admin		24	1				0	13	U
MH46.6	Workroom		19	1				0	10	U
MH47	Repro		14	1				0	7	U
MH48.2	PDO		9	1				0	3	U
MH54	Music Store		17	1				0	9	U
MH55	Drama Store		17	1				0	9	U
MH57.1	Store		37	1				0	22	U
MH57.2	Store		19	1				0	10	U
MH57.3	Store		6	1				0	1	U
MH66	Consumables + Maint St		27	1				0	15	U
MH14	Control/edit		9	1				0	3	U
MH22	PDC		29	1				17	0	T
MH23	Office		9	1				0	3	U
MH24	On Board		54	1				30	3	T
MH25	Nurture		52	1				30	2	T
MH26.2	Interview		9	1				0	3	U
MH29	LRC + Community		134	1				60	27	T
MH31	Head		15	1				0	7	U
MH32	PA		10	1				0	4	U
MH33	Conference		37	1				0	22	U
MH36	Business Man.		11	1				0	5	U
MH41	Exam store		12	1				0	5	U
MH49.1	ICT Server Office		12	1				0	5	U
MH49.2	ICT Server Rm		19	1				0	10	U
MH89	Staff area		52	1				0	32	U
MH1.1	English/MFL 1		55	1				30	4	T
MH1.2	English/MFL 2		58	1				30	5	T
MH1.3	English/MFL 3		55	1				30	4	T
MH1.4	English/MFL Lab 4		55	1				30	4	T
MH1.5	English/MFL 5		58	1				30	5	T
MH1.6	English/MFL 6		58	1				30	5	T
MH1.7	English/MFL 7		58	1				30	5	T
MH3.1	Humanities 1	excluded	Included 55	1				30	4	T
MH3.2	Humanities 2		55	1				30	4	T
MH3.3	Humanities 3		55	1				30	4	T
MH3.4	Humanities 4		58	1				30	5	T
MH3.5	Humanities 5		58	1				30	5	T
MH16.3	Pract		15	0	1			0	2	T
MH34	Assist. Head		8	1				0	3	U

Net Capacity Assessment Method for Secondary Schools

DFES/0749/2001

DfES no. **357-4018** school name **Mossley Hollins**

STEP 1				STEP 2				STEP 3	STEP 4	
Room Reference	Room Name (based on the activities the room is designed or equipped to accommodate)	'Non-Net' Area, if known (m ²)	Net Area (m ²)	general	light practical	heavy practical	large & perform.	Basic Work places	Resource Work places	Status
MH35.2	Deputy Head		9	1				0	3	U
MH46.1	Workroom, admin, store		30	1				0	17	U
MH46.3/52	Workroom, admin, store		27	1				0	15	U
MH48.1	PDO		9	1				0	3	U
MH48.3	PDO		9	1				0	3	U
MH52	Store		7	1				0	2	U
MH2.1	Maths		55	1				30	4	T
MH2.2	Maths		55	1				30	4	T
MH2.3	Maths		55	1				30	4	T
MH2.4	Maths		56	1				30	5	T
MH2.5	Maths		55	1				30	4	T
MH4.1	Lab 1		89	0	1			30	2	T
MH4.2	Lab 4		81	0	1			29	0	T
MH4.3	Lab 3		91	0	1			30	3	T
MH4.4	Lab 2		99	0	1			30	6	T
MH38	Office		8	1				0	3	U
MH40	PDO		9	1				0	3	U
MH46.2 / 51	Workroom, admin, store		27	1				0	15	U
MH46.4	Staff Work		33	1				0	19	U
MH57.7	Tech Store		11	1				0	5	U
MH59	Technician Lab		52	1				0	32	U
MH64	Site man. Office		9	1				0	3	U
MH2.8	Store		12	1				0	5	U
MH6.4	ICT		55	0	1			18	0	T
MH10	Art Classroom		108	0	1			30	10	T
MH11	Art Classroom		64	0	1			22	0	T
MH28	Kiln		7	1				0	2	U
MH39	Upper school		9	1				0	3	U
MH46.5	Work, admin, store		28	1				0	16	U
MH48.4	PDO		8	1				0	3	U
MH49.75	HUB		9	1				0	3	U
MH56 / 61	Prep + Store		52	1				0	32	U
MH70.8	Store		7	1				0	2	U
MH70.10	Store		5	1				0	1	U
MH30.3	Humanities Homebase		44	1				27	0	T
MH49.34	Humanities breakout		69	1				30	13	T
MH30.1	English Homebase		42	1				25	0	T
MH49.37	English breakout		90	1				30	27	T
MH30.2	Maths Homebase	excluded	Included	1				27	0	T
MH49.52	Maths breakout		69	1				30	13	T
MH30.4	Science Homebase		52	1				30	2	T
MH4.6	Science breakout		55	1				30	4	T
MH49.117	Science breakout		9	1				0	3	T
MH49.66	Demo Area		19	0	1			0	1	T
MH6.1	Theory + Design		55	0	1			0	11	T
MH49.70	Multi materials breakout		13	1				0	6	T
MH9	Multi Materials (hard)		65	0	1			0	14	T
MH6.2	Theory + Design		57	0	1			0	12	T
MH49.71	Multi materials breakout		11	1				0	5	T
MH7	Multi Materials (soft)		65	0	1			0	14	T
MH6.3	Theory + Design		51	0	1			0	10	T
MH8	Food Tech		73	0	1			16	0	T
MH49.72	Food Tech breakout		11	1				0	5	T
MH64.10	Food Tech breakout		8	1				0	3	T

Net Capacity Assessment Method for Secondary Schools

DfES/0749/2001

DfES no. **357-4018** school name **Mossley Hollins**

STEP 1				STEP 2				STEP 3	STEP 4	
Room Reference	Room Name (based on the activities the room is designed or equipped to accommodate)	'Non-Net' Area, if known (m ²)	Net Area (m ²)	general	light practical	heavy practical	large & perform.	Basic Work places	Resource Work places	Status
TOTALS										
			4614	87	8	9	1	1308	772	

APPENDIX 5

TAMESIDE MBC: COMMUNITY HIGH SCHOOLS PUBLISHED ADMISSION NUMBERS - 2018 ENTRY

School	Published Admission Number
Alder Community High School	180
Astley Sports College and Community High School	180
Denton Community College	270
Hyde Technology School & Hearing Impaired Resource Base	240
Longendale Community Language College	180
Mossley Hollins High School	180

APPENDIX 6

ADMISSION ARRANGEMENTS FOR TAMESIDE COMMUNITY AND VOLUNTARY CONTROLLED PRIMARY SCHOOLS 2018/19 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 2018/19. 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. 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. Parents can also request that their child attends on a part time basis until the child reaches compulsory school age.
- 1.3 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 2018

- 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. You should put your child's name down at any Tameside primary school by the beginning of **October 2017**.
- 2.2 Tameside primary schools will forward details of all the children who have been registered with them to the Local Authority Admissions Team, who will send out details of how to apply online in November 2017. Details will include where to view Starting Out and a letter explaining how to make your application. 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: Each school application should be discussed with all parents and carers of the child, and 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 3 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 2018**, 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 2018**, 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 **9 February 2018**.
- 3.5 Notification of offers of a single school place will be sent out to parents on **16 April 2018**. 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/1819>
- 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 statements of special educational needs where the school is named will be allocated places before the oversubscription criteria are applied. The criteria for oversubscription for community and voluntary controlled primary schools are:
 - 1. Looked after Children or children who have previously been looked after but immediately after being looked after became subject to an adoption, residence, 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)

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 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 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 taking into account ease of access to and distance from alternative schools.

Ease of access will be considered when parents provide details of particular reasons that mean their child could reach their nearest school but will have a disproportionately long journey to another school if denied admission to their nearest school. Details must be provided in with the application.

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, 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 child travels to school for the majority of school days per week.
- 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.

- 5.5 An adoption order is an order under section 46 of the Adoption and Children Act 2002. A 'residence 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 SUMMER BORN CHILDREN

- 6.1 In December 2014, the government issued non-statutory guidance to help admission authorities deal with parental requests for summer born children to be admitted out of their normal age group.
- 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 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.
- 6.4 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.
- 6.5 A parent who chooses not to send their summer born child 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.
- 6.6 Parents should submit reasons for requesting admission for their child outside of the normal age range 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.
- 6.7 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.

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 Common Transfer Application Form. The Common Transfer Application Form can be obtained from the Headteacher of the school the child currently attends, if in Tameside or it can be downloaded from the Tameside Council website: www.tameside.gov.uk/admissions.
- 8.2 Forms should be fully completed and submitted 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 20 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 a statement of Special Educational Needs, an appeal can be made to the SEN and Disability Tribunal (details are included in the Statement).
- 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 chairman 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.

ADMISSION ARRANGEMENTS FOR STALYHILL JUNIOR SCHOOL 2018/19 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 2018/19

2 PUBLISHED ADMISSION NUMBER FOR STALYHILL JUNIOR SCHOOL

- 2.1 The Published Admission Number for entry in September 2018 is 60.

3 APPLYING FOR A PLACE AT STALYHILL JUNIOR SCHOOL SEPTEMBER 2018

- 3.1 If your child attends Stalyhill Infant School, you will receive a letter in October 2017 from School Admissions advising you to apply online - using the online Application Form. . NB: Each online school application should be discussed with all parents and carers of the child, and only one 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 2nd November 2017 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 2018. 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 2018.
- 4.5 Decision letters in respect of places at Stalyhill Junior School will be sent out to parents on 16 April 2018. 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 2018, they will be sent a transfer request form in May 2018. Completed forms should be returned to the Admissions Section by Friday 18 May 2018.

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 statements of special educational needs where the school is named will be allocated places before the oversubscription criteria are applied. The criteria for over-subscription are:

5. Looked after Children or children who have previously been looked after but immediately after being looked after became subject to an adoption, residence, 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).

2 Children who attend Stalyhill Infant School at the time of application

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 child travels to school for the majority of

school days per week. If the number of days is exactly equal the home address will be that of the parent who 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.
- 5.5 An adoption order is an order under section 46 of the Adoption and Children Act 2002. A 'residence 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 Common Transfer Application Form. The Common Transfer Application Form can be obtained from the Headteacher of the school the child currently attends, if in Tameside or it can be downloaded from the Tameside Council website: www.tameside.gov.uk/admissions.
- 6.2 Forms should be fully completed and submitted 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 20 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 a statement of Special Educational Needs, an appeal can be made to the SEN and Disability Tribunal (details are included in the Statement).
- 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.

**CONSULTATION ON ADMISSION ARRANGEMENTS FOR
TAMESIDE COMMUNITY HIGH SCHOOLS
2018/19 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 2018/19. Tameside will operate an equal preference scheme.

2 APPLYING FOR A PLACE IN A TAMESIDE COMMUNITY HIGH SCHOOL SEPTEMBER 2018

- 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 2018 to the Local Authority Admissions Team, who will send out details of how to apply in September 2017. 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: Each school application should be discussed with all parents and carers of the child, and 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 3 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 2017, 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 2017 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 17 November 2017.

3.5 Notification of offers of a single school place will be sent out to parents on 1st March 2018. 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/1819>

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 statements of special educational needs where the school is named in the statement will be allocated places before the oversubscription criteria are applied. The criteria for over-subscription for community secondary schools are:

6. Looked after Children or children who have previously been looked after but immediately after being looked after became subject to an adoption, residence, 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)

7. 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.

8. 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 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.

9. Children attending the named partner primary school at the time of application. Preference will be given to pupils living nearest to the school.

Preference will be given to pupils living nearest to the school.

When a parent has moved from further than ½ mile to an address within ½ mile of a named partner school, whilst their child is in Year 5 or 6, and they have chosen to keep their child at their current primary school, this will be considered as an exceptional circumstance under criterion 4, provided details are given on the special circumstances form together with satisfactory evidence of the house move.

10. 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 tie-breaker 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.
- 10.4 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 child travels to school for the majority of school days per week.
- 10.5 An adoption order is an order under section 46 of the Adoption and Children Act 2002. A 'residence 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 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.

6. ADMISSION OF CHILDREN OF UK SERVICE PERSONNEL

- 6.1 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.

7 IN YEAR TRANSFERS

- 7.1 Parents wishing to apply for an in year transfer to a school in Tameside should apply using the Common Transfer Application Form. The Common Transfer Application Form can be obtained from the Headteacher of the school the child currently attends, if in Tameside or it can be downloaded from the Tameside Council website: www.tameside.gov.uk/admissions.
- 7.2 Forms should be fully completed and submitted with any additional/supplementary documentation/evidence to the School Admissions Team to enable their application to be considered as quickly as possible.
- 7.3 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.
- 7.4 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).
- 7.5 Parents will receive an offer of a school place through Tameside Council and this can take up to 20 school days.

8 IN YEAR FAIR ACCESS PROTOCOL

- 8.1 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>

9 WAITING LISTS

- 9.1 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.
- 9.2 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.

9.3 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.

10 APPEALS

10.1 Any parent who is refused admission to a preferred school has the right of appeal to an Independent Appeals Panel. For pupils with a statement of Special Educational Needs, an appeal can be made to the SEN and Disability Tribunal (details are included in the Statement).

10.2 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>.

10.3 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;

10.4 The Local Authority will:

- give the appellant at least ten school days notice of the time and place of the hearing;


10.5 The clerk will:

- send the appeal papers to the appellant at least seven working days before the hearing.

10.6 The appeal shall be decided by a simple majority of the votes cast, the chairman of the panel having a casting vote.

10.7 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.

Agenda Item 8

Report To:	EXECUTIVE CABINET/OVERVIEW (AUDIT) PANEL
Date:	8 February 2017
Executive Member / Scrutiny Panel:	Councillor K Welsh – Chair to Statutory and External Partners Scrutiny Panel Councillor Gerald Cooney, Executive Member (Healthy and Working)
Subject:	REVIEW OF FOOD POVERTY
Report Summary:	The Chair to Statutory and External Partners Scrutiny Panel to comment on the Executive Response dated the 10 January 2017 (Appendix 1) to the Scrutiny review of Food Poverty dated June 2016 and the recommendations made to support future services (Appendix 2).
Recommendations:	That the Overview (Audit) Panel note the recommendations detailed in Section 8 of Appendix 2 .
Links to Community Strategy:	This review supports the Community Strategy priorities relating to 'Healthy Tameside'.
Policy Implications:	The review itself has no specific policy implications. Should the recommendations of this report be accepted by the Tameside Council's Executive, the relevant services will need to assess the policy implications of putting individual recommendations in place.
Financial Implications: (Authorised by the Section 151 Officer)	There are no direct financial implications as a result of this report, however if the recommendations are agreed and implemented then any costs will need to be managed within the existing budget.
Legal Implications: (Authorised by the Borough Solicitor)	It is important when allocating reducing Council resources that there is a clear understanding of how best to apply those resources to have maximum impact to reduce inequalities.
Risk Management:	Reports of Scrutiny Panels are integral to processes which exist to hold the Executive of the authority to account
Access to Information:	The background papers relating to this report can be inspected by contacting Paul Radcliffe by:  Telephone: 0161 342 2199  e-mail: paul.racliffe@tameside.gov.uk

Post Scrutiny - Executive Response

In Respect of: Scrutiny Review of Food Poverty
Date: 10 January 2017
Cabinet Deputy: Councillor Gerald Cooney (Healthy and Working)
Coordinating Officer: Emma Varnam, Assistant Executive Director, Stronger Communities

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Recommendations	Accepted/ Rejected	Executive Response	Officer Responsible	Action By (Date)
1. That the Council looks to utilise the demographic data collected to further target resources to support the most vulnerable groups and communities in the borough.	Accepted	<p>Tools within the Integrated Needs Assessment are already utilised to assess different levels of need across the borough and enable council services to target resources in the right areas. The tools include:</p> <ul style="list-style-type: none"> • 60 socio-economic indicators (this is a suite of indicators displayed at lower super output area and ranked in order of need. The top 25% poorly performing areas are highlighted in red to enable users to quickly identify the areas most in need for a particular issue). • Census profiler – provides a range of census data for a variety of different geographical areas. • Lower super output area descriptor – table that describes the key demographic characteristics of each of the LSOAs in Tameside. • Tameside Insight – customer segmentation data specific to Tameside has been created to provide us with a greater understanding of individual households, their needs and behaviours to enable more effective targeting particularly 	Simon Brunet (Policy and Communications)	Ongoing/ September 2017

Recommendations	Accepted/ Rejected	Executive Response	Officer Responsible	Action By (Date)
		<p>for encouraging behavioural change.</p> <ul style="list-style-type: none"> • Local area location database – a database of the buildings / venues in Tameside from which public or community services can or could be delivered. • Community asset mapping – maps the community resources / voluntary groups across the borough. • Cost benefit analysis tool – an economic tool which can assess whether interventions represent value for money. It can help support decisions regarding the provision of service by determining the ratio of benefits to cost. • The Big Conversation “Online Community” is also available to be used to consult with the public about needs and effectiveness of services. The online community enables traditional surveys to be undertaken but also enables online discussion forums, focus groups and diary consultations. <p>Future actions</p> <p>The tools included in the Integrated Needs Assessment are being expanded to include the area of Glossop to ensure we have full coverage of the area covered by Tameside and Glossop Clinical Commissioning Group.</p> <p>A new website ‘Life in Tameside and Glossop’ is being developed and will be launched in 2017. This will bring together much of the key data that enables effective decisions to be made. It will also help residents to self-serve and signpost them to appropriate services for their needs and inform them of community groups etc. within their local area.</p> <p>We will continue to review datasets available to ensure we have the most relevant data included within the tools to enable us to target those most vulnerable within the borough.</p>		

Recommendations	Accepted/ Rejected	Executive Response	Officer Responsible	Action By (Date)
<p>2. That the Council and partners actively promote the work of Citizens Advice, Action Together and other third sector services to ensure that as many residents as possible are aware of the financial, social, and food aid support they could receive.</p>	Accepted	<p>The Council undertakes a significant amount of engagement work with communities through a variety of long standing methods and social media.</p> <p>There is frequent and ongoing promotion of various support services and advice available to residents via the Council and CCG accounts including Twitter, Facebook, Instagram and Youtube. Examples of campaigns include:</p> <ul style="list-style-type: none"> • Promotion of local charities and their work, for example Tameside4good and Foodbanks. • Cracking down on loan sharks, how to avoid and report. • Cashbox saver accounts for our young people – part of our 16 for 2016 pledges helping to create a generation of smart savers. • Housing Benefit advice. • Hattersley Jobs Fair. • Tameside Jobs Pledge. • Early Years Grants – free child care for 2 year olds and 3 year olds. <p>The Council's Twitter account has 20k followers, Facebook 9k, Instagram 1k, CCG Twitter has 3.3k followers.</p> <p>The Council and CCG websites feature various pages which provide information, advice and links through to a number of third sector support services such as Citizens Advice, Action Together, Cashbox Credit Union, Shelter, MIND Healthier together and Healthwatch. Examples of pages they feature on include the following:</p> <ul style="list-style-type: none"> • Counselling • Housing and homelessness • Legal advice • Benefit and Debt resources • Useful contacts/local services 	Simon Brunet (Policy and Communications)	Ongoing/ September 2017

Recommendations	Accepted/ Rejected	Executive Response	Officer Responsible	Action By (Date)
		<p>Monthly emails to residents as well as a range of ENews has featured information on the following:</p> <ul style="list-style-type: none"> • Tameside Smart Saver Scheme • My Work Search • Tameside Armed Services Community <p>Work will be explored with key partners such as Citizens' Advice in order to improve the way information is shared and awareness is raised around specific projects which may not have previously been identified. Future work is planned relating to homelessness in the borough and food poverty can be further integrated within this area of work.</p>		
3. That where possible the Council supports foodbanks to establish initiatives, schemes and programmes to tackle food poverty.	Accepted	<p>The Council provides core funding to Action Together to support their work in co-ordinating the community, voluntary and faith sector. Action Together supports and co-ordinates the Food Bank Forum.</p> <p>The work of the Food Bank Forum is very much led by the changing levels of food poverty within the borough and also the number of residents requiring assistance from food banks. Going forward joint efforts will be made to utilise all available information to ensure initiatives are adapted in a way that meets the needs of the most vulnerable</p>	Emma Varnam	Ongoing/ Quarterly
4. That work is undertaken to establish a borough-wide database of intelligence that promotes data sharing and collection between a number of partners including foodbanks, referral agencies, schools and early years providers, to improve and inform poverty alleviation and prevention strategies.	Accepted	<p>With Foodbanks operated and organised locally by local volunteer groups and charities there are significant limitations with regards to the Council's involvement for data sharing and delivery. The Council's support to Action Together allows for some co-ordination of information, however it is important that we do not place any additional organisational strain to community led initiatives.</p> <p>As with recommendation 1 and 2 the Council will continue to utilise all available information and intelligence in order to ensure partners and referral agencies are fully informed; and</p>	Emma Varnam	Ongoing/ Quarterly

Recommendations	Accepted/ Rejected	Executive Response	Officer Responsible	Action By (Date)
		<p>that poverty prevention strategies are at the heart of service delivery.</p> <p>The findings from this review will be shared with the Food Bank Forum with the view to explore any improved processes which currently do not exist.</p>		
5. That the Council and partners publicise and raise awareness of the work being undertaken by foodbanks and other support services, to encourage more people in food poverty to access these resources.	Accepted	<p>See above response to recommendation 2 around Council actions in promoting Foodbanks and other support services that address food poverty.</p> <p>The Council also set up the Advice Tameside website: http://www.advicetameside.org.uk/ that provides links to local services and information on Money Matters</p>	Simon Brunet (Policy and Communications)	Ongoing
6. That schools further enhance their relationship with foodbanks to improve all-age-all-community awareness of food poverty.	Accepted	<p>If aware of the issues faced by people in their locality, most schools would be willing to be involved in some way (It should be borne in mind that some schools already work with vulnerable families with respect to food, but possibly not as a part of a food bank 'response'). What is now needed is for someone to address the primary school head teachers on Thursday February 2, 8.30am in Hyde Town Hall, Newton Suite. A short presentation should include data on the need for food banks in Tameside, a map of the location of the food banks, and a handout containing all necessary contact details. The Assistant Executive Director (Learning) will replicate the exercise with the secondary school head teachers.</p>	Bob Berry (Learning)	February 2017
7. That the Council and schools look to determine the incidence and severity of food poverty to ensure that the most appropriate and effective support is in place.	Accepted	<p>It is accepted that children living in food poverty is a major concern for the Council and schools across the borough. With the primary role as learning provider it is important that schools in Tameside act appropriately when collecting information relating families.</p> <p>It will be the ongoing intention of schools to monitor severity and incidence of food poverty as and when cases are</p>	Bob Berry (Learning)	Ongoing

Recommendations	Accepted/ Rejected	Executive Response	Officer Responsible	Action By (Date)
		<p>presented to them, this will then allow children and families to be signposted to any support available. The response to recommendation 6 will allow schools to increase their awareness of the key issues and also the intelligence available for deprivation and poverty.</p> <p>The Council's education department will make itself available to any future plans with Health and Wellbeing initiatives to improve partnerships.</p>		
8. That future Health and Wellbeing strategies are informed by, and aligned with the current key food poverty themes and priority issues	Accepted	<p>Health and Wellbeing programmes can align with food poverty themes and work to increase the affordability and accessibility of healthier food.</p> <p>Current work includes a Nutrition and Oral health award for carers of Under 5s and a Food4life school food award. Both of these awards include a programme of support for childcare providers and schools to make the food provided for children as nutritious as possible. This is essential for all children and especially for those living in food poverty. Be Well Tameside provides support to adults who want to improve their health behaviours, such as helping people to eat healthier on a budget and improve their nutrition. Where appropriate Be Well also provides information and sign-posting to food banks. Public Health will be investigating the feasibility of creating a senior level food partnership to develop a healthier food culture in Tameside. Should this partnership be developed it would align with and include food poverty objectives.</p> <p>Smoking disproportionately affects the most disadvantaged in society and smoking puts poorer families under significant financial pressure. According to the ASH Local Poverty Calculator¹, 7,941 or 32% of households with a smoker fall below the poverty line in Tameside. If these smokers were to</p>	Angela Hardman (Public Health)	Ongoing/ September 2017

Recommendations	Accepted/ Rejected	Executive Response	Officer Responsible	Action By (Date)
		quit, 3,088 households would be elevated out of poverty and 5,047 people would not be below the poverty line if the cost of smoking were returned to the household. Free stop smoking support is available to help people to become smoke free and therefore increase their disposable income levels.		

APPENDIX 2

1. INTRODUCTION BY THE CHAIR OF THE STATUTORY AND EXTERNAL PARTNERS SCRUTINY PANEL

- 1.1 I am pleased to present this report of a review into Food Poverty in Tameside, carried out by the Statutory and External Partners Scrutiny Panel.
- 1.2 Over the last five years the UK has witnessed a quick and considerable increase in the need for food aid. As a result, food inequality and food poverty have become key priorities for local authorities and health economies, as evidenced in Tameside by the opening of 12 foodbanks since 2010.
- 1.3 Food poverty is not just defined as a physical scarcity of food, but also a lack of a nutritious, balanced diet. Niall Cooper's 'Below the Breadline' (2014) report approximates that half a million children in the UK live without a minimally acceptable and nutritious diet. This has since become a priority issue identified by the Greater Manchester (GM) Poverty Commission.
- 1.4 Residents are able to access food aid and additional support through a number of referral agencies, with many people citing welfare changes as one of the main factors contributing to them experiencing food poverty. Research evidence generally attributes the rise in food poverty to lower affluence, rising costs of living and welfare changes.
- 1.5 Tameside faces a considerable social, economic and environmental challenge to reduce poverty, deprivation and inequality and to improve the lives of its residents. The Panel felt concerned to investigate the extent of food poverty and strive to support the vulnerable residents and families in need.
- 1.6 On behalf of the Statutory and External Partners Scrutiny Panel, I would like to thank all those who have participated in this review.

Councillor Kevin Welsh
Chair of the Statutory and External Partners Scrutiny Panel

2. BACKGROUND TO THE REVIEW

- 2.1 Peter Townsend, a leading British sociologist, defined poverty as when:

Individuals, families and groups in the population lack the resources to obtain the types of diet, participate in the activities, and have the living conditions and amenities which are customary in the societies to which they belong. Their resources are so seriously below those commanded by the average individual or family that they are, in effect, excluded from ordinary patterns, customs and activities.

- 2.2 Oxfam and the Church Action on Poverty calculated that over 20 million meals were given to people experiencing food poverty in 2013/14 alone. This is a 54% increase on the previous year, which is indicative of the rate at which food poverty is growing across the country, and how important an issue it is.
- 2.3 The numbers of emergency three-day food packages provided between April 2013 and March 2014 had increased by 163% on the previous year, a figure that equates to approximately 900,000 households. Trussell Trust estimates that 36% of this food aid went to children, signifying that a considerable number of younger people are experiencing food poverty and are in danger of the diet-related health conditions associated to it.

3. MEMBERSHIP OF THE PANEL – 2015/16

Councillor K Welsh (Chair), Councillor Bowden (Deputy Chair).
Councillors Affleck, Bowerman, Glover, R Miah, Middleton, Pearce, Piddington, Reid, Reynolds, Sidebottom, Sweeton, Whitehead and Bell.

4. TERMS OF REFERENCE

Aim of the Review

- 4.1 To examine the extent to which individuals and families are experiencing food poverty, the range of contributing factors and the changes that have been made to the way the Council and partners support residents during hardship.

Objectives

- 4.2
1. To understand the extent of food poverty in Tameside and the impact it can have on individuals and families.
 2. To examine the range of issues and factors that can lead to a person or family experiencing food poverty.
 3. To review the role of food banks and other services in supporting residents.
 4. To understand how the Council and partners are addressing food poverty and the wider consequences in relation to health and wellbeing.
 5. To explore how strategies and interventions in place are able to improve outcomes and actively reduce the incidence of food poverty.
 6. To examine how resource pressures have impacted on services which operate to support the most vulnerable residents.
 7. To produce workable recommendations that help to reduce the incidence and severity of food poverty in Tameside.

Value for Money/Use of Resources

- 4.3 It is important that individuals and families in difficulty are able to access the right level of support in order to address the specific issue(s) impacting them, and improve resilience and outcomes for the future. It is essential that the Council and partners work collaboratively to reduce the impact of food poverty and malnutrition and ensure effective strategies are in place to create sustainable and healthy futures for residents experiencing difficulties.

Equalities Issues

- 4.4 Food poverty, malnutrition and food-related illnesses can impact on all sections of Tameside's communities. The review will consider strategies that lead to sustainable provisions of healthy, nutritional foods to all residents in the borough.

People and Place Scorecard

- 4.5 The following targets from the People and Place Scorecard relate to the Food Poverty review.

Low Income	• Low Income – Children / Older People / All People
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5. METHODOLOGY

- 5.1 To meet with Diane Barkley, Poverty and Prevention Manager; and Ben Gilchrist, Chief Executive, Community and Voluntary Action Tameside, to receive an overview and background of food poverty in the borough.
- 5.2 To meet with Vivien Robinson, Partnership Manager for Tameside and Oldham (Department for Work and Pensions), to receive information on how the Department for

Work and Pensions is supporting people and families in food poverty in Tameside, in particular through the Jobcentre Plus.

- 5.3 To meet with Nigel Morgan, Joint District Manager, Citizens Advice Tameside, to receive information on how the service is helping people in food poverty and creating referral pathways.
- 5.4 To meet with Trisha Jarman, Coordinator for Tameside East Trussell Trust Foodbank, to receive information on the numbers of people accessing food aid, the driving factors leading to people experiencing food poverty and the joined-up work undertaken by foodbanks and partners to alleviate the impacts on residents.

6. REVIEW FINDINGS

Local Picture

- 6.1 Poverty is a cross-cutting issue that is impacting on the health, wellbeing and future prospects of individuals and families in Tameside. The impacts of food poverty are becoming more pervasive and are having an increasingly damaging effect on people and families of all ages.
- 6.2 Poverty itself is a complex issue that is difficult to define. The European Union (EU) defines relative poverty as a household with less than 60% of the median income of a household of a similar composition. The table below contains the most recent available data on median household income for Tameside, published in the Council's Audited Statement of Accounts 2013/14. It shows that as at September 2014, Tameside had a lower median household income than both Greater Manchester and Great Britain.

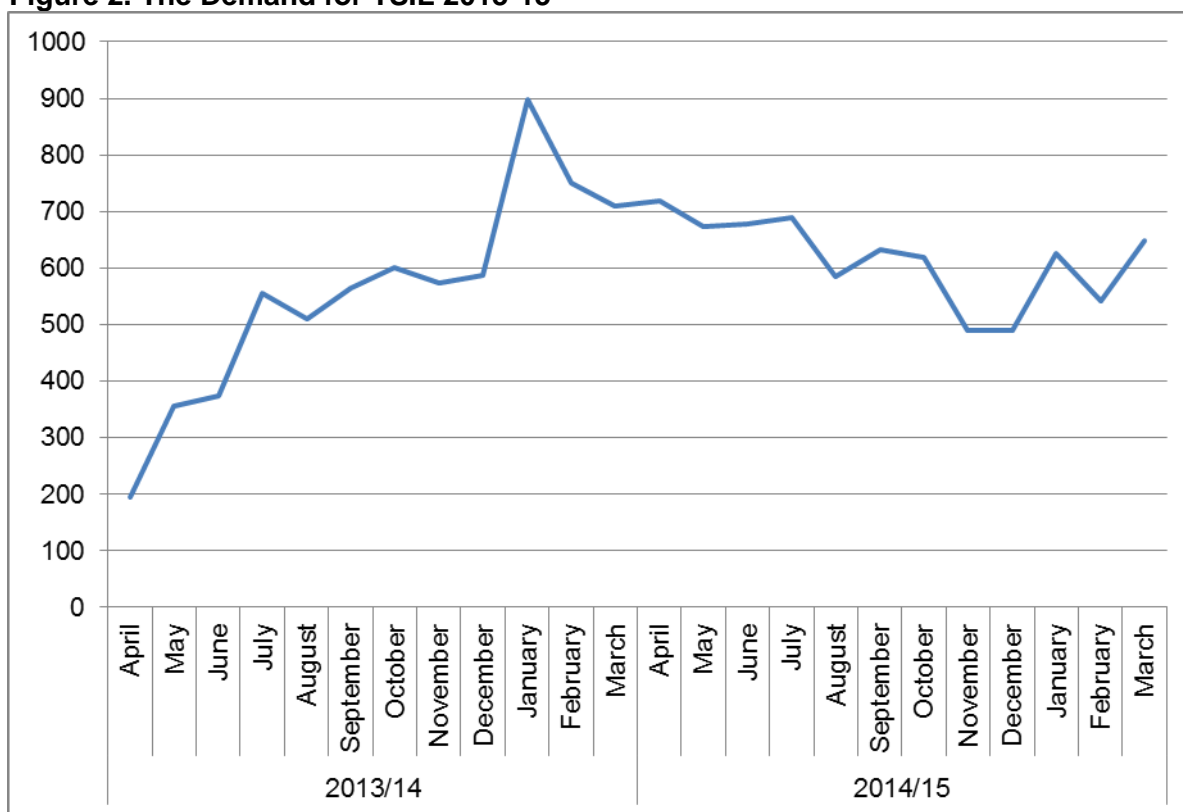
Figure 1. Median Household Income and Relative Poverty

Area	Median Household Income	Relative Poverty (60% of median household income)
Tameside	£25,395	£15,237
Greater Manchester	£26,320	£15,792
Great Britain	£27,510	£16,506

- 6.3 Relative poverty is not always the most effective definition for poverty, however, as if all income falls equally relative poverty will not change. Minimum Income Standard (MIS) is sometimes preferred an alternative measure of poverty as it is based on what members of the public believe people and families need to achieve an acceptable standard of living.
- 6.4 The Joseph Rowntree Foundation reports that in 2016, a family with two children needs to earn a household income of at least £37,800 a year before tax to achieve the MIS income level, and single people at least £17,100. It also states that in 2015, the average out-of-work single person only achieved 40% of what the public believes they need.
- 6.5 Other research conducted by the Joseph Rowntree Foundation in 2014 found a correlation between rising poverty levels in the UK and the 20% rise in households on an inadequate income between 2011 and 2014. It is estimated that 18% of the people receiving 'inadequate' incomes are in fact earning below the Living Wage Foundation Living Wage.
- 6.6 As at January 2016, a total of 24,608 residents (17.6% of the working age population) were claiming out-of-work benefits in Tameside, which is the highest proportion of any local authority in the North West. This statistic reiterates the comparatively low levels of affluence in Tameside and how residents are potentially more vulnerable to hardship.

- 6.7 Data collected by Trussell Trust records a rise of over 2000% in the number of people accessing food aid in the North West since 2011/12. The introduction of food banks and more robust food aid support for residents has helped to slow this increase; however, the number of people in need of this support is still rising annually.
- 6.8 The Council established Tameside Support for Independent Living (TSIL) in April 2013 after local authorities were made responsible for developing local services to replace the Social Fund, including the provision of Crisis Loans and Community Care Grants. Funding was provided to local authorities to facilitate local welfare schemes until April 2015, when this was stopped.
- 6.9 Due to the growing resource pressures and removal of funding, the Council was unable to continue TSIL and can no longer provide emergency payments for people who need money for essentials such as food and utilities. Tameside Resettlement Scheme was introduced as an alternative solution, however, this is specifically aimed at helping residents aged 16 and over who are on low incomes and who need help moving out of an institutional or unsettled life by providing household furniture and white goods.

Figure 2. The Demand for TSIL 2013-15

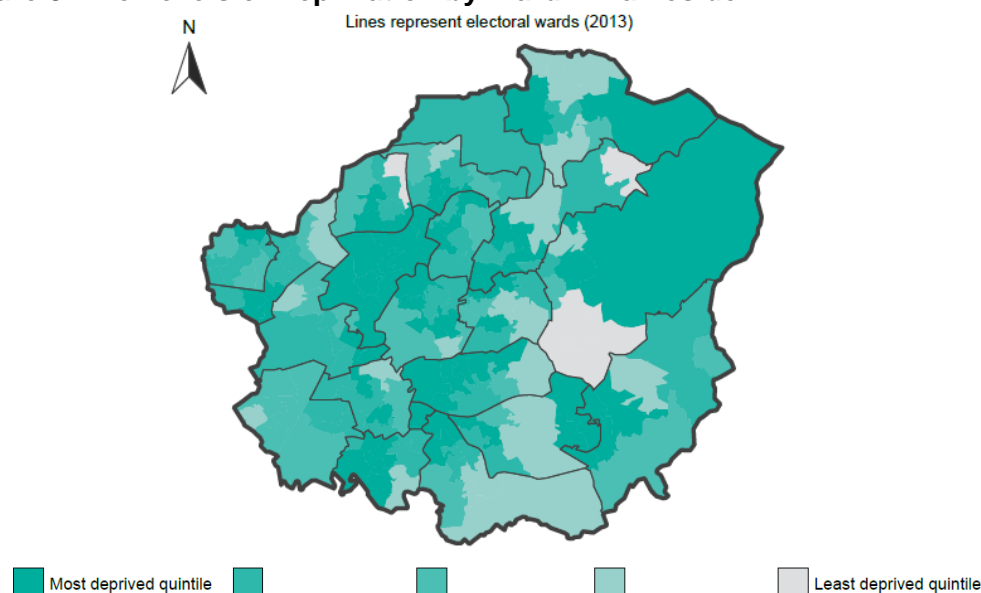


- 6.10 The graph above displays the total number of applications made each month to TSIL between April 2013 and March 2015. It shows that the number of accepted applications increased most dramatically during 2013/14 after the scheme was introduced, with applications plateauing through 2014/15.
- 6.11 Of the 6674 applications made in 2013/14, 70% were accepted, compared to 58% of the 7388 applications made in 2014/15. This can be attributed to the fact that people were entitled to two applications within a 12 month period, meaning that a number of claims made in 2014/15 were ineligible repeat applications.
- 6.12 Demographic data was collected while TSIL was in operation and reveals that a higher proportion of men (58%) than women made claims, and that people aged 25-34 years were

the age group most in need of support. Furthermore, approximately 17% of applications to TSIL were made by people with a disability.

- 6.13 Food poverty does not just refer to a lack of available food and going hungry, 'Below the Breadline' by Niall Cooper emphasises that a person can experience food poverty simply by not having access to a minimally acceptable and nutritious diet.
- 6.14 As documented in the Poverty and Social Exclusion research project (2013), funded by the Economic and Social Research Council, there is widespread agreement on what constitutes as a minimally acceptable diet:
- Over 90% of people agree that every day children should have three meals, fresh fruit and vegetables, and a meat, fish or a vegetarian equivalent
 - Over 75% of people agree that every day adults should have two meals, fresh fruit and vegetables, and meat, fish or a vegetarian alternative every other day
- 6.15 Unhealthier diets are increasingly common due to poorer quality and less nutritious produce being more readily available at cheaper prices. Data collected in Sport England's Active People Survey shows that as at January 2015, Tameside is the 10th worst district in the country for eating '5-a-day' and has a higher-than-average proportion of overweight and obese people.

Figure 3. The Levels of Deprivation by Ward in Tameside



- 6.16 The above image shows the differences in deprivation across all wards in Tameside based on national comparison, using quintiles of the Index of Multiple Deprivation 2010. It reveals that deprivation is widespread across the borough, with the darkest areas reported to be some of the most deprived neighbourhoods in England in Tameside's Public Health Profile 2015.
- 6.17 The same report from Public Health also states that 22.7% of children in Tameside are living in households in poverty, meaning that they are living in households with an overall income that is less than 60% of the median average for the borough.
- 6.18 Free school meals are available in England and Wales and provide children with a nutritious meal that they otherwise may not have been able to have. A child may be eligible to receive free school meals if the household is in receipt of any of:
- Income Support
 - Income-based Jobseeker's Allowance
 - Income-related Employment and Support Allowance

- Support under Part VI of the Immigration and Asylum Act (1999)
- The guaranteed element of Pension Credit
- Child Tax Credit (if not also entitled to Working Tax Credit and have an annual gross income of no more than £16,190)
- Working Tax Credit run-on – paid for 4 weeks after becoming unqualified to receive it
- Universal Credit

Figure 4. Number of Tameside Pupils Taking a Free School Meal

	Number of pupils on roll	Number of pupils claiming free school meals	Number of pupils claiming free school meals as a percentage of total pupils on roll	Number of pupils in Greater Manchester claiming free school meals as a percentage of total pupils on roll
Nurseries and Primary Schools	22,268	3,960	17.8%	16.9%
Secondary Schools	12,900	2,412	18.7%	16.6%
Special Schools	395	153	38.7%	39.6%

6.19 The table above shows data published in the 2016 Schools, Pupils and their Characteristics report from the Department of Education. It shows that there is a higher proportion of children in nurseries, primary schools and secondary schools in Tameside claiming free school meals than the average for Greater Manchester.

Conclusions

1. The number of people accessing food aid support in the North West has risen by over 2000% since 2011/12.
2. Approximately 22.7% of children in Tameside live in households in poverty, meaning that their household income is less than 60% of the median annual household income for the borough.
3. Tameside has a higher proportion of children in nurseries, primary schools and secondary schools claiming free school meals in comparison to Greater Manchester.
4. Reduced funding has had a significant impact on the Council's ability to continue delivering support schemes such as TSIL.

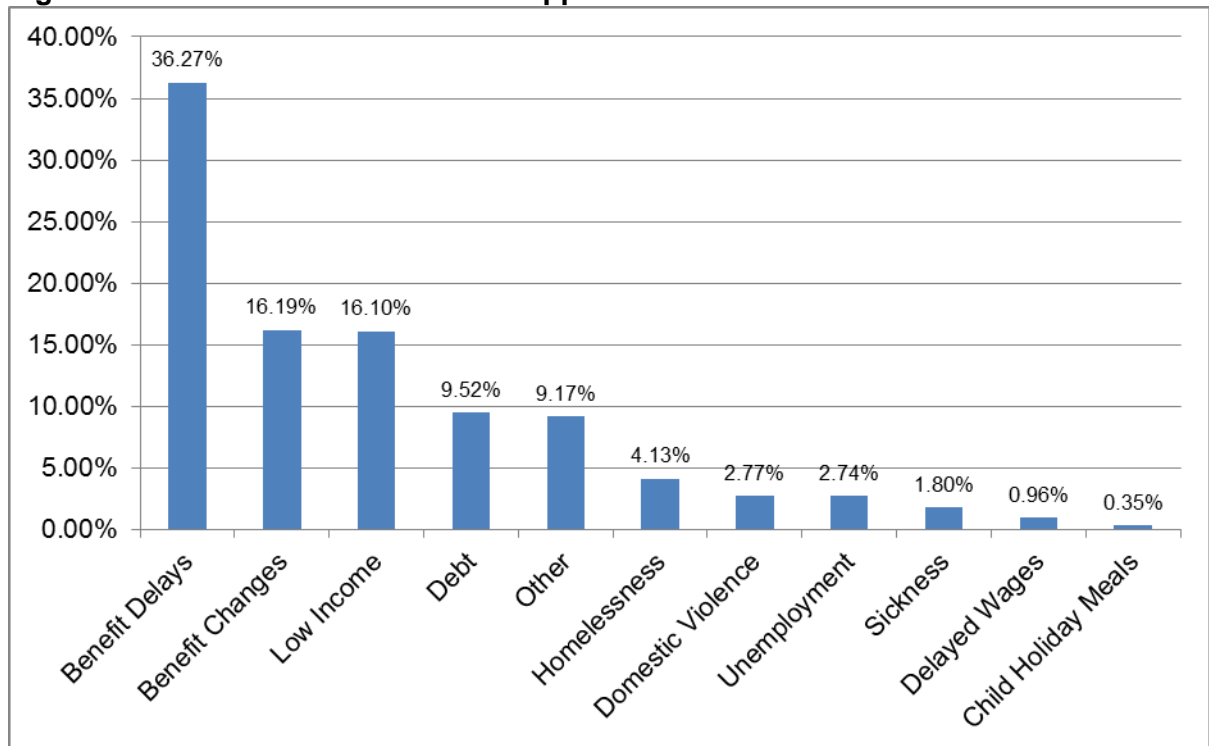
Recommendations

1. That the Council looks to utilise the demographic data collected to further target resources to support the most vulnerable groups and communities in the borough.

Causes of Food Poverty

6.20 A combination of factors is stretching household budgets to unmanageable levels. Welfare reform, rising food prices, housing costs, energy bills and low wages are some of the many contributing causes. The most frequently cited reason for requiring food aid in the UK is having insufficient money to afford and sustain a nutritious provision of food.

Figure 5. Reasons for Food Voucher Applications in Tameside



- 6.21 The graph above shows the most common causes of food poverty in Tameside and the proportion of food vouchers provided to the people and families experiencing them. Benefit delays and benefit changes are the two most common causes, accounting for 52.46% of all food vouchers issued in 2014/15.
- 6.22 This was a 4.23% rise on the previous year, which suggests that the overall impact of the Welfare Reform Act (2012) is growing and is affecting a larger proportion of Tameside's population each year.
- 6.23 **Welfare Reform** – Since the Welfare Reform Act was introduced it has quickly become one of the principle causes cited for people experiencing food poverty across the country. Citizens Advice and other referral agencies report that one of the major impacts of the Act is the increased prevalence and severity of benefit sanctions.
- 6.24 The Benefit Cap, introduced in 2013, has reduced total benefit allowances to £500 per week for households with children and £350 per week for households without children. These are planned to be reduced further in November 2016, to £385 and £258 per week respectively, with the additional reductions being taken from Child Benefit, Child Tax Credit and Income Support.
- 6.25 It is stated by Citizens Advice that 58% of benefit sanctions are successfully challenged and revoked, highlighting that the financial strain and consequences created by sanctions could be prevented. If more people were aware of the work that Citizens Advice and other agencies undertake, the proportion of revoked benefit sanctions could be even higher.
- 6.26 **Living Costs** – The 'Below the Breadline' report documented the noticeable strain that rising living costs have had on household incomes since the recession began. With an estimated 25% increase between 2008 and 2013, a number of households on low incomes are finding it progressively more difficult to afford housing payments, energy and food.
- 6.27 On top of this, roughly 40% of all households are faced with the 'heat or eat' dilemma, and 20% of parents have gone without food to ensure that their children have enough to eat. This evidence highlights the difficult situations people face when in poverty.

- 6.28 **Food Costs** – Food banks and other authorities are in agreement that the price of food in the UK over the last decade is contributing to households' evolving spending and eating habits. Kellogg's found in its 2013 Hard to Swallow report into food poverty that people are spending on average 20% more money on their food shopping for 7% less food altogether.
- 6.29 The Department for Education, Food and Rural Affairs (DEFRA) Annual Report 2012 on Family Food found that the average weekly food budget was £41.37 per person, a figure that is increasing on previous years. It is estimated that the average UK household will spend 11.6% of its total money on food over a year.
- 6.30 DEFRA also found that households in the lowest earning 20% of the country spent higher proportions of their incomes on food (up to 16.6% of their annual income). This reiterates the fact that households with lower affluence may spend more than they can afford on food and are potentially compromising their capacity to afford other essentials as a result.
- 6.31 **Housing Costs** – UK housing costs have risen to be among the highest of any country in Europe. The National Housing Federation finds that the average person spends approximately 40% of their annual income on rental payments; private rental sector prices have risen by 67% between 2002/03 and 2011/12.
- 6.32 Along with heightened housing costs, cuts to services and increasing resource pressure on local authorities have contributed to a lack of housing supply in a lot of regions in England. The 2011 Census shows that local authority waiting lists for social housing have increased 80% since 2001, exceeding 1.8 million households by the end of 2014.

Conclusions

5. Food poverty can be the outcome of a wide range of factors, but is most often the result of a complex combination of interlinking and interrelated causes.
6. Changes to welfare payments and benefit sanctions following the Welfare Reform Act in 2012 have clearly been identified as contributing to the rising levels of food poverty in Tameside.
7. Roughly 40% of households are faced with the 'heat or eat' dilemma and 20% of parents have gone without food to ensure that their children are eating adequately.

Recommendations

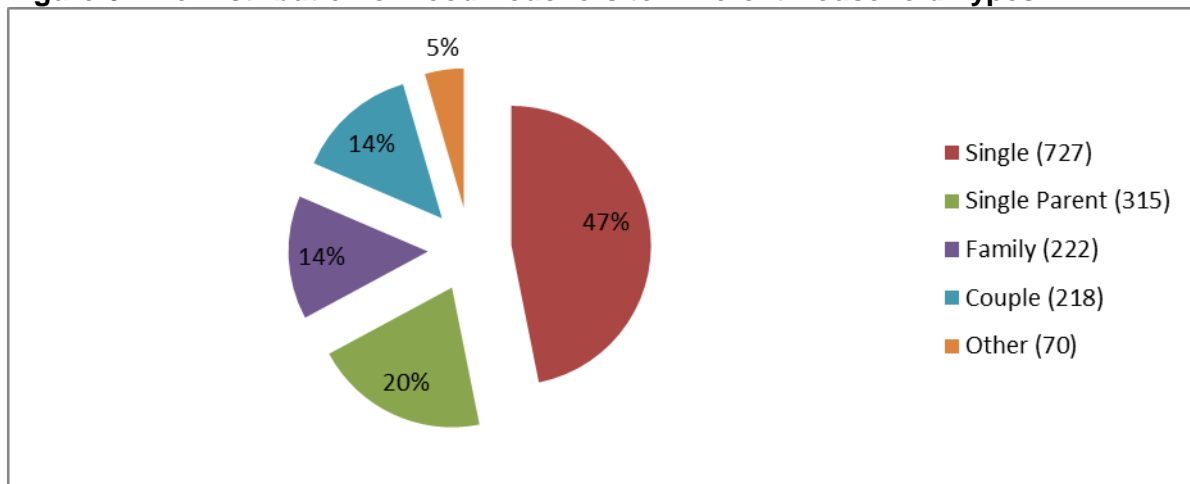
2. That the Council and partners actively promote the work of Citizens Advice, Action Together and other third sector services to ensure that as many residents as possible are aware of the financial, social, and food aid support they could receive.

The Role of Foodbanks

- 6.33 Food aid has always been provided when needed, however before 2010 the concept of food poverty was largely unknown. Since then, it has become a matter of local and national urgency, which is reflected in how quickly foodbanks have been established. In Tameside 12 food banks have been opened since 2010.
- 6.34 Figures collated from the 440 Trussell Trust foodbanks around the UK show that three-day emergency food supplies were provided to households in crisis on 50,318 separate occasions between April 2015 and March 2016. Given the growing need for food aid, more food banks and centres for emergency support are expected to be established.
- 6.35 Not only are families and households struggling to obtain enough food, they are unable to purchase other necessities including fuel, baby milk and nappies. As a result, foodbanks have had to evolve and adapt to the priority needs of local communities in order to provide the most effective support.

- 6.36 Foodbanks receive referrals from a large network of agencies such as Citizens Advice, GPs, schools and housing associations. Following the identification of a person or family in need, they can discuss the main issues impacting them and provide food vouchers accordingly.

Figure 6. The Distribution of Food Vouchers to Different Household Types



- 6.37 The graph above shows that in 2015/16, single people and single parents accounted for the majority of food vouchers issued in Tameside. This data from the Trussell Trust emphasises the vulnerability of single adult households in the current financial climate.
- 6.38 Food parcels cannot be obtained without a voucher and the current system allows three vouchers to be given to an individual or household over a six month period. This robust system has helped Trussell Trust and other food banks eliminate any attempts to falsely acquire food. Referral agencies do have the authority to increase or decrease the number of vouchers allowed dependent on circumstances.
- 6.39 All food parcels provide a minimum of three days' non-perishable tinned and dried foods that have been donated by the local community. Trussell Trust has worked with nutritionists to make sure that food parcels contains sufficient nutrition for adults, children and different sized households. They are also aiming to produce a book of simple recipes that can help people to make meals with minimal resources.
- 6.40 **Additional Help** – Foodbanks can provide a number of other services outside of food parcels. Trussell Trust are providing a six-week budgeting and cookery course in certain areas of the UK, with a view to rolling these out to as many areas as possible. The course aims to equip people with cookery skills, an understanding of planning meals from an economic and nutritional point of view, and teach people simple financial management techniques to budget more effectively.
- 6.41 The Trussell Trust has formed links with a number of debt and financial advice services to strengthen their Financial Triage and Debt Advice project. This allows the foodbanks to use both in-house local advisors and national telephone and online help to deliver the most informative advice possible.
- 6.42 National Energy Action is working in partnership with the Trussell Trust foodbanks to create Fuel Banks to make sure that people don't have to choose between heating their homes or spending money on other essentials including food and toiletries. The energy provider npower is also working on this, with a view to establishing Fuel Banks within existing foodbanks. Energy credits to the value of up to £49 can be provided to those in need of help managing their living costs.

- 6.43 In order to help families in Tameside with children receiving free school meals, a number of foodbanks run holiday clubs that offer a range of workshops and activities for children to take part in, while providing meals for them and their families. The clubs help people to recognise that they are not the only family in need during the holidays.
- 6.44 Despite foodbanks and other similar services becoming more widely utilised, not all people in need will access the appropriate services. It is believed that there is still a large cohort of people experiencing food poverty across the country who do not utilise the services that can help to alleviate the impacts on them.
- 6.45 **Foodbank Forum** – A Foodbank Forum has been established in Tameside which allows a range of Stakeholders to meet and discuss best practice and keep informed on particular food poverty issues or trends.
- 6.46 The Foodbank Forum also provides authorities with an opportunity to collect and share data and information to help develop a clearer view of the demographics and groups of people most affected by food poverty and its related impacts. There is a consensus that data and information sharing needs to improve to ensure informed methods are in place that provide the best support for residents.

Conclusions

8. A total of 12 foodbanks have been opened in Tameside since 2010.
9. Foodbanks provide a number of other services on top of food parcels, including budgeting courses, cooking classes and holiday clubs for families whose children receive free school meals.
10. Tameside Foodbank Forum was established to provide stakeholders and authorities with the opportunity to collect and share data and information to inform future strategies and best practice.

Recommendations

3. That where possible the Council supports foodbanks to establish initiatives, schemes and programmes to tackle food poverty.
4. That work is undertaken to establish a borough-wide database of intelligence that promotes data sharing and collection between a number of partners including foodbanks, referral agencies, schools and early years providers, to improve and inform poverty alleviation and prevention strategies.
5. That the Council and partners publicise and raise awareness of the work being undertaken by foodbanks and other support services, to encourage more people in food poverty to access these resources.

Tackling Food Poverty

- 6.47 The Council is signed up to the Greater Manchester Poverty Pledge, which while not being a statutory requirement, ensures that all local poverty prevention strategies are aligned to the key themes across Greater Manchester.
- 6.48 The Council outlined its own local plan for tackling poverty within the Tameside Poverty Strategy 2014-17, which focuses on the following three key themes:
- **Working Together** – In order to make the significant, borough-wide changes that are needed, the Council is seeking to deliver more effective strategies and actions through a holistic, partnership approach.
 - **Alleviating the Impacts of Poverty** – It is imperative that households in poverty are supported to reduce the severity of any of its impacts, manage their living costs, and improve their access to services.

- **Prevention of Poverty** – To prevent families and households experiencing poverty in the future, it is vital that long term strategies are created that focus on developing a more resilient, self-sufficient economy.
- 6.49 **Working Together** – The Council has looked to strengthen its links with a range of partners including schools, food banks, Department for Work and Pensions (DWP), Citizens Advice and Action Together (formerly Community and Voluntary Action Tameside), in the hope that food poverty alleviation and prevention strategies will be wider reaching and help more members of Tameside's communities.
- 6.50 There are already strong links between foodbanks and third sector organisations such as Citizens Advice, which saw 5,865 people who were in need of food aid in 2014/15, providing them with food vouchers and referring them to foodbanks. Households are also accessing Citizens Advice when in need of other essential items such as baby milk formula, nappies, pet food and toiletries.
- 6.51 Prompted by the publication of Greater Manchester Poverty Commission report in January 2013, Tameside Poverty Action Group was established in October 2014. The Group holds quarterly meetings to ensure that all partners are kept up to date on any current issues or themes relating to food poverty in the borough, and are properly implementing the Tameside Poverty Strategy 2014-17.
- 6.52 Another key aim of the Tameside Poverty Action Group is to encourage members of all communities, groups and authorities in the borough to work together in partnership to tackle poverty more effectively, achieve measurable outcomes and make a significant difference in Tameside.
- 6.53 The Council has also begun working closely with Registered Social Landlords, the Job Centre Plus and voluntary agencies to ensure that all relevant authorities understand the changes made by the Welfare Reform Act, how residents in Tameside are being affected by these, and determining the most effective support mechanisms.
- 6.54 Work undertaken with Registered Social Landlords aims to improve landlords' awareness of the different factors that can lead people to experience poverty, and provide them with the information on how to refer people to the correct agency. It is also hoped that this work will make landlords take more responsibility for the health and wellbeing of their tenants.
- 6.55 **Alleviating the Impacts of Poverty** – Food poverty can lead to serious illnesses such as diabetes, cardiovascular disease, malnutrition and obesity, owing to an increased intake of cheaper, salty and sugary processed foods. Improving the health and wellbeing of all residents is central to reducing the impacts of food poverty as well as preventing it in future.
- 6.56 Food poverty has been identified by public health professionals across the UK as a healthcare priority, with 170 professionals penning an open letter to the Prime Minister expressing their concern at the growing numbers of people in poor health as a consequence of food poverty, and urging the government to take bold action and create an equitable food policy.
- 6.57 The Council introduced the Health and Wellbeing Strategy 2013-16 to establish policies that more effectively improve local health. The strategy has helped to develop a better understanding of the impacts that a person's social and economic environments can have on their physical and mental health, which has helped to inform early intervention and prevention strategies.
- 6.58 The Health and Wellbeing Strategy aims to reduce the impact of the current economic climate and rising living costs by:

- Improving the health of the working age population and enabling them to find and maintain employment
 - Improving the school readiness children and young people to secure brighter futures for the next generations in Tameside
 - Helping people of all ages to become more healthier and less reliant on healthcare services
- 6.59 A number of healthcare services are striving to raise public awareness and understanding of eating healthily to improve overall health and wellbeing, as well as help more people to make healthier lifestyle choices. In addition, Tameside Public Health's Children's Nutrition Team are supporting Tameside schools to develop a healthy food culture, with the incentive of food awards. This has benefitted the children in participating schools.
- 6.60 MIND, a charity that focuses on supporting people with a variety of mental health issues, is putting a greater focus on using its 'MIND guide to food and mood' to improve peoples' mental health by encouraging healthier relationships with food. This ambition is backed by scientific research that has found that a healthy relationship with food and nutrition is important in maintaining positive emotional and mental health.
- 6.61 Schools have an important role to play in helping to manage food poverty. It is crucial that all staff in education services are aware of food poverty, how to identify its signs and how to discuss the matters sensitively with students. Schools can also provide children and their families with food vouchers and refer them to food banks.
- 6.62 In April 2016, Sharon Hodgson MP, Chair to the All-Party Parliamentary Group for School Food, wrote a letter asking all people with concerns about children possibly going without enough food in the school holidays to come forward and provide information. This survey is intended to help both the mapping and research that will improve the understanding of, and response to 'holiday hunger'.
- 6.63 **Preventing Food Poverty** – Since the Welfare Reform Act was introduced, a number of Council services have been proactive in making sure that all residents in Tameside are aware of, and are receiving the fullest entitlement of financial support possible. These additional entitlements from the DWP, include:
- Hardship payments for certain claimants whose benefit is sanctioned or disallowed
 - Short-term advances for people who are awaiting a first pay-day of benefit
 - Winter fuel payments
 - Cold weather payments
- 6.64 The Council is also looking to improve community resilience to prevent future food poverty by raising levels of employment and affluence in Tameside. The Working Well programme was established in March 2014 and is designed to help up to 50,000 people receiving Employment and Support Allowance (ESA) in Greater Manchester to overcome the barriers that are preventing them from maintaining a job.
- 6.65 In March 2016, the Council joined-up with the DWP to deliver Phases 2 and 3 of its Working Well scheme. Phase 2 will see the capacity of the programme expand to support up to 15,000 individuals by 2017, and Phase 3 will continue this expansion to 50,000 people. Through the Jobcentre Plus, the DWP is now actively referring individuals to the scheme who are suffering with a range of issues, including:
- Physical health issues
 - Homelessness
 - Low confidence and/or motivation
 - Childcare problems
 - Low skills and/or qualifications
 - Debt

Figure 7. Profile Estimates for Working Well Referrals between March 2016 and 2017

ESA and WRAG claimants who have a 18 or 24 month prognosis	41.23%
Lone Parents on Income Support where the youngest child is 3/4 years old	23.14%
Job Seekers Allowance (JSA) claimants who completed their work programmes	11.71%
Commenced their Work Programme in receipt of JSA but were in receipt of ESA upon completion	8.17%
Employment Support Allowance (ESA) and Work Related Activity Group (WRAG) claimants who have completed the Work Programme	6.99%
In low paid employment, receipt of in-work benefits, or cycling in and out of insecure employment	6.53%
JSA claimants who completed Work Programme at least 1 year previously	5.54%

- 6.66 The table above shows the breakdown of the 1102 referrals that are estimated to be made to the Working Well scheme from residents in Tameside between March 2016 and 2017. It shows that residents receiving ESA and/or WRAG with an 18 or 24 month health prognosis are expected to make up the highest number of referrals.
- 6.67 The Working Well Programme has helped to contribute to a reduction in unemployment in Tameside, which is now 5.2% and below the UK average (5.4%). However, as Figure 1 shows, Tameside still has a lower median household income than Greater Manchester and Great Britain, which can make residents more vulnerable to food poverty and other related issues.
- 6.68 Improving educational attainment has been highlighted in the Tameside Poverty Strategy 2014-17 as an important area of focus to reduce and prevent all poverty. A well-rounded education can help to reduce food poverty by improving a person's career prospects, future income and understanding of issues such as food poverty.
- 6.69 A number of schools in Tameside have expressed an interest in arranging student visits to local foodbanks to make the younger population more aware of the reality of food poverty, its health impacts and the importance of learning to sustain a healthy, nutritious diet even on lower budgets.
- 6.70 The Council's Debt Advice team and other agencies such as Citizens Advice provide free financial advice that can help people whose food poverty is a result of low income and/or arrears. In 2014/15, Citizens Advice handled over 1.5 million debt enquiries across the UK. Through the Financial Skills for Life scheme, Citizens Advice are trying to help people to prevent themselves falling into future debt and avoid poverty.
- 6.71 Citizens Advice in Tameside has also introduced targeted training sessions to improve peoples' budgeting skills to further reduce the numbers of households in rent arrears. Additional computer training sessions are being carried out to improve peoples' range of employable skills and assist with online job applications.
- 6.72 **Going Forward** – The Council's Health and Wellbeing Board is currently in the process of discussing a new, more focused direction with Tameside's Single Commissioning Team, to make sure that future strategies are aligned with tackling the priority health issues and inequalities affecting Tameside's residents.
- 6.73 The Tameside Poverty Strategy 2014-17 relies on effective partnership working and requires the full engagement of all partners. The Strategic Neighbourhood Partnership is tasked with monitoring and assessing the overall success of the Strategy, which will inform future decision-making and poverty prevention strategies.

Conclusions

11. Tameside Poverty Strategy 2014-17 focuses on promoting a unified, partnership approach across Tameside to counter the current and future impacts of food poverty.
12. In order to meet the challenges posed by reduced resources, the Council has initiated more joined-up work such as with the DWP to develop the Working Well programme over the next five years and expand its clientele base to 50,000.
13. Early intervention and prevention is key to improving the levels of food poverty in Tameside and reducing the number of households experiencing it in future.
14. Links are being established between foodbanks and schools in Tameside with a view to improving the knowledge and awareness that young people have of budgeting and maintain a sustainable, nutritious food plan.

Recommendations

6. That schools further enhance their relationship with foodbanks to improve all-age-all-community awareness of food poverty.
7. That the Council and schools look to determine the incidence and severity of food poverty to ensure that the most appropriate and effective support is in place.
8. That future Health and Wellbeing strategies are informed by, and aligned with the current key food poverty themes and priority issues.

7. CONCLUSIONS

- 7.1 The number of people accessing food aid support in the North West has risen by over 2000% since 2011/12.
- 7.2 Approximately 22.7% of children in Tameside live in households in poverty, meaning that their household income is less than 60% of the median annual household income for the borough.
- 7.3 Tameside has a higher proportion of children in nurseries, primary schools and secondary schools claiming free school meals in comparison to Greater Manchester.
- 7.4 Reduced funding has had a significant impact on the Council's ability to continue delivering support schemes such as TSIL.
- 7.5 Food poverty can be the outcome of a wide range of factors, but is most often the result of a complex combination of interlinking and interrelated causes.
- 7.6 Changes to welfare payments and benefit sanctions following the Welfare Reform Act in 2012 have clearly been identified as contributing to the rising levels of food poverty in Tameside.
- 7.7 Roughly 40% of households are faced with the 'heat or eat' dilemma and 20% of parents have gone without food to ensure that their children are eating adequately.
- 7.8 A total of 12 foodbanks have been opened in Tameside since 2010.
- 7.9 Foodbanks provide a number of other services on top of food parcels, including budgeting courses, cooking classes and holiday clubs for families whose children receive free school meals.

- 7.10 Tameside Foodbank Forum was established to provide stakeholders and authorities with the opportunity to collect and share data and information to inform future strategies and best practice.
- 7.11 Tameside Poverty Strategy 2014-17 focuses on promoting a unified, partnership approach across Tameside to counter the current and future impacts of food poverty.
- 7.12 In order to meet the challenges posed by reduced resources, the Council has initiated more joined-up work such as with the DWP to develop the Working Well programme over the next five years and expand its clientele base to 50,000.
- 7.13 Early intervention and prevention is key to improving the levels of food poverty in Tameside and reducing the number of households experiencing it in future.
- 7.14 Links are being established between foodbanks and schools in Tameside with a view to improving the knowledge and awareness that young people have of budgeting and maintain a sustainable, nutritious food plan.

8. RECOMMENDATIONS

- 8.1 That the Council looks to utilise the demographic data collected to further target resources to support the most vulnerable groups and communities in the borough.
- 8.2 That the Council and partners actively promote the work of Citizens Advice, Action Together and other third sector services to ensure that as many residents as possible are aware of the financial, social, and food aid support they could receive.
- 8.3 That where possible the Council supports foodbanks to establish initiatives, schemes and programmes to tackle food poverty.
- 8.4 That work is undertaken to establish a borough-wide database of intelligence that promotes data sharing and collection between a number of partners including foodbanks, referral agencies, schools and early years providers, to improve and inform poverty alleviation and prevention strategies.
- 8.5 That the Council and partners publicise and raise awareness of the work being undertaken by foodbanks and other support services, to encourage more people in food poverty to access these resources.
- 8.6 That schools further enhance their relationship with foodbanks to improve all-age-all-community awareness of food poverty.
- 8.7 That the Council and schools look to determine the incidence and severity of food poverty to ensure that the most appropriate and effective support is in place.
- 8.8 That future Health and Wellbeing strategies are informed by, and aligned with the current key food poverty themes and priority issues.

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Agenda Item 9

Report To:	EXECUTIVE CABINET AND OVERVIEW (AUDIT) PANEL
Date:	8 February 2017
Executive Member / Reporting Officer:	Councillor Jim Fitzpatrick – Executive Member First Deputy (Finance and Performance) Ian Duncan – Assistant Executive Director (Finance)
Subject:	ADVANCE PAYMENT OF EMPLOYER PENSION CONTRIBUTIONS
Report Summary:	<p>The Council currently pays an employer's contribution to the Greater Manchester Pension Fund on a monthly basis for all members of staff who are active members of the Fund.</p> <p>The opportunity has now arisen for the Council to pay its contribution in advance, by up to one, two or three years, in a single lump sum. In return the Pension Fund will agree to a discount depending on how far in advance the payment is made. The recommendation is to pay three years in advance for which a discount of 10% will apply.</p> <p>In the light of past experience, the report also recommends a reduction in the amount paid to the Pension Fund each year to cover the pension strain cost of early retirements.</p>
Recommendations:	<p>That having taken account of the risks set out in the report that the Executive Cabinet RECOMMEND to Council subject to any final amendments/clarifications from the Council's external auditors to</p> <ol style="list-style-type: none">1. make an advance payment equivalent to three years' contributions to the Greater Manchester Pension Fund at the commencement of the 2017/18 financial year.2. That the amount included in the employer's contribution rate for early retirement be reduced from 1% to 0.5%.
Links to Community Strategy:	The proposal will produce savings to the revenue budget, which supports all aspects of the Community Strategy.
Policy Implications:	None arising from this report.
Financial Implications: (Authorised by the Borough Treasurer)	By agreeing to the advance payment the Council can make savings on its revenue budget, as set out in the report.
Legal Implications: (Authorised by the Borough Solicitor)	A number of local authorities participating in other LGPS funds made advance payment of contributions following the 2013 actuarial valuation process in return for a discount on the contributions that would otherwise have been payable. The majority of employers who made advance payment of contributions did so in respect of the deficit repayment element of contributions only. There is at least one LGPS fund where some local authority employers paid all contributions due for the forthcoming financial year on 1 April in return for a discount on these contributions. I'm satisfied that the Council has the powers to undertake the proposal as recommended and that in particular the purpose is in the best interests of the residents of the borough to maximise the Council's assets and reduce the cost of pensions.

Risk Management:

The report addresses the risks that exist when making a payment in advance to the Pension Fund.

It is considered that risks on pension fund investment returns can exist at any time but it is the long term position that should be the primary consideration

Access to Information:

The background papers relating to this report can be inspected by contacting the report writer Ian Duncan, Assistant Executive Director, Finance by:



Telephone: 0161 342 3864



e-mail: ian.duncan@tameside.gov.uk

1. BACKGROUND

- 1.1 The Council pays an employer's contribution to the Greater Manchester Pension Fund (GMPF) in respect of members of its staff who are current members of the Fund. Unlike most public sector pension schemes the GMPF is a funded scheme and is administered in accordance with legislation that specifically covers the Local Government Pension Scheme.
- 1.2 All LGPS pension funds must be revalued every three years and individual employer's contribution rates formally determined by an independent actuary so that over a period of time there is enough in the Fund to meet its liabilities (pensions). Contribution rates are currently being assessed by the actuary for the next three financial years.
- 1.3 In the current financial climate the returns that the Council can earn on its day to day surplus cash are historically low. The current Bank of England Base Rate is 0.25% which influences that rates offered in the market for short term cash deposits. Therefore the opportunity has been explored with officers of GMPF to pay cash in advance to the pension fund for the mutual benefit of both the Council and GMPF.

2 PROPOSED ARRANGEMENTS

- 2.1 The aim is to provide local authority employers with the option of making advance contributions at the start of the 2017/18 financial year in respect of some or all of the employer contributions that will fall due over the period 1 April 2017- 31 March 2020. The Fund would be expected to generate additional investment returns as a result of early receipt of the contributions and this is therefore reflected in the contribution rates of the authority making the advance payment (which are discounted at 4% p.a.).
- 2.2 At the 2016 valuation, GMPF is assuming it will generate a 4.2% p.a. return on its investments. So if contributions are paid to GMPF in advance, then GMPF's actuary can reduce the amount required by around 4% p.a. For example, if an authority was to pay all of the contributions due for the 2017/18 year on 1 April 2017, the amount would reduce by around 2% (as it is being paid 6 months earlier on average than paying it in monthly instalments). For illustration purposes, if the original contribution rate was 21.5% of pensionable salary, then this would reduce to 21.1%.
- 2.3 If the 2018/19 contributions were paid on 1 April 2017 then a 6% discount would be applied and there would be a discount of around 10% for the 2019/20 contributions. If all 3 years' contributions were paid on 1 April 2017 then the overall discount would be in the region of 6%. This would reduce a contribution rate of 21.5% of Pensionable Salary to 20.3%.
- 2.4 It should be noted that if the Council proceeds with an advance payment arrangement then the contribution rate it pays will be lower than other employers who are pooled with the Council for actuarial purposes. Also the Council's rate would be lower than that of its maintained schools (see section 4 below). The offer of making advanced payments will only be extended to the 10 local authority employers due to the complexity of the arrangements for GMPF.
- 2.5 The provisional employer's contribution rate for Tameside MBC for the next three years is currently being evaluated by the Actuary and the provisional results suggest an increase in the rate, from 20.2% to 21.5% (this does not assume an advance payment of contributions). The rate includes 1% to cover the strain on the Fund produced by early retirements, including ill health retirements. The close monitoring and control exercised by the Council has seen the pension strain cost of early retirements in recent years being less than the allowance generated from the 1% contribution. As a result it is proposed that the allowance for early retirement be reduced from 1% to 0.5% from 1st April 2017 (see also para 3.8 below).

- 2.6 If an advance payment equivalent to 3 years' contributions is made and the allowance for early retirements is reduced then this would effectively reduce the employer's provisional contribution rate from 21.5% to 19.8% for the following three financial years.
- 2.7 The advance payment will be based on the total pensionable pay assumed by the Actuary in the 2016 triennial valuation multiplied by the reduced employer's contribution rate. For Tameside MBC total assumed pensionable pay was £76,622,000 and when multiplied by the provisional contribution rate of 19.8% would result in an upfront payment of £45,513,468 for a three year period.

3 FINANCIAL CONSIDERATIONS

- 3.1 The financial benefit to the Council of paying contributions in advance is:
- a) £189k if paid one year in advance, equivalent to £63k per annum over a three year period;
 - b) £993k if paid two years in advance, equivalent to £331k per annum over a three year period;
 - c) £2,415k if paid three years in advance, equivalent to £805k per annum for three years

This takes into account the interest foregone on the advance payment.

- 3.2 There are however risks involved in making an advance contribution to the Fund:
- The economic advantages assume investment returns being obtained by the Fund which are above those the local authorities can obtain on their cash balances. The Fund investments can fall in value as well as increase. The largest risk is that due to falling investment markets, when the 31 March 2019 valuation takes place the assets purchased by the Fund with the advance contribution are worth less than the amount of the cash sum paid. This would then feed through to contribution rates that are higher than they otherwise would have been in the period 1 April 2020 – 31 March 2023;
 - Paying a large cash contribution concentrates the risk on the market conditions applicable at that time. If this date proves to be unfortunate then it will dilute the financial benefit to the authority; if instead it proves to be advantageous then it will deliver a larger financial benefit;
- 3.3 It is worth bearing in mind that employee contributions (which average around 6% of Pensionable Pay) will continue to be paid monthly, which reduces the market timing risk to an extent. The risk can be reduced further by making two or more instalments of the advance contributions.
- 3.4 The risk of market conditions having an adverse effect on the value of pension fund investments cannot be removed but they are of a long term nature and variations in value are likely to be smoothed out over a longer period of time.
- 3.5 Another consideration is the Council's ability to finance the advance payment. Members will recall from the Treasury Management reports that the Council's cash flow is healthy and has sufficient cash resources to enable the payment to be made. There will be other calls on cash during the next three years, most notably from the capital programme. The financing of the capital programme will be the subject of a separate report but it is expected that the Council's cash position will still be strong. It is also worth bearing in mind that monthly

payments of employer's pension contributions will not be paid and this will naturally bring the cash position of pension contributions back into balance.

- 3.6 A concern existed that the amount of the advanced payment would have to be charged to the revenue account in full in the year it is made. However legal advice exists that it is possible to spread the payment over the duration of the arrangement; the Council's external auditors have also been consulted and have raised no objection to the arrangement.
- 3.7 However part of the legal advice is that the Council must be satisfied that the arrangement is consistent with its duty to make arrangements to secure continuous improvement in the way its functions are exercised, having regard to the combination of economy, efficiency and effectiveness. Para 3.1 above sets out the financial benefit of the arrangement, which will help towards the challenge the Council faces in managing within a reduced resource envelope. If the Council does not proceed with the proposal then alternative savings will need to be identified from elsewhere in the budget, including the possibility of reductions in some services. As mentioned, there is a risk to market volatility but it is considered this is always present when GMPF makes investment decisions but over a period of time it is considered this volatility will be smoothed out.
- 3.8 The initiative has been discussed with the Council's external auditor and no objection has been made to the proposed arrangements. At the time of writing this report, discussions on the accounting implications are ongoing.
- 3.9 Para 2.5 above explains the method by which early retirements are paid for and that the allowance built into the contribution rate for 2017/18 and onwards is reduced to 0.5%. There is a risk that in any one year the cost of early retirements will exceed the reduced allowance; in such circumstances an additional lump sum payment would have to be made to the Fund. On balance it is considered this is a better arrangement as there is an immediate benefit to the revenue budget (of c.£235k per annum) and any additional lump sum payment, if required, can be managed from non-recurrent resources.

4 SCHOOLS ETC.

- 4.1 The Council is the employer for a number of bodies including maintained schools, GMPF and hosted bodies such as iNetwork etc. The above figures include advance payments in respect of all such bodies but that the benefit of the arrangement is retained in full by the Council to assist in managing its budget plans within a much reduced resource envelope. This approach is being adopted because it is the Council that is making the advance payment.
- 4.2 This means that the maintained schools and other bodies will pay the full amount of the declared employer's contribution for the three year period i.e. 21.0%. This includes the benefit of the reduction of 0.5% for early retirements (para 3.8 refers). This will compare to the Council's rate of 19.8%.

5 RECOMMENDATIONS

- 5.1 As stated at the front of the report.

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