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EXECUTIVE CABINET

Day: Wednesday
Date: 10 February 2016
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 The Minutes of the meeting of the xxxxxxxx held on xxxxxxxx to be signed by the Chair as a correct record (Minutes attached).	
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 16 December 2015.	1 - 12
b)	ENFORCEMENT CO-ORDINATION PANEL To consider the minutes of the meeting of the Enforcement Co-ordination Panel held on 3 February 2016.	13 - 18
c)	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 Strategy Decisions.	19 - 48
4.	BUDGET ENGAGEMENT To consider the attached report of the First Deputy (Performance and Finance)/Executive Director (Governance and Resources).	49 - 116
5.	BUDGET REPORTS	
a)	BUDGET REPORT 2016/2017 To consider the attached report of the Executive Leader/First Deputy (Performance and Finance)/Assistant Executive Director (Finance).	117 - 144

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
b)	CAPITAL STRATEGY AND PROGRAMME 2016/2017 To consider the attached report of the First Deputy (Performance and Finance)/Assistant Executive Director (Finance).	145 - 168
c)	TREASURY MANAGEMENT STRATEGY 2016/2017 To consider the attached report of the First Deputy (Performance and Finance)/Assistant Executive Director (Finance).	169 - 190
6.	SUPPORTING PEOPLE FUNDING To consider the attached report of the Executive Member (Healthy and Working)/Head of Stronger Communities.	191 - 262
7.	PRIMARY AND SECONDARY SCHOOL ADMISSION ARRANGEMENTS To consider the attached report of the Executive Member (Lifelong Learning)/Assistant Executive Director (Education).	263 - 312
8.	REVIEW OF DELIVERY OF YOUTH OFFENDING SERVICES IN TAMESIDE To consider the attached report of the Executive Member (Children and Families)/People Scrutiny Panel.	313 - 328
9.	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

16 December 2015

Commenced: 2.00 pm

Terminated: 2.50 pm

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

In attendance: Councillor Bailey

Apology for Absence: Councillors Cooney and M Smith

27. DECLARATIONS OF INTEREST

Members	Subject Matter	Type of Interest	Nature of Interest
Councillor Kitchen	Item 3(b) – Strategic Planning and Capital Monitoring Panel	Prejudicial	Chair of Hyde United Football Club
Councillor Taylor	Item 9 – Active Tameside	Prejudicial	Chair of the Tameside Sports Trust

*Councillor Kitchen and Councillor Taylor left the room during consideration of this item and took no part in the voting/decision thereof.

28. MINUTES

(a) Executive Cabinet

Consideration was given to the Minutes of the meeting of Executive Cabinet held on 21 October 2015.

RESOLVED

That the Minutes of the meeting of Executive Cabinet held on 21 October 2015 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 30 November 2015.

RESOLVED

That the Minutes of the Strategic Planning and Capital Monitoring Panel held on 30 November 2015 be received and the following recommendations approved:

Vision Tameside Phase 2

- (i) **That, subject to confirmation from the TIP that the project represents value for money, the Stage 2 proposal be accepted in principle and authorisation be given to the payment of the Design and Development Fees to bring the project to phase 2 of £1 million, which are in line with the budget for the project, be accepted in principle;**
- (ii) **That virement be approved as follows:**

Expenditure	Projected Expenditure May 2015 £	Projected Expenditure Stage 2 November 2015 £	Virement Requested Stage 2 November 2015 £
Construction and Demolition	35,049,251	36,694,792	1,645,541
TMBC Furniture Budget	1,500,000	1,213,000	-287,000
TMBC construction contingency	941,316	250,000	-691,316
Contingency for inflation	2,642,327	2,294,291	-348,036
Total Construction Costs	40,132,894	40,452,083	319,189
Additional asbestos removal costs in TAC		706,997	706,997
Total	40,132,894	41,159,080	1,026,186
Less SFA grant	-4,000,000	-4,000,000	0
Net construction costs	36,132,894	37,159,080	1,026,186
Additional Costs Confirmed			
Decant / condition works	2,824,452	2,764,452	-60,000
Co-op bank termination of lease	100,000	100,000	0
Programme Management	100,000	100,000	0
Fit out costs of temporary store re Early Lease termination – Wilkos	850,000	832,978	-17,022
Additional Costs to be Confirmed			
College Fixed Furniture and Equipment	300,000	300,000	
Fit out costs re Early Lease termination – Wilkos	859,900	859,900	0
Public Realm	2,631,000	2,631,000	
Document Scanning	500,000	250,000	-250,000
Potential loss of profits Wilkos	550,000	550,000	0
Legal costs of construction works	50,000	50,000	0
IT Enablement	2,194,000	2,194,000	0
Programme Contingency	1,581,548	882,384	-699,164
Total	48,673,794	48,673,794	0

- (iii) That the Executive Director (Place) and the Executive Director (Governance and Resources) be authorised to negotiate and agree a design and build contract for the Vision Tameside Phase 2 building.

Asset Management Update

- (i) That the list of disposals identified in Appendix 1 to the report be approved;
- (ii) That the allocation of £101,600 to undertake building condition replacement/repair projects as detailed within the report, be approved;
- (iii) That an allocation of £849,488 in respect of the CCTV installation at Dukinfield Town Hall is provisionally made subject to a full business case being presented at the Cabinet or the next Strategic Capital Panel with procurement through the ESPO framework as set out in Appendix 2 of the report, be approved; and
- (iv) That the Executive Director (Place), Robin Monk, be appointed as the Alternate Director to Steven Pleasant, Chief Executive, replacing Elaine Todd, the former Assistant Executive Director, Assets and Investment in respect of the inspiredspaces Tameside Limited; inspiredspaces (Project1Co1) Limited, inspiredspaces (ProjectCo2) Limited, inspiredspaces Tameside (Holdings1) Limited, and

inspiredspaces Tameside (Holdings2) Limited companies. Noting that any director fees payable were not paid to the officers but used to support the BSF affordability.

Education Capital Update

- (i) That the allocation of £40,420 Capital Maintenance grant funding from 2015/16 to construct tarmacadam ramps and paths at Hurst Knoll, Stalyhill Infants, Bradley Green primary schools for pupils needing additional support with mobility be agreed;
- (ii) That the schemes detailed in recommendation (i) be funded from the previously approved 2015/16 Capital Maintenance grant schemes listed in the table below, as a result of these schemes costing less than originally estimated, and that the schemes below be removed from the existing capital programme:

SCHEME	£
Livingstone Primary – Retaining Wall	3,401
Gorse Hall Primary – Toilet Refurbishment	2,732
Broad oak Primary – Flat Roof Replacement, Main Entrance Modification, Metal Windows Replacement	25,000
Oakdale Primary – Internal Refurbishment	12,000
Buckton Vale Primary – Furniture	5,000
TOTAL	48,133

- (iii) That the provisional allocation of £105,187 to finance the cost of off-site access works in respect of the Discovery Academy. This will be funded from either the confirmed 2016/17 Basic Need grant funding allocation or any additional S106/developer contributions which are received in the 2016/17 financial year; and
- (iv) That in respect of the application by Astley Sports College for a capital grant to fund the development of a 3G football pitch on its grounds, Members, having considered the report and heard the update from the interim Chief Finance Officer felt that they were unable to support the recommendation owing to an absence of a business plan as to how they can fund the match funding of 17% required, together with the maintenance costs arising to create a maintenance fund to replace the artificial turf in year 15 and the lack of necessary assurances from the School. That said the Panel were keen not to lose a significantly grant funded facility for the young people of the Borough and asked that officers work with the school to see if there was an acceptable solution that would enable the Council to support the proposal and make the necessary recommendation to Cabinet.

Hyde Leisure Phase 2 – Options Appraisal and Acquisition of Hyde United Football Club Clubhouse and Stand

- (i) That the Council offer a premium to Hyde United Football Club Limited for the early surrender of the existing 125 year lease in respect of the land and buildings, currently known as Ewen Fields, Grange Road, Hyde, Cheshire. SK14 2SB of £125K and the Borough Solicitor be authorised to grant a 25 year lease at a rental of £6.25K subject to annual RPI, in respect of the same land and buildings, and to reflect the markets terms subject to a rolling annual mutual break, (contracted out of the landlord & Tenant Act 1954), and subject to a condition of the deal, that Hyde United Football Club repays an outstanding loan made to the Club from the premium; and
- (ii) That with regard to the request from Hyde United Football Club, seeking financial and technical support from the Council to utilise the capital funding to convert the current stadium pitch to a synthetic surface in time for the start of the 2016/17 football season at a cost of £0.405 million, that, further to the resolution (i) above, a new bid for support for facilities be submitted be considered at a later date.

(c) Enforcement Co-ordination Panel

Consideration was given to the Minutes of the meeting of the Enforcement Co-ordination Panel held on 28 October 2015.

RESOLVED

That the Minutes of the Enforcement Co-ordination Panel held on 28 October 2015 be received.

(d) 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 30 October 2015 and 27 November 2015 and the Forward Plan of Strategic Decisions of the Greater Manchester Combined Authority and AGMA Executive.

RESOLVED

That the report be noted.

29. ANNUAL AUDIT LETTER

Consideration was given to a report of the Executive Leader / Chief Executive detailing Grant Thornton's findings for 2014/15 in respect of the audit of the Council's financial statements and the assessment of the Council's arrangements to achieve value for money in its use of resources. It reported unqualified accounts and concluded that the Council had proper arrangements in place to secure value for money.

Mark Heap, External Auditor, stated that the Council had effective arrangements in place during 2014/15 to secure economy, efficiency and effectiveness and was therefore given an unqualified value for money conclusion. The Annual Audit Letter also covered three areas of value for money:

- Financial Resilience – the Auditor reported that the Council had responded positively to the challenges created by the reduction in central government funding and continued to show strong financial resilience and good financial planning and management arrangements.
- Better Care Fund – the integration plans for Tameside were more ambitious than most local authority areas with ultimate plans for wider aligned budgets between the Council and the Clinical Commissioning Group of c£300m.
- Vision Tameside – the Auditor noted the significant capital project to relocate Tameside College and create a customer-focused, energy efficient building for public services in Tameside on the site of the current Tameside Administrative Centre building.

The key issues and recommendations were also highlighted as follows:

- Plantation Industrial Estate – The Auditor's report recommended that the Council should consider formally the value for money offered by this lease, including any alternative options that may be available.
- Markazi Jamia Mosque – Whilst the Council could demonstrate progress in implementing the prior year recommendations raised, the Auditor reiterated that the Council needed to resolve this matter as soon as possible.

It was noted that this was the last Audit report that Mark Heap and his team would provide in relation to both the Council and the Greater Manchester Pension Fund finances and the Chair took the opportunity to thank them for all their hard work, professionalism and effort over the years.

RESOLVED

That the report and the attached Audit Letter of Grant Thornton, covering the audit of the Council's statement of accounts, the issues raised and the positive conclusion regarding value for money be noted.

30. 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) detailing the net projected 2015/16 revenue outturn at Quarter 2. Overall, the net projected revenue outturn position for 2015/16 was £6.390m over budget and this included the recommended budget adjustment for children's services area to align its budget with comparable authorities. 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. This forecast was set in the context of challenging savings requirements: £24m for 2015/16 and a further £14.1m and £15.4m planned for 2016/17 and 2017/18 respectively.

It was explained that the report was presented shortly ahead of the publication of the government's Spending Review. The anticipated adverse impact of that announcement had been provided for, wherever possible, within the current financial plan and was a key factor in the future savings requirement. The financial plan would now be reviewed following the publication of the Spending Review and revised and reported as necessary thereafter.

RESOLVED

- (i) That the projected revenue position be noted and corrective action pursued where necessary;**
- (ii) That the detail for each service area be noted;**
- (iii) That the changes to revenue budgets as outlined be approved;**
- (iv) That the intention to review the overall financial plan further to the publication of the government's special review be noted.**

31. CAPITAL MONITORING

Consideration was given to a report of the First Deputy (Performance and Finance) and the Interim Assistant Executive Director (Finance) summarising the capital monitoring position at 30 September 2015 with a current projected forecast for service areas to spend £52.044m on capital investment by March 2016. At present, the £52.044m of investment was £14.712m 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-phasing 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.**

32. TREASURY MANAGEMENT

Consideration was given to a report of the First Deputy (Performance and Finance) and the Interim Assistant Executive Director (Finance) providing a mid-year review of the Council's Treasury Management activities for 2015/16, including the borrowing strategy and the investment strategy.

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.**

33. TRADED SERVICES

Consideration was given to a report of the Executive Member (Learning, Skills and Economic Growth) and the Assistant Executive Director (Education) updating Executive Board on the delivery of traded and support services to schools and seeking approval to the continuation of the offer of these services from 1 April 2016 to 31 March 2017. Following consultation with Headteachers and the Schools Forum last year, it was agreed that all traded services would be procured on the basis of a two year commitment to enable both schools and the Council to plan with greater certainty. The uptake from schools had continued to be high.

As part of the Local Authority's commitment to schools, quality assurance processes had also been put in place to monitor the delivery of services. A Headteacher Panel had been convened in May this year at which all service managers attended to receive feedback and provide responses to issues which had been raised. Schools now needed to consider which services they wanted to procure for 2016/17 based on the offer the Council was putting forward.

In conclusion, it was stated that there was no doubt that the changing context nationally, regionally and locally as described in the report would require a fundamental review of the way in which support services were delivered. However, whilst these deliberations had begun, they would nevertheless take some time to work through, particularly where shared services with other authorities were being developed.

RESOLVED

- (i) That for the financial year 2016/17, the Council would continue to offer the Council Services listed in Appendix A with the proviso that:**
 - **HR Support Services would be packaged to reflect a more realistic cost of time required on case work;**
 - **Education Welfare and Educational Psychology Support Services reviewed their capacity to deliver support over and above their statutory functions;**
 - **The price of all Council Services were inclusive of all associated expenditure as a minimum as per current arrangements.**
- (ii) That work commences supported by the Interim Assistant Executive Director of Finance and appropriate officers to find an alternative solution to current hosted traded services such alternatives need to consider a wholly owned school solution or partnership approach with colleges / Academies, and or arrangements with other neighbouring authorities.**

34. RESTRUCTURE OF NEIGHBOURHOOD TEAMS / YOUTH SERVICES / INTEGRATED PARTNERSHIP

Consideration was given to a report of the Executive Member (Health and Neighbourhoods) and the Head of Stronger Communities which explained that driven by the imperative to find alternative approaches to public service delivery on a smaller budget, a service redesign of Neighbourhood Services was proposed following consultation. The report provided an overview of the consultation results and recommended the preferred model for the redesign of Neighbourhood Services.

The public consultation focused on four options under consideration and also asked questions about the types of activities that were important at community level. It ran from 25 September 2015 to 23 October 2015 and in parallel a young person specific consultation exercise had commenced on the same date and closed on 28 October 2015. The options proposed were outlined including a summary of potential impact and risk as follows:

- Option 1 – Discontinue Neighbourhood and Youth Service.
- Option 2 – Reduce the service by 50% without integration with partners.
- Option 3 – Discontinue the service and redistribute some of the functions across other Council services.
- Option 4 – Development of an Integrated Hub underpinned by the principles of public service reform.

Option 4 demonstrated how aligned structures had the potential to offer value for money when compared to single organisational models with reduced resources. The public consultation showed support for this approach and a detailed analysis of responses was appended to the report.

The Integrated Community Hub would be another step forward in Tameside's reform agenda. It would work alongside the Complex Families Hub but with a focus on communities and providing early identification and an ongoing support to communities, families and individuals.

In conclusion, it was stated that the report concentrated on the first phase of the development of an Integrated Community Hub to be in place by 1 April 2016. There would be greater resilience in staffing numbers and a commitment to a single focus and single priorities and was felt to be the option that offered best value for money. Phase two would aim to incorporate a broader range of public, community and voluntary sector organisations and would commence in June 2016.

RESOLVED

- (i) That the results of the public consultation in relation to the redesign of Neighbourhood Services be noted.**
- (ii) That in light of the results of Public Consultation, Option 4 - the development of an Integrated Community Hub, be supported.**

35. LED ROLL OUT

Consideration was given to a report of the Executive Member (Transport and Land Use) and the Assistant Executive Director (Environmental Services) providing an update of the work undertaken in the first two quarters (April to September 2015) as part of the Council's 15 for 15 Pledges to invest £5m in a wholesale replacement programme of 17,000 LED lanterns on residential streets, reducing energy costs by approximately £451,000 a year.

The Council had made a commitment to prioritise the installation of the LED lanterns in the areas that undertook the bin swap trials throughout the Borough and these were shown in **Appendix 1** to the report. The programme had been constructed over a 28 month period starting in December 2015 with a completion date of March 2018.

RESOLVED

- (i) That the report be noted.**
- (ii) That the installation programme detailed in Appendix 1 be approved.**

***36. ACTIVE TAMESIDE**

Consideration was given to a report of the First Deputy (Performance and Finance), the Executive Member (Health and Neighbourhoods) and the Director of Public Health which stated that following previous reports to Executive Cabinet on 4 February 2015 and Executive Board on 15 July 2015 it was agreed that a planned reduction in the Active Tameside management fee would be deferred until 2016/17 to enable a strategic review to be undertaken to determine opportunities and options for the development of a financially and operationally sustainable long-term business model.

Alongside this, transformational work had been ongoing to enhance the contribution of Active Tameside to improving health outcomes and reducing health inequalities within Tameside.

This report detailed specific proposed next steps in relation to Active Tameside and the Tameside Sports and Leisure estate. The proposals explored included:

- Rationalisation of the existing estate;
- A programme of Capital investment;
- Increased commercially profitable activity;
- Growth in inward investment; and
- Partnering arrangements.

The proposals identified within the report could potentially enable the Tameside Council Revenue Investment in Active Tameside to be reduced from £1.865m to £0.720m by 2019/20. It was noted, however, that this remained dependent on the final outcome of consultation and the final Key Decision to be taken on 23 March 2016.

RESOLVED

- (i) To consult from 17 December 2015 until 11 February 2016 on the closure of Active Dukinfield, subject to a final key decision on 23 March 2016;**
- (ii) To consult from 17 December 2015 until 11 February 2016 on the closure of Active Ashton, subject to a final key decision on 23 March 2015;**
- (iii) To consult from 17 December 2015 until 11 February 2016 on the closure of Active Denton, subject to a final key decision on 23 March 2016;**
- (iv) To consult on the development of a new Wellness Centre and the feasibility and desirability of potential sites, subject to a final key decision on 23 March 2016;**
- (v) To consult on the addition of a second swimming pool at Active Hyde, subject to a final key decision on 23 March 2016;**
- (vi) That the proposal for a programme of investment detailed in the report be noted;**
- (vii) That the award of a contract for 2016/17 to Active Tameside at a value of £1.775m be approved;**
- (viii) That the proposals for a longer term contract award for a period of time commensurate to the remaining lease, subject to the outcomes of consultations under (i) to (vi) above and a final key decision on 23 March 2016 be noted.**

37. ASTLEY SPORTS COLLEGE – FOOTBALL FOUNDATION GRANT – NEW 3G FLOODLIT PITCH

Consideration was given to a report of the Executive Member (Learning, Skills and Economic Growth) and the Assistant Executive Director (Development, Growth and Investment) which explained that Astley Sports College had been awarded a capital grant from the Football

Foundation for the installation of a new floodlit 3G football pitch. The maximum sum awarded was £487,227 which represented 83% of the total project cost of £587,227.

The Council was required to accept the Football Foundation grant conditions detailed in **Appendix A** to the report on behalf of Staley Sports College. The request had been presented within a report to the Strategic Planning and Capital Monitoring Panel on 30 November 2015. There were a number of assurances required by the Council prior to acceptance of the associated grant terms to ensure the Council was indemnified in the event of any pre or post project completion liabilities (21 year term grant clawback period from date of grant acceptance).

The report provided Executive Cabinet with the details of these assurances to support the recommendations. The Sports College Governing Body would be required to provide a legally binding agreement to support the indemnification of any project related liabilities to the Council. This would be required in advance of acceptance of the grant conditions by the Council and would also bind any successors in title to cover in the event of academisation.

RESOLVED

That following assurances received from the College that the Council would not be subject to any pre or post project completion liabilities, the Football Capital Grant Conditions in relation to the installation of floodlit 3G football pitch at Astley Sports College, Dukinfield, be accepted.

38. SITES OF BIOLOGICAL IMPORTANCE

Consideration was given to a report of the Executive Member (Transport and Land Use) and the Assistant Executive Director (Development, Growth and Investment) providing an update on changes that had occurred to designated Sites of Biological Importance within the Borough. These were sites which had been surveyed by the Greater Manchester Ecology Unit in 2014 and a summary of the outcomes was highlighted.

The Greater Manchester Ecology Unit review process provided consistency in reporting, recording and monitoring across Greater Manchester in supporting existing and forthcoming planning policy and the wider management and protection of nature conservation and countryside assets. It was important, therefore, that revisions to boundaries of Sites of Biological Importance and associated changes were adopted by the Council.

RESOLVED

That the changes to the boundaries and grading of the Borough's Sites of Biological Importance be recommended to the Council for adoption.

39. EXCLUSION OF THE PUBLIC AND PRESS

RESOLVED

That the public and press be excluded from the meeting during consideration of the contents of Appendices A, B and C to Agenda Item 14 – Vision Tameside 2 Update and Approval, as they contained exempt information falling within paragraphs 3 and 5 of Schedule 12A to the Local Government Act 1972. Information relating to the financial or business affairs of the parties (including the Council) had been provided to the Council in commercial confidence and its release into the public domain could result in adverse implications for the parties involved. Disclosure would be likely to prejudice the Council's position in negotiations and this outweighed the public interest in disclosure. Furthermore, the document contained legal advice which the Council might not wish to reveal in Court because to do so could prejudice its position. In conclusion, whilst the public interest in releasing this information was significant in terms of facilitating scrutiny of public

expenditure, the public interest in maintaining the confidentiality of the information outweighed the public interest in releasing it.

40. VISION TAMESIDE 2 – UPDATE AND APPROVAL

Consideration was given to a report of the First Deputy (Finance and Performance) and Assistant Executive Director (Development, Growth and Investment) stating that the Vision Tameside Phase 2 project had now reached the end of Stage 2 and formal governance was required to progress the project to financial close and contract award. January 2016 was the target date for the Council to award the Design and Build contract to the Tameside Investment Partnership to avoid significant adverse impacts on project cost and delivery timescales.

The report provided a further update, following consideration at the meeting of the Strategic Planning and Capital Monitoring Panel on 30 November 2015, on project development, costs, delivery timescales and key risks which required consideration prior to a Council commitment to the project and the programme.

The following additional information had become available which had led to a revision of the recommendations from Strategic Planning and Capital Monitoring Panel:

- Receipt of the final reports of the Stage 2 Cost Plan Review and Strategic Business Case;
- Further progress made with the commercial negotiations with the LEP;
- An updated assessment of the risks to the Council.

The report recommended approval for the necessary steps to progress the project to financial close and contract award. It further recommended approval of programme governance arrangements to provide robust direction and oversight throughout the delivery phase.

RESOLVED

- (i) That the update on design development, the timetable for development and the comments on Value for Money, financial implications, legal implications and key risks as outlined in the report be noted.**
- (ii) That the draft Stage 2 Cost Plan Review report prepared by the Sweett Group detailed in Appendix A to the report confirming that the Stage 2 cost plan price was considered reasonable and provided an acceptable level of value for money but recommending further negotiation in specific areas to achieve better value for money be noted.**
- (iii) That the draft Stage 2 submission by the Tameside Investment Partnership contained in Appendix B to the report in respect of the Vision Tameside Phase 2 building subject to further negotiation be accepted.**
- (iv) That the payment of the costs incurred in reaching Stage 2 of £1m to the Tameside Investment Partnership be approved.**
- (v) That the draft Stage 2 Strategic Business Case prepared by Genecon contained in Appendix C to the report confirming that the project was supported by a compelling case for change, represented best public value, was commercially viable, affordable and achievable, be noted.**
- (vi) That the virements as set out in table 1 of the report be approved.**
- (vii) That authorisation be given to the Executive Director (Place) in consultation with the Executive Director (Governance and Resources) to further negotiate and agree detailed project scope, technical terms and commercial terms set out in the Stage 2 submission prior to financial close and contract award subject to the price not exceeding the budget of £41,196,080.**
- (viii) That authorisation be given to the Executive Director (Place) in consultation with the Executive Director (Governance and Resources) to approve the final Tameside Investment Partnership Stage 2 submission in respect of the Vision Tameside Phase 2 building.**

- (ix) That authorisation be given to the Executive Director (Place) in consultation with the Executive Director (Governance and Resources) to award the Design and Build contract for the construction works of the Vision Tameside Phase 2 building conditional upon the contract sum not exceeding the budget of £41,196,080 and no significant increase in the risk allocation to the Council before financial close.
- (x) That the establishment of the Vision Tameside Project Board and the draft Terms of Reference detailed in Appendix D to the report be approved.

41. URGENT ITEMS

The Chair advised that there were no urgent items for consideration at this meeting.

CHAIR

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ENFORCEMENT CO-ORDINATION PANEL

Wednesday, 3 February 2016

Commenced: 9.30 am

Terminated: 10.40 am

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

In Attendance: Sandra Stewart – Executive Director (Governance and Resources)
Alan Jackson – Head of Environmental Services (Highways)
Sharon Smith – Head of Environmental Services (Public Protection)
Emma Varnam – Head of Stronger Communities
Jason Dugdale – Development Manager (Planning, Development and Investment)
Mark Hobson – Senior Enforcement Officer (Planning)

14. DECLARATIONS OF INTEREST

There were no declarations of interest submitted at this meeting.

15. MINUTES

The Minutes of the Enforcement Co-ordination Panel held on 28 October 2015 were approved as a correct record.

16. PLANNING AND BUILDING CONTROL

The Panel received a report of the Assistant Executive Director (Development, Growth and Investment) summarising the enforcement activities during the third quarter, October to December 2015, showing that 74 complaints were received alleging breach of planning and building control, of which 35 were found to be proven as breaches. This represented a level of breach of 47% meaning almost half of the complaints received required further investigation and possibly further action. This had reduced significantly from the second quarter July to September 2015 which was 71%.

During the reported period, 11 formal notices were issued. This included 7 Planning Contravention Notices, 3 Section 215 Notices and 1 Tree Replacement Notice. The Planning Contravention Notices all related to residential properties where breach of planning control had been alleged including unauthorised car sales, car repairs and hairdressing businesses and the construction of stables with menage in green belt. The Section 215 Notices related to properties in Hattersley, Stalybridge and Denton which were all untidy residential properties. The Tree Replacement Notice related to a property in Stalybridge where the owner was found guilty of felling a number of protected trees and the Notice required that the trees be replaced to protect the amenity of the area and migrating wildlife.

Prosecution proceedings had been brought against the owners of a commercial property in Ashton-under-Lyne where the company had failed to comply with a Section 215 Notice relating to the untidy condition of their workshop building. Complaints had been received concerning the appearance of the rear elevation of the workshop building and the Notice required the business to carry out improvement works to address the complaints.

At Tameside Magistrates Court on 6 October 2015 the company was found guilty of failing to comply with the requirements of the Notice and was fined £500, the company director was also fined £500 and the Council was awarded all of the costs associated with the prosecution.

Enforcement action had recently taken place with regard to a residential property in Mottram as the owner had failed to comply with the requirements of a Planning Enforcement Notice. The Council had received complaints alleging that the property was being used as a waste transfer station and a number of visits by Enforcement Officers witnessed that the land contained large accumulations of waste unrelated to a residential dwelling. The Notice served by the Council required the owner to remove all waste material from the land. The owner did not appeal the Notice and it became effective, giving the owner one month to remove the waste from the land. It was estimated that approximately 250 tonnes of waste was being stored on the land which would cost in the region of £40,000 to remove by the Council's approved contractors.

The owner failed to comply with this notice and a site visit confirmed that no waste had been removed from the land. The owner pleaded guilty at Tameside Magistrates Court on 1 December 2015 to failing to comply with the Notice and was fined £200. The Council was only awarded a small percentage of the costs associated with the prosecution. Convicting the owner also allowed the Court to give an instruction to the owner to clear the site within one month from the date of conviction.

The Panel was concerned to note that whilst in attendance at Court, the Enforcement Officer was threatened by the son of the owner of the property and an observer was also assaulted in the public waiting area. These issues had been reported to Greater Manchester Police.

Reference was also made to **Appendix 1** to the report which contained details of the current enforcement activity where formal notice had been served and cases recently concluded and the Planning Development Manager responded to queries raised relating to individual cases.

RESOLVED

That the content of the report be noted.

17. ENVIRONMENTAL SERVICES

Consideration was given to a report of the Assistant Executive Director (Environmental Services) summarising the key enforcement activities undertaken by the Environmental Services Enforcement Team during the period July to September 2015. In particular, reference was made to a Food Hygiene Improvement Notice served on a local dairy and 2 Health and Safety Prohibition Notices served on licensed premises in Stalybridge and a business in Droylsden.

It was also explained that the Authority had been audited by the Office of Surveillance Commission on using and obtaining authorisations under the Regulation of Investigatory Powers Act 2000 and Covert Human Intelligence Sources. Officers from different services were scrutinised about how they obtained such authorisations and under what circumstances these would be required. The officer from the Office of Surveillance Commissioners was satisfied with the way the Council was using its enforcement powers and commented positively on the range of activities covered by the Business Compliance Service.

On 9 December 2015, a Tameside Pub Watch event organised by the Chair of Droylsden Pub Watch, had taken place at Hyde Town Hall in an effort to expand Pub Watch to the whole of Tameside. The event was opened by the Executive Leader of the Council and presentations were received from Greater Manchester Police, Tameside Licensing and National Pub Watch.

The following matters / events were also highlighted:

- Prosecutions with convictions for a mobile trader and a car trader;
- Allergen Awareness course for business;
- The Greater Manchester Air Quality Plan;
- Licensing Review for Caesars Bar;

- Taxi dispute on 13 and 23 October 2015;
- Private hire driver application granted by Licensing Panel.

The Panel also heard that Licensing Authorities were obliged to review and revise their licensing policies on a regular basis to ensure they were up-to-date with change to legislation and accurately reflected the aims, ambitions and working practices currently employed by the Authority. The revised Statement of Licensing Policy 2016-2021, revised Statement of and Gambling Policy 2016-2019 and a new Sex Establishment Licensing Policy had been adopted by Council at its meeting on 21 January 2016.

In conclusion, reference was made to recent training session for elected members of the Speakers Panel (Licensing) and Speakers Panel (Liquor Licensing), providing an update on recent developments and clear guidance on the decision making process. The Executive Director (Governance and Resources) stated that attendance had been disappointing as she had previously made very clear the Council's position that all elected members had to be trained in order to take part in quasi-judicial decisions as this would leave the Council exposed to challenge and reputational damage. She requested that additional training be arranged for those elected members who had been unable to attend the previous session.

RESOLVED

- (i) That the content of the update report be noted.**
- (ii) That a further training session for members of the Speakers Panel (Licensing) and Speakers Panel (Liquor Licensing) be arranged to ensure all members were appropriately trained when determining issues brought before them.**

18. 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, and private draining and utility works and he responded to queries raised by the Panel.

In relation to banner permits, it was noted that 41 banner permits had been issued and 18 illegal banners had been removed. The Environmental Services Manager made reference to a list of the locations of approved banners and he would make arrangements for this to be circulated electronically to elected members on a weekly basis.

In addition, the report detailed all highway based claims where Tameside had been denied liability and subsequently taken to Court. A highway based claim could be defined as a claim where a defect within the infrastructure of the highway had resulted in a claim for compensation. The Courts had found in favour of Tameside in 17 of the 19 claims which went to trial and on these 17 occasions the Judge found that:

- Tameside's inspection regime was robust, fit for purpose and appropriate (8 judgements).
- The defect on the highway was not a foreseeable danger to the public (5 judgements).
- The claimant had not attended Court and the claim was struck out (2 judgements).
- The claimant had not proven sufficiently that the condition of the highway was the cause of their accident (1 judgement).
- Tameside's works had not been the cause of standing ice on the carriageway (1 judgement).

It was estimated that the successful defences the Risk Management Team had achieved in Court over the last 3 years had saved the Council well in excess of £350,000. In addition to the savings achieved in Court, the Risk Management Team ensured that the Council avoided significant costs in this area.

The Panel was pleased to learn of the valuable work undertaken by the Risk Management Team and that the Council had in place a robust inspection and repair regime and a reputation to match. This ensured that third party highway claims against the Council were at a minimum and that the 'no win, no fee' chasers were reluctant to pursue claims in Tameside.

RESOLVED

- (i) That the update report be noted.**
- (ii) That the Head of Environmental Services (Highways) make arrangements for the list of banner locations to be circulated to all elected members.**
- (iii) That the valuable work undertaken by the Risk Management Team in successful defences of highway based claims and associated savings to the Council be acknowledged.**

19. NEIGHBOURHOOD SERVICES

The Head of Stronger Communities presented a report detailing enforcement activities carried out by Neighbourhood Services over the reported period of July to September 2015.

Weekly partnership meetings were taking place bringing together key partners and agencies to address ongoing concerns and emerging issues. An example was provided of police action following reports of off-road motorcycles causing a nuisance in the Park Bridge area of Ashton.

The Chair made reference to recent incidents of anti-social behaviour by youths congregating at the Edge Lane and Audenshaw tram stops and in response, the Head of Stronger Communities, agreed to ensure this matter was raised at the weekly partnership meetings and with Transport for Greater Manchester.

A rise in complaints of increases in dog fouling in the Acresfield area of Hyde and at King George's Playing Fields in Ashton had led to regular patrols / observations until an improvement was seen. Councillor D Lane added that he had received an increase in complaints of dog fouling in the Denton West ward. These had been reported to the Clean and Safe Officer and the Head of Stronger Communities would ensure that this was being investigated and included in a future day of action with key partners.

In relation to fly tipping, the Head of Stronger Communities stated that Neighbourhood Services had received 1253 complaints during the reported period. A breakdown of the types of fly tipping found during each investigation and follow up action was also detailed. In particular, she made reference to a community clean up and the installation of alley gates at the rear of Kings Road in Ashton and the successful conclusion of an investigation into contamination of wheeled bins on Springs Lane, Stalybridge.

RESOLVED

- (i) That the update report be noted.**
- (ii) That the Head of Stronger Communities investigate issues raised regarding anti-social behaviour at the Edge Lane and Audenshaw tram stops and increased complaints of dog fouling in Denton West Ward.**

20. REVIEW OF DELIVERY OF FUNCTIONS WITHIN ENVIRONMENTAL SERVICES

Consideration was given to a report of the Assistant Executive Director (Environmental Services) proposing a review of the way functions were delivered within Environmental Services.

In response to the current economic climate and the need to work differently, the service had held a number of workforce engagement sessions to capture the views of colleagues from across the Authority. As a result of this consultation, seven themed groups had been established with the

purpose of reviewing current practices and achieving ongoing budget reductions and efficiencies. Two of the themed groups had been established to look at regulatory functions and operational functions and had identified that in order to achieve the ongoing savings rationalisation of the whole service was required.

One of the primary objectives of the Regulatory Service themed group was to integrate delivery of the Council's regulatory functions, reduce duplication and inefficiencies and ensure a clear line of accountability. The Authority could make better use of its resources and increase capacity in this area by pooling staff together. This would enable the opportunity to share knowledge and skills and enhance operational capacity to work on priority areas. Regulatory Services recognised its shared responsibilities with other agencies and this model would maintain the essential links with partners that would otherwise be at risk and would enhance delivery of shared priorities.

Similarly, the Operational Service themed group had identified that to achieve the savings and efficiencies required the preferred delivery model would be a single operational service with more generic job roles. Operational Services staff would continue to work closely with Regulatory Services and assist with the enforcement and works in default actions. In order to reduce demand on front line services, there needed to be one point of contact from which work was allocated.

Consideration had been given to alternative delivery models, for example, services delivered by a third party contractor NSL. In addition to the significant efficiencies, it was proposed that the operational responsibility of Civil Enforcement Officers be extended to include additional environmental enforcement duties. Whilst the Panel welcomed this proposal, it recognised that appropriate governance and procedures would need to be developed as the review progressed to ensure successful challenge was avoided.

RESOLVED

- (i) That the principles and scope of the review be agreed.**
- (ii) That the proposals be developed further to a delivery model and implementation plan.**
- (iii) That appropriate governance and procedures to the satisfaction of the Head of Legal Services be developed as the review progressed to ensure successful challenge was avoided.**

21. WASTE POLICY AND ENFORCEMENT STRATEGY

During 2015, the Enforcement Co-ordination Panel had considered the importance of the Council having a clear policy regarding waste collection, recycling and enforcement and had considered reports on the development of a Waste Policy and Enforcement Strategy.

The report of the Assistant Executive Director (Environmental Services) was pleased to advise that following a period of public consultation, the Waste Policy and Enforcement Strategy had been adopted by Council at its meeting on 21 January 2016, attached at **Appendix 1**. The Policy confirmed what residents and key stakeholders could expect from the Waste and Recycling Service and outlined the Council's approach to enforcement where it was necessary in occurrences of non-compliance. All avenues of education and support would be exhausted before enforcement was undertaken and a Communication Plan and Engagement Plan had been developed and attached at **Appendix 2**. A Project Board comprising of officers with responsibility for regulatory and operational functions had now been established and an implementation plan was being developed. The Enforcement Co-ordination Panel would receive regular update reports on activity over the coming months as the Waste Policy and Enforcement Strategy was implemented.

The Executive Director (Governance and Resources) reiterated the importance of ensuring that appropriate governance and procedures in place as soon as possible which aligned with the agreed strategy and policy. These must be fully understood and followed by trained enforcing officers at all levels to ensure successful challenge was avoided.

RESOLVED

- (i) That the adoption of the Waste Policy and Enforcement Strategy by Council at its meeting on 21 January 2016, and the content of the Communication and Engagement Plan be noted.**
- (ii) That Members receive regular update reports as the Waste Policy and Enforcement Strategy was implemented.**
- (iii) That appropriate governance and procedures to the satisfaction of the Head of Legal Services be developed which aligned with the agreed strategy and policy to ensure successful challenge was avoided.**



22. URGENT ITEMS

The Chair advised that there were no urgent items for consideration at this meeting.

23. DATE OF NEXT MEETING

The next meeting of the Enforcement Co-ordination Panel will take place on Wednesday 30 March 2016.

CHAIR

Report To:	EXECUTIVE CABINET
Date:	10 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 October and November 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> <p>GM Combined Authority: 18 December 2016 Joint Meeting of GM Combined Authority and AGMA Executive Board: 18 December 2016</p> <p>Also appended to the report is a copy of the Greater Manchester Combined Authority and AGMA Executive Board Forward Plan of strategic decisions.</p>
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

**NOTICE OF THE DECISIONS AGREED AT THE GREATER MANCHESTER
COMBINED AUTHORITY MEETING HELD ON FRIDAY 18 DECEMBER 2015
AT MANCHESTER TOWN HALL**

GM INTERIM MAYOR	Tony Lloyd (in the Chair)
BOLTON COUNCIL	Councillor Ebrahim Adia
BURY COUNCIL	Councillor Mike Connolly
MANCHESTER CC	Councillor Richard Leese
OLDHAM COUNCIL	Councillor David Hibbert
ROCHDALE MBC	Councillor Allen Brett
SALFORD CC	Councillor Paul Dennett
STOCKPORT MBC	Councillor Sue Derbyshire
TAMESIDE MBC	Councillor Kieran Quinn
TRAFFORD COUNCIL	Councillor Sean Anstee
WIGAN COUNCIL	Councillor Peter Smith

JOINT BOARDS AND OTHER MEMBERS IN ATTENDANCE

GMFRA	Councillor David Acton
GMWDA	Councillor Nigel Murphy
TfGMC	Councillor Andrew Fender

OFFICERS IN ATTENDANCE

Keith Davies	Bolton Council
Mike Owen	Bury Council
Howard Bernstein	Manchester CC
Carolyn Wilkins	Oldham Council
Steve Rumbelow	Rochdale MBC
Jim Taylor	Salford CC
Eamonn Boylan	Stockport MBC
Steven Pleasant	Tameside MBC
Theresa Grant	Trafford Council
Donna Hall	Wigan Council
Andrew Lightfoot	GM Director of Public Service Reform
Peter O'Reilly	GM Fire & Rescue
John Bland	GM Waste Disposal Authority
Mark Hughes	Manchester Growth Company
Simon Nokes	New Economy
Ian Williamson	Health Devolution Team
Katy Calvin-Thomas	Health Devolution Team
Adam Allen) Office of the Interim Mayor and Police &
Clare Regan) Crime Commissioner

Jon Lamonte
Steve Warrener

TfGM
TfGM

Liz Treacy
Richard Paver
Julie Connor
Sylvia Welsh
Kerry Bond
Rebecca Heron

GMCA Monitoring Officer
GMCA Treasurer
) Greater Manchester
) Integrated Support Team
)
)

168/15 APOLOGIES

Apologies for absence were received on behalf of Margaret Asquith (Bolton), Richard Farnell (Rochdale), Jim McMahon (Oldham) and Ian Stewart (Salford).

169/15 DECLARATIONS OF INTERESTS

There were no declarations of interests made in respect of any item on the agenda.

170/15 MINUTES OF THE GMCA MEETING HELD ON 27 NOVEMBER 2015

The minutes of the GMCA meeting held on 27 November 2015 were submitted for consideration.

Clusters of Empty Homes Programme – Minutes 162/15 refers

Members were advised that the delegation to allocate the remaining funds for the Clusters of Empty Homes Programme has been exercised and resources have awarded to the Salford scheme.

RESOLVED/-

To approve the minutes of the GMCA meeting held on 27 November 2015.

171/15 FORWARD PLAN OF STRATEGIC DECISIONS OF GMCA

Consideration was given to a report of Julie Connor, Head of the Greater Manchester Integrated Support Team, which sets out a Forward Plan of those strategic decisions to be considered by GMCA over the next four months.

RESOLVED/-

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

172/15 APPOINTMENT OF INDEPENDENT PERSON FOR CONSIDERATION OF COMPLAINTS AGAINST MEMBERS AND APPOINTMENT OF INDEPENDENT MEMBER TO THE GMCA'S STANDARDS COMMITTEE

Liz Treacy presented a report detailing the appointment process of an Independent Person to assist the GMCA's Monitoring Officer and Hearing Panel in dealing with allegations that GMCA members have acted in breach of the GMCA's Code of Conduct and the appointment of a Co-Opted Independent Member to be appointed as Chair of the GMCA's Standards Committee.

RESOLVED/-

1. To agree the Monitoring Officer's recommendation to appoint Nicolé Jackson to act as an Independent Person for a term of office of four years.
2. To agree the Monitoring Officer's recommendation to appoint Geoff Linnell to act as an Independent Co-opted Member and the Chair of the GMCA's Standards Committee for a term of office of four years.
3. To authorise payment to the Independent Person of an annual allowance of £873.
4. To agree to amend the Members' Allowances Scheme, so that an expenses payment of £156 be made to the Co-opted Independent Member and Chair of the Standards Committee for each meeting of the Standards Committee attended.

173/15 GMCA PORTFOLIOS – DEPUTY LEAD MEMBERS

Tony Lloyd presented a report setting out proposals to improve the efficiency of the GMCA portfolio arrangements and increase strategic leadership capacity through the appointment of Deputy Portfolio lead members. The report presented a draft prospectus providing an overview of key priorities, areas of responsibility for each portfolio area and a cross-portfolio role profile for deputy lead members, for consideration and agreement. Portfolio Leads to determine where the Deputy Portfolio lead members will be involved in assisting with the increased workload.

RESOLVED/-

1. To agree the need for the appointment of Deputy Portfolio Lead Members as detailed in the report.
2. To approve the draft Prospectus and cross-portfolio role description, appended to the report, to support the selection of deputies.
3. To agree to the process of selection, as detailed in Section 4 of the report.
4. To agree that the appointments would be subject to confirmation by the GMCA at the end of January 2016.

174/15 UPDATE ON CITIES AND DEVOLUTION BILL

Tony Lloyd presented a report updating members on the status of the Cities and Devolution Bill and the next steps to implementation.

Tony Lloyd proposed an amendments to recommendations delegating authority to a small sub committee comprising the GMCA Chair and Vice Chairs to determine consent to the Order.

The Monitoring Officer will formally write to Greater Manchester Local Authorities seeking approval of the wording of the 1st Order . Consent will be required by early January.

The meeting was reminded that the Order to progress the Elected Mayor is contingent upon progress being made to implement the Devolution Agreement, including transport powers which enable the introduction of bus franchising and smart ticketing technology across Greater Manchester.

Members requested that a letter seeking assurance that the necessary legislation to provide transport powers and other elements of the Greater Manchester Devolution Agreement will be in place before the election of a GM Mayor. In the event that Government is not able to meet the timetable then Government will be requested to commit to rescind the Elected Mayor Order.

RESOLVED/-

1. To note the progress of the Bill and next steps required for implementation.
2. To delegate authority to a sub committee comprising the GMCA Chair and Vice Chairs to consent to the terms of the Order required to establish the role of GMCA elected Mayor and to provide for the Mayor to exercise the functions of the PCC in relation to the Greater Manchester Police area.
3. To delegate authority to a sub committee comprising the GMCA Chair and Vice Chairs the authority to propose and consent to the terms of orders required to enable GMCA to carry out health related functions from April 2016.
4. To commend the draft Order to the GM local authorities for their consent and agreement to the final version.
5. To agree that a letter seeking assurance that the necessary legislation to provide transport powers and other elements of the Greater Manchester Devolution Agreement will be in place before the election of a GM Mayor. In the event that Government is not able to meet the timetable then Government will be requested to commit to rescind the Elected Mayor Order..

175/15 FURTHER DEVOLUTION TO GREATER MANCHESTER: WORK PROGRAMME

Councillor Richard Leese presented a report providing Members with the work programme, summarising the tasks to be undertaken to progress the key areas of GM devolution agreement work, announced as part of the 2015 Spending Review settlement.

Members noted that a wider Implementation Plan was under development, covering all aspects of the devolution settlement to date.

A further report will be submitted to the GMCA on the preparation of a case for a land programme to enable Greater Manchester to move forward with the development of sites for housing and employment and commerce. Government has committed to work across Departments to assist GM in delivering reform priorities

RESOLVED/-

1. To endorse the work programme.
2. To note that a wider devolution implementation plan is currently under development and will be submitted for consideration at the January meeting of the GMCA.
3. To agree that a further report be submitted GMCA on the preparation of a case for a land programme to enable Greater Manchester to move forward with the development of sites for housing and employment and commerce.

176/15 SCIENCE AND INNOVATION AUDITS

Councillor Richard Leese presented a report detailing an opportunity to submit an Expression of Interest to Government to undertake a Science and Innovation Audit in the GM area.

RESOLVED/-

1. To note the information in relation to Science and Innovation Audits contained in the report.
2. To agree to delegate responsibility for signing off the GM Expression of Interest to Councillor Richard Leese and Sir Howard Bernstein as portfolio holders for Economic Strategy.

177/15 LAND AND ESTATES: DELIVERING 'ONE PUBLIC ESTATE' AT GM LEVEL

Councillor Sue Derbyshire presented a report detailing work underway to develop a strategy and delivery resource to address the complex land and estates challenges across Greater Manchester.

Members highlighted how utilising public estates in a different way can contribute to achieving Greater Manchester's aspirations for public service reform. Members of the Land Commission do need to ensure that public service reform is embedded within their work programme in order to deliver better utilisation of assets.

RESOLVED/-

1. To approve the proposed membership, subject to agreement with Department for Communities and Local Government, GMCA portfolio Leaders for Investment, Growth, Housing and Public Service Reform and senior representatives of key Government Departments and Agencies (including NHS England, Homes and Communities Agency and Newtwork Rail) and role of the GM Land Commission.

2. To agree to the establishment of a GM Strategic Land Board as proposed in paragraph 2(b) of the report.
3. To approve the establishment of the post of Director of Land and Property for Greater Manchester and the creation of a Greater Manchester Land and Property Delivery Unit as proposed in paragraph 2(c) of the report.
4. To commission, as an early action, the preparation of a set of criteria to underpin a Greater Manchester Land Programme for discussions with Treasury in advance of the spring 2016 Budget.

178/15 PROTOCOLS WITH TRADE UNIONS

Tony Lloyd presented a report detailing a proposed GM Trade Union protocol, the establishment of a properly constituted strategic Workforce Engagement Board and the establishment of a Health and Social Care Engagement Forum.

RESOLVED/-

1. To authorise the Greater Manchester Interim Mayor to sign the GM Trade Union protocol on behalf of GMCA.
2. To support the establishment of a properly constituted strategic Workforce Engagement Board comprising senior managers, political leaders and trade union representatives. The Board will meet on at least a quarterly basis to exchange ideas and proposals, discuss relevant issues of joint concern and seek to reach agreements as appropriate on matters of workforce implications and workforce skills and development arising from or resulting from the early policy formulation, planning and implementation of Greater Manchester devolution, decentralisation and public service redesign initiatives. (appendix 1 of the report)
3. To support the establishment of a Health and Social Care Engagement Forum comprising trade union and employer representatives which will feed into the strategic Workforce Engagement Board and report to the Health and Social Care Partnership Board (appendix 2 of the report).

179/15 NORTHERN AND TRANSPENNINE EXPRESS FRANCHISES ANNOUNCEMENT

Councillor Richard Leese presented a report providing a brief overview of the key messages and initial benefit to Greater Manchester following the announcement of the franchise contract award to Arriva Rail North Ltd (Northern) and First TransPennine Express Ltd on 9th December.

Transport for the North, in working together has delivered much improved outcomes for the North, including significant employment opportunities across the franchises.

The investment in new rail vehicles, alongside other investment, particularly High Speed 2, will help to revive the UK rail industry, as a direct result of the Northern Authorities working together at both political and officer level.

RESOLVED/-

To note the report.

180/15 HENDY & BOWE NETWORK RAIL REVIEWS

Jon Lamonte presented a report setting out the conclusions of two independent reviews of Network Rail's investment programme for Control Period 5, from 2014 to 2019. The first was undertaken by Sir Peter Hendy, Chairman of Network Rail, the second was undertaken by Dame Colette Bowe. Both reports were published on Thursday 25th November.

It was reported that all the Northern Hub works will be undertaken, with some on a delayed timetable due to the delays on the Ordsall Chord scheme planning process and legal actions, with the Piccadilly scheme completed by 2020. The schedule of works will emerge over the following months with further reports to the GMCA.

Members commented that there were still some significant services missing in the peripheral areas of Greater Manchester restricting access to key growth areas. Going forward there is still some work to be undertaken to establish where further improvements can be made.

RESOLVED/-

1. To note the conclusions of the reviews as set out in the paper and the implications for Greater Manchester.
2. To note that further reports will be submitted to the GMCA as the schedule of work emerges over the forthcoming months.

181/15 ENERGY COMPANY FOR GREATER MANCHESTER

Councillor Sue Derbyshire and Steve Rumbelow presented a report outlining the findings of a feasibility study and detailing the proposed the next steps to develop the proposal to create an Energy Company for Greater Manchester.

Members were informed that it was envisaged that the Company would be producing results three years following establishment, which should enable further detailed work on fuel poverty interventions.

Members also requested that Housing Associations be involved in the formation of the Energy Company as a means of getting supply into the residential properties.

RESOLVED/-

1. To note the contents of this report and the work completed by Cornwall Energy.
2. To agree that authority be delegated to Councillor Sue Derbyshire to commission all the work necessary to develop a preferred model for a Greater Manchester Energy Company (a fully licensed supply company) with a view to reporting back to the GMCA early in the New Year.

182/15 INTEGRATED COVENANT OF MAYORS

Councillor Sue Derbyshire and Steve Rumbelow presented a report providing an update and suggested approach regarding the integration of two initiatives in which Greater Manchester is engaged; the Covenant of Mayors and Mayors Adapt.

RESOLVED/-

1. To note the report.
2. To approve the signing of the new Integrated Covenant by the Greater Manchester Interim Mayor and Cllr Sue Derbyshire.

183/15 GREATER MANCHESTER INVESTMENT FRAMEWORK AND CONDITIONAL PROJECT APPROVAL

Councillor Kieran Quinn and Eamonn Boylan presented a report providing updates on the DataCentred and MonoPumps projects.

Further details of the projects are included in a more detailed report, considered in the confidential part of the agenda due to the information relating to the confidential business affairs of the applicants.

RESOLVED/-

1. To agree to the changes to the commercial terms of the DataCentred funding as set out in the part b report.
2. To note the update provided with respect to MonoPumps.
3. To delegate authority to the GMCA Treasurer and GMCA 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 transaction, to sign off any outstanding conditions, issue final approvals and complete any necessary related documentation in respect of the loan at 1) above.

184/15 EXCLUSION OF PRESS AND PUBLIC

RESOLVED/-

That, under section 100 (A)(4) of the Local Government Act 1972 the press and public should be excluded from the meeting for the following item of business on the grounds that this involves the likely disclosure of exempt information, as set out in paragraph 3, Part 1, Schedule 12A of the Local Government Act 1972 and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

185/15 ENERGY COMPANY FOR GREATER MANCHESTER

Councillor Sue Derbyshire and Steve Rumbelow presented a report providing further

information on two routes to establishing a fully licensed supply company for Greater Manchester which is currently under consideration.

RESOLVED/-

1. To note the report.
2. To support further development of the principle of establishing a Greater Manchester Energy Company as described in the Part A report.

**186/15 GREATER MANCHESTER INVESTMENT FRAMEWORK AND
CONDITIONAL PROJECT APPROVAL**

Councillor Kieran Quinn and Eamonn Boylan presented a report providing an update on the status of the MonoPumps and DataCentred projects.

It was agreed that a further detailed note on the assumptions would be circulated to Members of the GMCA on a confidential basis.

RESOLVED/-

To note the report.

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**NOTICE OF THE DECISIONS AGREED AT THE JOINT MEETING OF THE GREATER
MANCHESTER COMBINED AUTHORITY AND AGMA EXECUTIVE BOARD HELD ON
FRIDAY 18 DECEMBER 2015 AT MANCHESTER TOWN HALL**

GM INTERIM MAYOR	Tony Lloyd (in the Chair)
BOLTON COUNCIL	Councillor Ebrahim Adia
BURY COUNCIL	Councillor Mike Connolly
MANCHESTER CC	Councillor Richard Leese
OLDHAM COUNCIL	Councillor David Hibbert
ROCHDALE MBC	Councillor Allen Brett
SALFORD CC	Councillor Paul Dennett
STOCKPORT MBC	Councillor Sue Derbyshire
TAMESIDE MBC	Councillor Kieran Quinn
TRAFFORD COUNCIL	Councillor Sean Anstee
WIGAN COUNCIL	Councillor Peter Smith

JOINT BOARDS AND OTHER MEMBERS IN ATTENDANCE

GMFRA	Councillor David Acton
GMWDA	Councillor Nigel Murphy
TfGMC	Councillor Andrew Fender

OFFICERS IN ATTENDANCE

Keith Davies	Bolton Council
Mike Owen	Bury Council
Howard Bernstein	Manchester CC
Carolyn Wilkins	Oldham Council
Steve Rumbelow	Rochdale MBC
Jim Taylor	Salford CC
Eamonn Boylan	Stockport MBC
Steven Pleasant	Tameside MBC
Theresa Grant	Trafford Council
Donna Hall	Wigan Council
Andrew Lightfoot	GM Director of Public Service Reform
Peter O'Reilly	GM Fire & Rescue
John Bland	GM Waste Disposal Authority
Mark Hughes	Manchester Growth Company
Simon Nokes	New Economy
Ian Williamson	Health Devolution Team
Katy Calvin-Thomas	Health Devolution Team

Adam Allen) Office of the Interim Mayor and Police &
Clare Regan) Crime Commissioner
Jon Lamonte	TfGM
Steve Warrener	TfGM

Liz Treacy	GMCA Monitoring Officer
Richard Paver	GMCA Treasurer
Julie Connor) Greater Manchester
Sylvia Welsh) Integrated Support Team
Kerry Bond)
Rebecca Heron)

121/15 APOLOGIES

Apologies for absence were received on behalf of Margaret Asquith (Bolton), Councillors Richard Farnell (Rochdale), Jim McMahon (Oldham) and Ian Stewart (Salford).

122/15 DECLARATIONS OF INTERESTS

Councillor Richard Leese declared a prejudicial interest in Item 6a Budget Strategy as a Director of the Growth Company Board.

123/15 MINUTES OF THE JOINT GMCA AND AGMA EXECUTIVE BOARD MEETING HELD ON 27 NOVEMBER 2015

The minutes of the Joint GMCA and AGMA Executive Board meeting held on 27 November 2015 were submitted for consideration.

RESOLVED/-

To approve the minutes of the Joint GMCA and AGMA Executive Board held on 27 November 2015.

124/15 FORWARD PLAN OF STRATEGIC DECISIONS OF THE JOINT GMCA AND AGMA EXECUTIVE BOARD AND AGMA EXECUTIVE BOARD

Consideration was given to a report of Julie Connor, Head of the Greater Manchester Integrated Support Team, which set out the Forward Plan of those strategic decisions to be considered over the next four months.

RESOLVED/-

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

125/15 BUDGET STRATEGY 2016/17

Councillor Kieran Quinn introduced a report detailing the proposals for the GMCA and AGMA budgets as part of the 2016/17 budget strategy process, and the Joint Authority levy/precept assumptions for 2016/17. Richard Paver confirmed that all the Scrutiny Process meetings have now taken place.

Councillor David Action appraised the meeting of the direct implications of the Local Government Settlement on the Fire and Rescue Services.

RESOLVED/-

1. To agree the recommendations of the GMCA transport scrutiny panel as detailed in paragraph 4.9 of the report, and below:
 - i) the Transport Levy for 2016/17 remain unchanged from 2015/16 at £195.123m;
 - ii) the previously planned increase of 1.8% (£3.5 million) with respect to the Greater Manchester Transport Fund would be deferred and would be reviewed again in future years;
 - iii) any bus related efficiency savings would be ‘ring fenced’ to part fund the future costs of Bus Franchising; and
 - iv) any other efficiency savings, over and above those included to reach a “cash standstill” position would be ring-fenced to reduce the currently forecast deficits in 2017/18 and 2018/19.

2. To agree the recommendations of the AGMA/GMCA non transport scrutiny panel as detailed in paragraph 5.31 of the report, in particular:
 - v) All priorities and pressures are to be put forward for approval;
 - vi) All savings are to be put forward for approval subject to further detail on the impact being considered;
 - vii) That further information is provided regarding the scope of the Manchester Investment and Development Agency Service Limited (MIDAS) review;
 - viii) Commitments against the Transformation Challenge Award and Public Service Reform Development Fund to be provided to consider utilisation of the funds;
 - ix) Further information to be provided regarding the use of reserves;
 - x) Further information to be provided to consider the options for AGMA Section 48 Grants.

3. To agree the potential additional capacity of £350,000 on AGMA/GMCA non transport budget, subject to approval of all proposals, and whether this should be set aside in a budget for other GM priorities.

4. To agree the Greater Manchester Waste Disposal Authority budget proposals of a zero percent levy increase in 2016/17 as detailed in paragraph 6.1 of the report.

5. To note that at the time of writing the report, the scrutiny of the Police and Crime Commissioner’s budget is yet to take place and that formal approval of proposals will follow the timeline as detailed in paragraph 6.5 of the report.

6. To agree the GM Fire and Rescue Service budget proposals as detailed in paragraphs 6.6 to 6.13 of the report, although this may need to be amended in light of the funding received in the 2016/17 RSG Settlement and information from Local Authorities about Council Tax or Business Rates income.

126/15 GREATER MANCHESTER REFORM BUDGET UPDATE

Tony Lloyd introduced a report providing an update on the expenditure from the Greater

Manchester Transformational Challenge Award budgets including commitments identified for 2016/17 where identified.

Members requested a detailed breakdown of how each Local Authority has utilised the Locality Exemplar support and that it is submitted to the GMCA in January 2015.

RESOLVED/-

1. To note the current commitments against these budgets and the proposed plans for further use in 2016/17.
2. To agree to the transfer of the funding from the devolution element of the transformational Challenge Award budget to support Health and Social Care and the expansion of the Working Well Programme to the relevant organisations hosting these specific budgets as outlined in the report.
3. To agree that a detailed breakdown of how each Local Authority has utilised the Locality Exemplar support be submitted to the GMCA in January 2015.

127/15 BUSINESS RATES POOLING

Councillor Kieran Quinn introduced a report detailing arrangements for the continuation of a Business Rates Pool in 2016/17 to include all GM districts plus Cheshire East and Cheshire West.

Richard Paver advised the meeting that the 12 Authorities will need to confirm their participation in the 2016/17 Pool, after receipt of the Revenue Support Grant settlement, with a recommendation that this is be considered by the GMCA Treasurer and Portfolio Holder for Finance, Kieran Quinn, with a recommendation to be made to 10 Local Authorities. The GMCA Treasurer will seek confirmation from the Cheshire authorities to the same timescale.

RESOLVED/-

1. To note that the provisional RSG Settlement will include the designation of the 12 Authorities to form a Business Rate Pool in 2016/17.
2. To note the arrangements for reaching a final decision on the 2016/17 Pool and authorise the GMCA Treasurer, in consultation with the Portfolio Holder for Finance, Kieran Quinn, to make an appropriate recommendation to the Greater Manchester Local Authorities.
3. To note that Greater Manchester Treasurers will be discussing the sharing arrangements for the 2016/17 Pool.
4. To note that any discussion on the utilisation of any proceeds from the Business Rate Pool should follow once final discussions have taken place with Government as outlined in the GM Devolution announcements of late November.

128/15 HEALTH AND SOCIAL CARE STRATEGIC PLAN

Councillor Peter Smith introduced a report providing members with the final draft of the Greater Manchester Health and Social Care Strategic Plan. The plan was considered at the Health and Social Care Strategic Partnership Board earlier in the day recommending that the GMCA support and endorse the Plan for commending to the Greater Manchester Local Authorities, adding that there are a number of grammatical errors to be corrected before the final Plan is published later in the day.

Ian Williamson reported that the Plan still required some minor drafting and reordering amendments to reflect the work underway around prevention; that the level of Transformation Fund determined by NHS England is £450M; and that work continues to finalise the detail of the financial and operational management arrangements. A number of the paragraphs in the plan will also be reordered.

RESOLVED/-

1. To endorse the Greater Manchester Health and Social Care Strategic Plan.
2. To commend the Greater Manchester Health and Social Care Strategic Plan to the ten local authorities for approval.

129/15 UPDATED GOVERNANCE PROPOSALS

Councillor Peter Smith introduced a report setting out the proposals and recommendations from the governance focus session held with representatives of all stakeholders on 17 November, in particular the role of primary care providers in the governance structure and confirming the process for agreement of the Strategic Plan and the progress on the Greater Manchester wide Joint Commissioning arrangements.

He also requested that the appointment to the vacancy on the Strategic Partnership Board Executive be deferred pending the outcome of the process for appointment of Deputy Lead Portfolio Members, adding that one of the Health and Well Being Deputies should be considered for the seat on the Board Executive.

RESOLVED/-

1. To agree the GMCA and AGMA representation on the Strategic Partnership Board Executive, noting AGMA have four seats, these are currently occupied by members from Cllr Peter Smith (Wigan), Cllr Cliff Morris (Bolton), and Cllr Sue Murphy (Manchester).
2. To defer the appointment of the fourth GMCA representative to the board Executive pending the outcome of the Appointment of Deputy Lead Portfolio Members process, with the seat to be allocated to one of the Health and Well Being Deputies.
3. To endorse the recommendations agreed by the Strategic Partnership Board on 27th November, as outlined below:

- i. To agree that primary care providers will receive four seats on the Strategic Partnership Board, and have one seat at the Strategic Partnership Board Executive.
- ii. To agree that voting arrangements for the Strategic Partnership Board and Strategic Partnership Board Executive are revised to reflect those set out in the report.
- iii. To agree that the Terms of Reference for the Strategic Partnership Board and Strategic Partnership Board Executive are amended to reflect (1) and (2).
- iv. To agree that the Governance Sub Group work with Primary Care partners to develop their governance arrangements.
- v. To agree the Strategic Plan approval process.
- vi. To agree the role of the Strategic Partnership Board in respect of the Transformation Fund, and to instruct the Strategic Partnership Board to develop the criteria by which such funding will be accessed.
- vii. To agree the role of the Strategic Partnership Board in shadow form.
- viii. To agree the principles of the conflict resolution process for the Strategic Partnership Board, and instruct the Governance Sub Group and Strategic Partnership Board Executive to further develop.
- ix. To agree the functions and form of the GM Joint Commissioning Board.
- x. To instruct the Governance Sub Group to develop terms of reference for the Joint Commissioning Board.
- xi. To agree that a GM Commissioning Strategy is developed aligned with the Strategic Plan.
- xii. To instruct the Governance Sub Group to develop the criteria by which NHSE could exercise its ability to request that decisions are not considered at the Joint Commissioning Board.
- xiii. To agree that the Joint Commissioning Board be supported by smaller Executive Group.
- xiv. To agree that the GMJCB establish a research and innovation board to inform its decisions.
- xv. To agree that existing scrutiny arrangements are reviewed, and request that a report be brought to a future meeting.

130/15 EU LIFE INTEGRATED PROJECT (LIFE IP) IN GREATER MANCHESTER

Councillor Sue Derbyshire introduced a report updating Members on AGMA's involvement in a successful £14m LIFE Integrated Project bid by the Environment Agency and seeking AGMA's agreement for Salford City Council to act as the lead Authority on behalf of AGMA.

RESOLVED/-

1. To note the success of the Environment Agency's (EA) £14m LIFE IP funding bid; a formal offer of funding has been received naming AGMA as a significant beneficiary.
2. To formally agree to request Salford City Council (SCC) to act as the lead Authority and enter into a Partnership Agreement with the Environment Agency on behalf of AGMA in order to release funding for the project.
3. To note that back to back local agreements between Salford City Council and the relevant Local Authorities will need to be entered into to release funding for the relevant Local Authorities.
4. To note the benefits to Greater Manchester, opportunities and responsibilities plus the key actions and deadlines of the sign up process for those Local Authorities formally involved in project delivery.

131/15 GREATER MANCHESTER METROPOLITAN DEBT ADMINISTRATION FUND - ESTIMATED RATES OF INTEREST AND BORROWING STRATEGY 2015/16 REVISED AND 2016/17 ORIGINAL

Councillor Kieran Quinn Pleasant as designated lead Authority to administer the loan fund of the former Greater Manchester County Council, presented the report detailing the Greater Manchester Debt Administration Fund's estimated rates of interest for 2015/16 and 2016/17 together with the borrowing strategy to be employed.

RESOLVED:

To note the revised 2015/16 estimate and the original 2016/17 estimate.

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GREATER MANCHESTER COMBINED AUTHORITY

**FORWARD PLAN OF STRATEGIC DECISIONS
1 March 2016 – 30 June 2016**

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 March 2016 and 30 June 2016.

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
26 February 2016			
GMCA Portfolios – Deputy Lead Members	Portfolio Lead: Tony Lloyd Portfolio Lead Officer: Julie Connor	Confirmation of Appointments and appointment of Health & Well Being Deputy to the Health & Social Care Strategic Partnership Board Executive	26 February 2016
Cities & Devolution Bill Update	Portfolio Lead: Tony Lloyd Portfolio Lead Officer: Liz Treacy	Update following Royal Assent of the Bill examining what secondary legislation is required	26 February 2016

Subject	Contact Officer	Description	Anticipated Date of Decision
TfGM 2040 Vision	<p>Portfolio Lead: Tony Lloyd</p> <p>Portfolio Lead Officer: Jon Lamonte</p> <p>Contact Officer: Dave Newton</p>	Presentation of the Draft Strategy	26 February 2016
Greater Manchester Energy Company	<p>Portfolio Lead: Councillor Sue Derbyshire</p> <p>Portfolio Lead Officer: Steve Rumbelow</p> <p>Contact Officer: Julian Packer</p>	Preferred Model for Greater Manchester	26 February 2016
18 March 2016			
Greater Manchester Growth Deal Transport Programme	<p>Portfolio Lead: Councillor Richard Leese</p> <p>Portfolio Lead Officer: Jon Lamonte</p> <p>Contact Officer: Chris Barnes</p>	Quarterly Update on the latest position n relation to the Growth Deal Transport Programme	18 March 2016
Stations Operations Strategy	<p>Portfolio Lead: Tony Lloyd</p> <p>Portfolio Lead Officer: Jon Lamonte</p> <p>Contact Officer: Dave Newton</p>	Proposed approach to managing suite of stations	18 March 2016

Subject	Contact Officer	Description	Anticipated Date of Decision
Transport for the North	<p>Portfolio Lead: Councillor Richard Leese</p> <p>Portfolio Lead Officer: Jon Lamonte</p> <p>Contact Officer: Dave Newton</p>	Progress Update	18 March 2016
Rail Industry Review	<p>Portfolio Lead: Tony Lloyd</p> <p>Portfolio Lead Officer: Jon Lamonte</p> <p>Contact Officer: Dave Newton</p>	Outcome of Rail Industry Review & Shaw Review	18 March 2016
Internationalisation Strategy	<p>Portfolio Lead: Councillor Richard Farnell</p> <p>Portfolio Lead Officer: Jim Taylor</p> <p>Contact Officer: John Stewart</p>	Progress Update	18 March 2016
29 April 2016			
Climate Change Strategy	<p>Portfolio Lead: Councillor Sue Derbyshire</p> <p>Portfolio Lead Officer: Steve Rumbelow</p> <p>Contact Officer: Mark Atherton</p>	Update on the progress of the Implementation Plan	29 April 2016
Manchester Growth Company	<p>Portfolio Lead: Ian Stewart</p> <p>Portfolio Lead Officer: Mark Hughes</p>	Presentation of the Business Plan	29 April 2016
27 May 2016			

Subject	Contact Officer	Description	Anticipated Date of Decision
24 June 2016			
Revenue and Capital Outturn	Portfolio Lead Councillor Kieran Quinn Portfolio Lead Officer: Richard Paver Contact Officer: Amanda Fox	Year end update	24 June 2016
2016/17			
Revenue and Capital Update	Portfolio Lead: Councillor Kieran Quinn Portfolio Lead Officer: Richard Paver Contact Officer: Amanda Fox	Quarterly Update	29 July 2016
Revenue and Capital Update	Portfolio Lead: Councillor Kieran Quinn Portfolio Lead Officer: Richard Paver Contact Officer: Amanda Fox	Quarterly Update	28 October 2016

Subject	Contact Officer	Description	Anticipated Date of Decision
GM Growth Deal Transport Update	<p>Portfolio Lead: Councillor Richard Leese</p> <p>Portfolio Lead Officer: Jon Lamonte</p> <p>Contact Officer: Steve Warrener</p>	Quarterly Update	To be confirmed
Highways Shared Services	<p>Portfolio Lead: Tony Lloyd</p> <p>Portfolio Lead Officer: Jon Lamonte</p> <p>Contact Officer: Peter Molyneux</p>	Outline Business Case	To be confirmed
New Rail Franchise and Electrification Programmes	<p>Portfolio Lead: Councillor Richard Leese</p> <p>Portfolio Lead Officer: Jon Lamonte</p> <p>Contact Officer: Dave Newton</p>	Overview of projects across the region to enable electrification	To be confirmed
Intermediary Body Status	<p>Portfolio Lead: Councillor Kieran Quinn</p> <p>Portfolio Lead Officer: Simon Nokes</p> <p>Contact Officer: Alison Gordon</p>	Update on progress of discussions with Government	To be confirmed

Subject	Contact Officer	Description	Anticipated Date of Decision
Metrolink	Portfolio Lead: Tony Lloyd Portfolio Lead Officer: Jon Lamonte Contact Officer: Steve Warrener	Final Service Specification	To be confirmed
Metrolink Trafford Park Line	Portfolio Lead: Tony Lloyd Portfolio Lead Officer: Jon Lamonte Contact Officer: Steve Warrener	Outcome of the Procurement of the Works Contract	To be confirmed
Greater Manchester City Deal : Homes for Communities Agency Receipts	Portfolio Lead: Councillor Sue Derbyshire Portfolio Lead Officer: Eamonn Boylan Contact Officer: Bill Enevoldson	Proposed Strategy for equity investment	To be confirmed
Greater Manchester Spatial Framework	Portfolio Lead: Councillor Sue Derbyshire Portfolio Lead Officer: Eamonn Boylan Contact Officer: Chris Findley	Intellectual Property Map/ Future Cities Catapult Center	To be confirmed

**JOINT GREATER MANCHESTER COMBINED AUTHORITY
& AGMA EXECUTIVE BOARD AND AGMA EXECUTIVE BOARD**

**FORWARD PLAN OF STRATEGIC DECISIONS
1 March 2016 – 30 June 2016**

The Plan contains details of Key Decisions currently planned to be taken by the Joint Meeting of the Greater Manchester Combined Authority and AGMA Executive Board; or Chief Officers (as defined in the GMCA and AGMA constitution) in the period between 1 March 2016 and 30 June 2016.

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.

JOINT GMCA AND AGMA EXECUTIVE BOARD

Subject	Contact Officer	Description	Anticipated Date of Decision
18 March 2016			
GMCA & AGMA Scrutiny Pool Review	Portfolio Lead: Portfolio Lead Officer: Liz Treacy Contact Officer: Susan Ford	Update on Implementation of the Scrutiny Pool Review	18 March 2016
Climate Change Strategy	Portfolio Lead: Councillor Sue Derbyshire Portfolio Lead Officer: Steve Rumbelow Contact Officer: Mark Atherton	Outcome of Consultation	18 March 2016

Subject	Contact Officer	Description	Anticipated Date of Decision
29 April 2016			
Climate Change Strategy	Portfolio Lead: Councillor Sue Derbyshire Portfolio Lead Officer: Steve Rumbelow Contact Officer: Mark Atherton	Update of the progress of the Implementation Plan	29 April 2016
27 May 2015			
To be confirmed			
Business Rates Retention	Portfolio Lead: Councillor Kieran Quinn Portfolio Lead Officer: Richard Paver Contact Officer: Jannice Gotts	Contribution to Support the Promotion of Greater Manchester's Growth and Reform Strategies	To be confirmed



AGMA EXECUTIVE BOARD

Subject	Contact Officer	Description	Anticipated Date of Decision
26 February 2016			
AGMA Section 48 Grants Programme	Portfolio Lead: Portfolio Lead Officer: Howard Bernstein Contact Officer: Julie Connor	Year 2 Funding	26 February 2016
Greater Manchester Reform Budget	Portfolio Lead: Tony Lloyd Portfolio Lead Officer: Andrew Lightfoot	Breakdown of LA utilisation of Locality Exemplar Support	26 February 2016

	Contact Officer: Rachel Pykett		
Atlantic Gateway	Portfolio Lead: Councillor Richard Leese Portfolio Lead Officer: Simon Nokes	Infrastructure Priorities	26 February 2016
Greater Manchester Land Programme	Portfolio Lead: Councillor Sue Derbyshire Portfolio Lead Officer: Eamonn Boylan Contact Officer: Chris Findley	Proposition for gap funding to unlock sites	26 February 2016
18 March 2016			
Greater Manchester Residential Growth Strategy	Portfolio Lead: Councillor Sue Derbyshire Portfolio Lead Officer: Eamonn Boylan Contact Officer: Steve Fyfe	Response to the Spending Review to support the City Region's aspiration for growth	18 March 2016
29 April 2016			
Centre for Ageing Better	Portfolio Lead: Tony Lloyd Portfolio Lead Officer: Andrew Lightfoot Contact Officer: Louise Lanigan	Strategic Partnership with GM and Pilot Project	29 April 2016
27 May 2015			
24 June 2016			
AGMA Revenue Outturn	Portfolio Lead: Councillor Kieran Quinn Portfolio Lead	Outturn Report	24 June 2016

	Officer: Richard Paver Contact Officer: Amanda Fox		
29 July 2016			
AGMA Revenue Update	Portfolio Lead: Councillor Kieran Quinn Portfolio Lead Officer: Richard Paver Contact Officer: Amanda Fox	Quarterly Update	29 July 2016
29 October 2016			
AGMA Revenue Update	Portfolio Lead: Councillor Kieran Quinn Portfolio Lead Officer: Richard Paver Contact Officer: Amanda Fox	Quarterly Update	29 October 2016

Agenda Item 4

Report to :	JOINT MEETING OF EXECUTIVE CABINET AND OVERVIEW (AUDIT) PANEL
Date :	10 February 2016
Executive Member Reporting Officers:	/ Cllr Kieran Quinn – Executive Leader Cllr Jim Fitzpatrick – First Deputy (Performance and Finance) Sandra Stewart – Executive Director Governance and Resources (Borough Solicitor)
Subject :	BUDGET ENGAGEMENT 2016/17 – CONSULTATION FINDINGS
Report Summary :	This report provides the findings from the Council's budget consultation for 2016/17 and 2017/18. The report outlines the results captured in the simulator and the general themes that have emerged from the suggestions provided. The report also details the communication and publicity that has been conducted to promote the consultation.
Recommendations :	It is recommended that Executive Cabinet note the content of the report and take the findings from the consultation into consideration and account when setting the Council's budget at the Full Council meeting on 23 February 2016.
Links to Community Strategy :	The Council budget aligns with the priorities of the Corporate Plan and the partnership wide Community Strategy.
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)	There are no direct financial recommendations as a result of this report.
Legal Implications : (Authorised by the Borough Solicitor)	This consultation has been an important step in sharing the Council's finances and the challenges the services and Borough face. It is important that the Council takes into account and considers that feedback when setting the budget and importantly we feedback the impact of the consultation on that decision making to ensure transparent.
Risk Management :	The Council has a statutory duty to consult. Failure to consult on the proposed changes to the Council's budget could lead to challenge and negative public attitudes.
Access to Information :	The background papers relating to this report can be inspected by contacting the report writer Lorraine Kitching:  Telephone: 0161 342 4043  e-mail: lorraine.kitching@tameside.gov.uk

1.0 EXECUTIVE SUMMARY

- A total of **2,594** contacts were received to the budget consultation (all channels including social media, emails letters etc.) This excludes all those we have engaged with through meetings and groups.
- A total of **1,446** people attempted the budget simulator with **1,019** people successfully completing it; a drop-off rate of **29.5%**.
- Budget consultation has been promoted at **215** events where residents had the opportunity to undertake the budget consultation.
- The average council tax change of all the responses was a **12% increase**.
- **75%** of respondents to the budget simulator **advocated a council tax rise**.
- The most popular idea for income generation is **selling advertising space (88%)**.
- **Selling Council buildings** is the most popular efficiency option (**80.7%**).

2.0 BACKGROUND

- 2.1 This report provides the findings from the consultation on the Council's budget for 2016/17 (and into 2017/18). The Council continues to face major financial challenges. Since 2010 the Council has had to cut £104 million from its budget. We have to manage our current budget reductions of £24 million in this financial year (2015/16), and make firm plans for further reductions of £14 million in 2016/17, and an additional £15 million in 2017/18.
- 2.2 In September 2015, Executive Board agreed a consultation approach, which would support stakeholders in understanding the tough choices and decisions that are required when shaping the whole Council Budget. The approach included a video and a budget simulator which asked residents to engage with a 2-year £29 million savings challenge (2016/17 and 2017/18 combined).

Video and Budget Simulator

- 2.3 The budget challenge video set out, in a public friendly format, the financial pressures that the council is facing and how the Council, partners and the public can work together to tackle them. The video detailed the current financial situation and future cuts that need to be made, the findings from last year's budget consultation, how the Council can make savings and what the public themselves can do to contribute. It also highlighted to the public that Council Tax only accounts for a third of the Council's income.
- 2.4 In order to provide the public with a greater understanding of the difficulties the Council faces in meeting a balanced budget the Council made use of the free Local Government Association (LGA) budget simulator tool. This was the same tool as the Council used last year to consult on the budget cuts it was facing at that time. The budget simulator is an online tool that encourages members of the public to consider where council budget cuts should fall, where efficiencies might be made, and where additional resources might be generated. The tool was originally developed by the London Borough of Redbridge to engage its citizens in the difficult decisions that arise from budget reductions. In partnership with the Local Government Association (LGA), the tool has been made available, free of charge, to all councils in England and Wales. The tool helped us to engage with our residents regarding the decisions about how we spend the revenue budgets and helped our residents to understand the tough choices the council faces. The

tool also allowed us to show the full council picture and illustrate to the public that if they increase provision in one service they need to make cuts in another.

- 2.5 Participants were also able to submit suggestions for money saving ideas or where they think the Council can cut costs.

Budget Consultation Timeline

- 2.6 An Elected Member event was conducted on the 23 September 2015 with the purpose of providing Elected Members with the opportunity to provide feedback on the video and budget consultation process.
- 2.7 The budget consultation was launched by the Executive Leader at Full Council on the 29 September 2015. The consultation ran for 12 weeks and finished on the 22 December 2015.

Promotion

- 2.8 In order to promote the budget consultation and encourage participation, a series of promotional materials were created including: flyers, posters, business cards, bookmarks, gif's, twitter straps and screensavers.
- 2.9 In addition the budget consultation had its own logo which has been used on the web pages and all promotional material. A full programme of active engagement and messaging was undertaken during the period.
- 2.10 In order to increase participation, two short 30-second videos were created using members of the public and staff encouraging people to have their say on the budget consultation. These were widely promoted via twitter, Facebook and on the budget consultation web pages. These videos were created with the assistance of students from Ashton Sixth Form College.

3.0 ENGAGEMENT

- 3.1 A number of channels were used for communicating the budget consultation to the public (including staff); this has included both traditional methods such as press releases and articles in the Citizen and the use of social media e.g. Facebook and Twitter.
- 3.2 In addition to promotion through written media, a full programme of engagement events have taken place across the borough. These have included promotion at children's centres, libraries, sheltered accommodation as well as facilitated group sessions with young and older people. A full list of engagement channels and events that have taken place are detailed in **Tables 1 and 2** below. A total of **215** engagement events have been held where members of the public have had the opportunity to undertake the budget consultation.

Table 1: Groups / organisations engaged directly as part of the Budget Consultation process

Group / Organisation	Type	Date
District Assembly Meetings	<u>Public Meeting (12)</u> Ashton – 2 Denton – 2 Droylsden & Audenshaw – 2 Dukinfield - 2 Hyde - 2 Stalybridge & Mossley – 2	Various in September / October

Summits	<u>Invited guests from the relevant sectors (7)</u> Economy & Skills - 1 Health – 1 Residential Growth - 1 Post 16 – 1 Public Protection - 1 Voluntary Sector - 1 Youth – 1	Various between October and November
Town Teams	<u>Town Teams (6)</u> Ashton - 1 Denton – 1 Droylsden – 1 Hyde – 1 Mossley - 1 Stalybridge - 1	
Employee Consultation Group	Internal meeting	22 September 2015
Adullam Homes	Meeting with staff	12 October 2015
Poverty Action Group	Representatives from different organisations	20 October 2015
Carer's Support Group	<u>Meeting with Carers (6)</u> Asian Carers – Ashton – 1 Carers – Droylsden – 1 Carers – Dukinfield -1 Carers – Stalybridge – 2 Carers – Denton – 1	Various dates in October and November
Hyde Bangladeshi Welfare Association	Meeting with group members	22 October 2015
Khush Amdid	Meeting with group members	22 October 2015
Employee Engagement Session	Staff events - 1	Various
IT & Cake Event – Age UK	Older People	27 October 2015
Preventing Homelessness Forum	Representatives from different organisations	28 October 2015
Ogden Court Sheltered Housing	Residents of the Sheltered Housing	6 November 2015
Over 50s Computer Group	Members of the group	11 November 2015
Countryside Rangers	Volunteers	11 November 2015

Tenants of Enville Place	Homeless residents	12 November 2015
Foundation Housing, Westbrook	Supported Housing Tenants (homeless)	16 November 2015
Farley's Estate Residents Associations – Home Watch	Home Watch	25 November 2015
Emmaus Mossley drop-in sessions (2 sessions)	Local residents and workers	27 November 2015 11 December 2015
Community Led Initiatives	Recovering drug and alcohol users	1 December 2015
Age UK	Older people including those with dementia	4 December 2015
Student Event	Students from Clarendon Sixth Form College, Tameside College and Ashton Sixth Form College	9 December 2015
Cranberries 2	Older people	10 December 2015
Grafton Centre (2 sessions)	Older people	17 December 2015 21 December 2015
Tameside College	Students & staff	17 December 2015
Clarendon Sixth Form College	Students & staff	18 December 2015

Table 2: Groups / organisations who have supported promotion of the Budget Consultation (e.g. hosted drop-ins, promoted at meetings and / or through networks)

Group / Organisation	Type	Date
Libraries	92 sessions in total Ashton – 14 Denton –11 Droylsden – 10 Dukinfield – 13 Hattersley – 7 Hyde – 12 Mossley - 14 Stalybridge – 11	Various
Children's Centres	17 sessions in total Denton South - 1 Greenside - 2 Hattersley – 2	Various

	Haughton Green - 1 Hyde – 3 Linden Road - 1 Mossley - 2 Ridgehill – 2 St. Peters - 3	
Active Tameside	41 sessions in total Ashton – 6 Denton - 6 Copley – 9 Dukinfield – 6 Hyde - 4 Ken Ward – 6 Medlock – 4	Various
Ashton Market	2 sessions	
Hyde Market	3 sessions	
New Charter drop-ins	Ashton – 1 Denton – 1 Hyde – 1 Stalybridge - 1	
Ashton Pioneer Homes drop-ins	1 session	
CVAT		Promotion via email, twitter and newsletter
Citizens Advice Bureau		General promotion + use of IT hub to complete the simulator
Hyde Community Action		General promotion
GP surgeries		Bookmarks available in all GP surgeries
Live, Work, Invest website		General promotion
E mail to DWP staff in Tameside		General promotion
E mail to all Active Tameside staff and directors		General promotion
Email to nurseries and early year providers		General promotion
Email to Friends of Groups		General promotion
Email to police personnel		General promotion

Email to fire service personnel		General promotion
Stands at employee engagement sessions and Business Summit		General promotion and chance to complete the simulator
Council Call Centre		Message to promote the budget consultation
Talking News Budget Consultation brief including an interview on the budget consultation		26 th November
Tameside Sight assisting visually impaired residents to complete the simulator		As and when required
Bookmarks sent to local GP surgeries		30 th November
Tameside Hospital publicised the consultation via their staff portal		General promotion
Tameside Hospital staff bulletin		General promotion
Tameside College newsletter, student portal		General Promotion

3.3 During the budget consultation we have endeavoured to engage with people from all equality groups; and have undertaken targeted work with the following groups:

- Grafton centre – older people
- Age UK – older people including sessions with those with dementia
- Ogden Court Sheltered Housing – older people
- Student consultation event – young people from Tameside College; Clarendon Sixth Form College and Ashton Sixth Form College
- 2 student drop-in sessions – Clarendon Sixth Form College and Tameside College
- Talking news article – blind residents
- Tameside Sight – assistance provided to blind residents
- Hyde Community Action, BME network, Khush Amdid – BME residents

3.4 A total of **1,019** responses were received to the budget consultation via the simulator. The number of contacts made; excluding contacts with members of the public to promote the simulator, are shown in **Table 3**.

Table 3: Number of contacts

Channel	Number of responses
Budget simulator:	
number started	1,446
number completed	1,019
Viewed the Budget Consultation video	588

Viewed the Budget Consultation clips	132
Facebook	
number of comments	20
likes	5
share	1
Twitter	
number of tweets	146
re-tweets	181
favourite	68
Emails	4
Complaints through CRM	1
Letters	2

4.0 BUDGET DATA ANALYSIS

- 4.1 With the exception of the comments and suggestions, all the completed responses to the budget simulator can be downloaded directly from the website. The budget simulator tool reports the council tax change results as a whole percentage, in order to establish more accurate figures, the results have been re-calculated to enable us to report results to at least one decimal place. All figures in this report are based on our re-calculated figures.
- 4.2 A total of **1,446** people attempted the budget simulator with **1,019** people successfully completing it to date; a drop-off rate of **29.5%**. This may illustrate that residents found it difficult to make the decisions necessary to cut the budget. Similarly due to complexity of the simulator, achieving **1,019** completed responses is testament to the effectiveness of the engagement strategy.
- 4.3 **Tables 4a and 4b** detail the characteristics of the achieved sample compared to the Tameside population.

Table 4a: Population and achieved sample

Demographic Group	Tameside Population (%)	Achieved sample (%)
Gender¹		
Male	49.1	49.4
Female	50.9	50.6
Age²		
16-17	3.0	2.8
18-24	10.3	7.0
25-34	16.3	17.9
35-44	15.9	19.9
45-54	18.7	24.0
55-64	14.5	15.9
65 and over	21.3	12.5
Ethnicity³		
White	90.9	91.6
BME	9.1	8.4
Disability³		
Yes	20.9	11.4
No	79.1	88.6

¹ Figures based on the 2014 mid-year population estimates

² Figures based on the 2014 mid-year population estimates and those aged 16 and over.

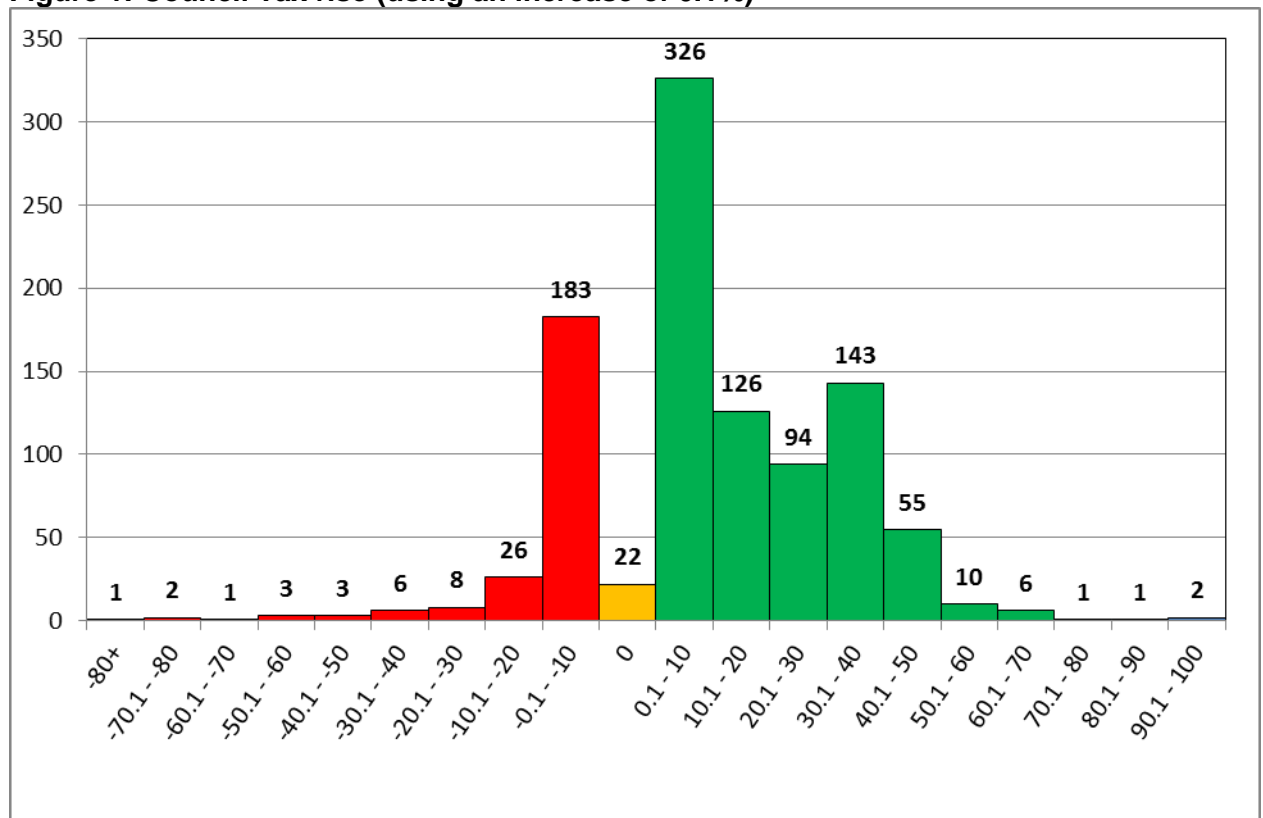
³ Figures based on the 2011 Census

Table 4b: Population and achieved sample

Demographic Group	Tameside Households (%)	Achieved sample (%)
Postcode Sector⁴		
M34 – Denton / Audenshaw	21.3	11.6
M43 – Droylsden	10.4	8.5
OL5 – Mossley	5.3	5.8
OL6 – Ashton (Hurst / St. Michaels)	13.3	19.2
OL7 – Ashton (Waterloo / St. Peters)	7.7	7.7
SK14 – Hyde / Longendale	20.7	19.5
SK15 – Stalybridge	12.4	13.0
SK16 - Dukinfield	9.0	12.9

- 4.4 The table above details the achieved sample from the survey, against the Tameside population. Respondents who did not specify a particular characteristic have been removed from these figures. This has not impacted on considering their views just reporting their demographic profile.
- 4.5 Weighting the data to account for over and under-sampling of particular sections of the population is not necessary, given that the budget simulator is available via the Big Conversation web pages and is open to all residents and is not a fixed/controlled sample.
- 4.6 The average council tax change of all the responses to date is a **12% increase**. **Figure 1** details the number of respondents advocating different levels of Council Tax rises or decreases. Overall **75%** of respondents advocated a Council Tax rise.

Figure 1: Council Tax rise (using an increase of 0.1%)⁵



⁴ Figures are based on the number of households in each postcode sector area.

⁵ The figures in the graph on based on recalculated figures from the simulator results, this has been done to enable us to analyse to at least decimal place rather than as whole numbers and more accurately reflect the changes.

Source: Tameside Council's budget simulator

Service Results

4.7 Within the budget simulator, respondents were able to reduce or increase the budget for each service area. **Table 5** details the starting budget for each area, the average end budget, average amount that has been taken out of each budget and the percentage reduction for the headline service areas. **Table 6** details the findings for the individual service areas. The greatest average reduction has been made to the **Adults** budget (-£ 7,111,890), this also the service area with the largest budget, and the lowest reduction has been made to the **Communities** budget (-£ 859,300). This is also the area with the smallest budget.

Table 5: Breakdown of budget adjustments by service area

Overall Service Area	Starting Budget (£)	Average End Budget (£)	Average Budget Reduction (£)	Average % change
Adults	79,487,885	72,375,995	7,111,890	-8.9
Children	27,085,837	25,429,255	1,656,582	-6.1
Infrastructure	27,713,914	25,276,066	2,437,848	-8.8
Council Tax, Benefits and Support	19,670,768	17,407,436	2,263,332	-11.5
Public Health	18,806,416	16,394,472	2,411,944	-12.8
Environment	15,734,668	14,461,011	1,273,657	-8.1
Communities	8,584,557	7,725,257	859,300	-10.0
Total	197,084,045	176,120,817	20,963,228	-10.6

Source: Tameside Council's budget simulator

4.8 When analysing the results by different demographic groups, there were very few differences. The most notable difference are:

- BME respondents were more likely to reduce the budget allocated to Adults (-13% compared to -9% overall) and less likely to reduce the budget allocated to Infrastructure (-4% compared to -9% overall).
- Respondents aged 65+ were less likely to reduce the budget allocated to Council Tax, Benefits & Support (-8% compared to -12% overall).
- Geographically, those living in the M43 postcode sector were less likely to reduce the budget allocated to Public Health (-8% compared to -13% overall).

Table 6: Breakdown of budget adjustments by individual service area

Overall Service Area	Individual Service Area	Starting Budget (£)	Average End Budget (£)	Average Budget Reduction (£)	Average % change
Adults	Frail / Elderly	48,113,020	43,846,383	4,266,637	-8.9
	Learning Disability	22,728,552	20,629,406	2,099,146	-9.2
	Physical or Sensory Disability	4,998,894	4,553,433	445,461	-8.9
	Mental Health	2,005,854	1,856,141	149,713	-7.5
	Support & Prevention	1,641,565	1,490,631	150,934	-9.2
Children	Social Care & Safeguarding	18,979,251	17,859,915	1,119,336	-5.9
	Family Support / Early Help	4,302,240	4,032,827	269,413	-6.3
	School & Pupil Support	3,804,346	3,536,512	267,834	-7.0
Infrastructure	Roads & Transport	21,605,546	19,784,528	1,821,018	-8.4
	Economy & Skills	4,128,812	3,755,727	373,085	-9.0
	Planning	1,979,556	1,735,811	243,745	-12.3
Council Tax, Benefits and Support	Council Tax Support (benefit)	15,100,000	13,268,783	1,831,217	-12.1
	Collecting tax & debts / paying bills & assessment	4,289,910	3,893,194	396,716	-9.2
	Corporate Support & Registrars	280,858	245,459	35,399	-12.6
Public Health	Health Promotion	10,694,721	9,256,195	1,438,526	-13.5
	Health Interventions	8,111,695	7,138,277	973,418	-12.0
Environment	Street Cleaning & Parks	6,507,708	5,937,735	569,973	-8.8
	Recycling & Waste	6,049,097	5,616,144	432,953	-7.2
	Enforcement & Protection	3,177,863	2,907,132	270,731	-8.5
Communities	Supporting People & Homelessness	3,065,923	2,804,269	261,654	-8.5
	Neighbourhood Teams & Youth	1,875,925	1,685,786	190,139	-10.1
	Information & Advice	1,464,586	1,288,078	176,508	-12.1
	Libraries	1,442,802	1,297,057	145,745	-10.1
	Culture	735,321	650,067	85,254	-11.6
Total		197,084,045	176,120,817	20,963,228	-10.6

4.10 When analysing the results by different demographic groups, there were very few differences. Some of the most notable differences are:

- Disabled respondents were more likely to reduce the budget allocated to Health Promotion (-17.3% compared to -13.5% overall) and Neighbourhood Teams & Youth (-13.2% compared to -10.1% overall).
- The budget allocated to Frail & Elderly was more likely to be reduced by BME respondents (-13.1% compared to -8.9% overall).
- The budget allocated to Mental Health was more likely to be reduced by BME respondents (-11.7%) and less likely by those living in the M43 postcode sector (-4.1%). This is compared to -7.5% overall.
- The Learning Disability budget was more likely to be reduced by both respondents living in SK15 (-12.6%) and BME respondents (-12.5%). This is compared to -9.2% overall.
- Respondents aged 65+ were less likely to reduce the budgets for Libraries (-7.0% compared to -10.1% overall) and Culture (-8.2% compared to -11.6% overall).
- Those aged under 18 were more likely to reduce the budgets for Neighbourhood Teams & Youth (-14.8% compared to -10.1%) and Information & Advice (-15.9% compared to -12.1%). They were less likely to reduce budgets for Supporting People & Homelessness (-5.2% compared to -8.5% overall), Health Interventions (-8.8% compared to -12.0% overall) and Economy & Skills (-3.6% compared to -9.0% overall).
- Respondents aged 25-34 were more likely to reduce the budget allocated to Council Tax Support (benefits) (-15.5% compared to -12.1% overall).
- Respondents living in OL5 were more likely to reduce the following budgets:
 - Roads & Transport (-12.2% compared to -8.4% overall)
 - Economy & Skills (-12.4% compared to -9.0% overall)
 - Planning (-16.4% compared to -12.3% overall)
 - Street Cleaning & Parks (-12.9% compared to -8.8% overall)
- Those living in M43 were less likely to reduce the following budgets:
 - Social Care & Safeguarding (-2.7% compared to -5.9% overall)
 - Family Support / Early Help (-1.3% compared to -6.3% overall)
 - Health Promotion (-7.8% compared to -13.5% overall)
 - Health Interventions (-7.5% compared to -12.0% overall)
- Geographically, the budget for Corporate Support & Registrars was more likely to be reduced by those living in M34 (-16.0%) and SK15 (-16.1%). This is compared to -12.6% overall.
- In addition, respondents living in SK15 were more likely to reduce the budgets allocated to Support & Prevention (-12.7% compared to -9.2% overall) and Council Tax Support (benefits) (-16.5% compared to -12.1% overall). They were less likely to reduce the budget allocated to Roads & Transport (-4.7% compared to -8.4%).

4.11 The full cross tabulations can be found in **Appendix 3**.

4.12 Respondents were also presented with a series of options on income generation and efficiency savings which they could choose to select or not. By selecting the tick box for each of these options the respondent is indicating that they feel this is a good idea. **Table 7** details the results for these two areas. The most popular idea for income generation is **selling advertising space**, whilst **selling council buildings** is the most popular efficiency option.

Table 7: Breakdown on income / efficiency options

Option	% selecting	Potential savings
Sell advertising space	88.0%	£100,000
Sell Council buildings	80.7%	£1,000,000
Sell more land for homes & businesses	78.9%	£1,000,000
Develop traded services	77.6%	£100,000
More enforcement (fines)	70.7%	£50,000
Introduce fees and charges to other areas	60.3%	£100,000
Volunteers	62.8%	£150,000
Increase fees & charges by 5%	59.2%	£500,000
Health & social care integration	54.9%	£0
Review employees terms of conditions	37.0%	£1,300,000
Reduction in street cleaning	33.1%	£200,000
3 weekly landfill bin collections	30.9%	£500,000

Source: Tameside Council's budget simulator

4.13 Some of the key differences by demographic group are detailed below, the full crosstabulations can be found in **Appendix 3**.

- Respondents aged under 18 were less likely to agree with selling advertising space (67%) compared to those aged 25-34 who were most likely to agree (95%).
- A third of those aged under 18 (33%) agreed with increasing fees and charges by 5% compared to 70% of respondents living in SK16.
- Those aged under 18 were also less likely to agree with introducing fees and charges to other areas (30%). Respondents most likely to agree were those living in SK15 (70%) and those aged 45-54 (70%).
- Respondents living in SK15 were also most likely to agree with the Council developing traded services (85%) compared to 56% of those aged under 18.
- BME respondents (64%) and those living in OL5 (64%) were less likely to agree with introducing more enforcement (fines) compared to 79% of respondents living in SK16.
- Almost a quarter of BME respondents (24%) agreed with a review of Council employees' terms and conditions compared to 62% of respondents living in OL5.
- Selling Council buildings was most popular amongst respondents aged 18-24 (87%) and least popular with those aged under 18 (52%).
- Respondents living in M43 were more likely to agree with the idea of selling more land for homes and businesses (89%) compared to those aged under 18 (67%).
- Just over a fifth of respondents (22%) living in OL7 agreed with the introduction of a three weekly landfill bin collection compared to 37% of respondents aged under 18.
- BME respondents were less likely to select volunteering as an option (55%). This is compared to almost three-quarters (74%) of those aged under 18.
- A reduction in street cleaning was least popular amongst respondents aged 65+ (25%) and those living in OL7 (25%). Respondents aged under 18 were most likely to select this option (41%).
- Health & social care integration was most popular amongst respondents aged under 18 (67%). Those living in M43 were least likely to select this option (39%).

5.0 KEY THEMES ANALYSIS

- 5.1 Participants of the budget simulator were able to provide comments and suggestions on how money could be saved from the Council's budget. These responses have been analysed and classified by theme, based on commonly mentioned issues and concerns. The comments submitted via Twitter, Facebook, dedicated email address and letter have also been analysed and themed in the same way. A total of **481** comments and/or suggestions were received.
- 5.2 Many responses covered more than one issue and concern. They were classified for all the issues mentioned. The full list of **27** themes is given below, they are classified by type.

Place

- Waste / recycling
- Better use of council buildings
- Enforcement
- Street Lights
- Don't spend on major projects, cultural events or the public realm
- Business investment in Tameside / business rates / attract people and businesses to the borough
- Ashton prioritised over other towns
- Roads / Investment in infrastructure
- Free / reduced car parking

Corporate

- Councillors and Mayor
- Council needs to be more efficient and reduce waste
- Money raising ideas / charge for services / land for housing, business
- Staff pay / pensions / terms & conditions
- Council working practices / culture / digitisation of services / marketing
- Commissioning and outsourcing
- Work with partners / integration of services / health integration
- Invest in services / long term prevention
- Council tax
- Council has the wrong priorities
- Policy approaches
- Budget simulator / consultation
- Positive view of the council
- Negative view of the council

People

- Volunteering / community delivery / self-support / enforced volunteering
- Protect vulnerable first / protect children's centres
- People on benefits
- Libraries / customer services / museums

- 5.3 A full list of the comments is provided in **Appendix 2** along with a response from Tameside MBC. The number of comments is split between those from the budget simulator, those via social media e.g. Facebook and Twitter and those received via email or letter. The percentage figures refer to the proportion of all respondents to each particular engagement channel along with an overall percentage.

Supportive Comments / Increased Awareness of Council's Position

- 5.4 Among the comments and suggestions received, a number of responses illustrated resident's increased awareness of the difficulties the council faces in meeting the budgets cuts. A sample of these comments are provided below:

- *“I feel that you are all doing a fantastic job of making cuts where needed to save money.”*
- *“Attempted the survey but found the decisions difficult and couldn't decide”*
- *“Generally happy with Tameside Council.”*
- *“Council do a good job collectively”*

6.0 NEXT STEPS

- 6.1 The findings from the budget consultation exercise have been used, in conjunction with other considerations, to inform the Council's budget setting process. The council's budget will be set at Full Council on the 23 February 2016.
- 6.2 Feedback on the results will also be provided to the public, staff, partners and engaged groups and a summary infographic report produced and shared on Tameside Council's website.

7.0 APPENDICES

7.1 The following appendices are included as part of this report:

- **Appendix 1** – Equality Impact Assessment.
- **Appendix 2** – Summary of consultation themes and Tameside MBC response.
- **Appendix 3** – Cross tabulations – analysis by demographics

8.0 RECOMMENDATIONS

8.1 As set out on the front of the report.

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Subject / Title	Budget Consultation 2016/17
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Service Unit	Service Area	Directorate
Policy and Communications	Governance	Governance

Start Date	Completion Date
July 2015	January 2016

Lead Officer	Lorraine Kitching Research and Customer Insight Manager
Service Unit Manager	Sarah Dobson Head of Policy and Communications
Assistant Executive Director	N/A

EIA Group (lead contact first)	Job title	Service
Lorraine Kitching	Research and Customer Insight Manager	Policy and Communications
Sarah Dobson	Head of Policy and Communications	Policy and Communications
Simon Brunet	Policy, Data, and Improvement Lead	Policy and Communications
Jody Stewart	Policy, Research, and Improvement Manager	Policy and Communications

PART 1 – INITIAL SCREENING

1a.	What is the project, policy or proposal?	Tameside Metropolitan Borough Council's Budget Consultation project which takes place from 29 September 2015 until the 22 December 2015. The EIA concentrates on the consultation process itself, not the outcomes of the consultation.
1b.	What are the main aims of the project, policy or proposal?	To consult with people who are residents of, work in, or pay business rates in, the metropolitan borough of Tameside. To use the consultation to establish what respondents think is the best way to balance Tameside Metropolitan Borough Council's budget over the next two years, with consideration to the fact that there will be funding cuts from central government of £29,455,000 over the next two years.

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1c. Will the project, policy or proposal have either a direct or indirect impact on any groups of people with protected equality characteristics?

Where a direct or indirect impact will occur as a result of the policy, project or proposal, please explain why and how that group of people will be affected.

Protected Characteristic	Direct Impact	Indirect Impact	Little / No Impact	Explanation
Age	X			The Budget Consultation may impact directly on elderly people. This is because a person requires the internet to access the Budget Consultation simulator. Statistics show that for 2015 (the most current data available), the percentage of men in the UK aged 75+ who had never used the internet was 52.8%, and the percentage of women aged 75+ who had never used the internet was 66.4%. These statistics are at a UK level.
Disability	X			The Budget Consultation may impact directly on disabled people. This is because a person requires the internet to access the Budget Consultation simulator. Statistics show that for 2015 (the most current data available), the percentage of people classed as Equality Act Disabled, who had never used the internet was 27.4%. This was higher than the percentage of Not Equality Act Disabled people who had never used the internet, which was 6.6%. These statistics are at a UK level.
Ethnicity		X		There is no anticipation that the Budget Consultation will impact directly on people because of their ethnicity in relation to internet use, statistics show that for 2015 (the most current data available), the percentages of people who had never used the internet across the ethnicity classifications were similar. White: 11.7%; Mixed/multiple ethnic background: 2.2%; Indian: 10.4%; Pakistani: 11.8%; Bangladeshi: 14.1%; Chinese: 5.9%; Other Asian Background: 7.1%; Black/African/Caribbean/Black British: 9.6%; Other ethnic group: 6.9%. These statistics are at a UK level. Consideration must also be given to people in Tameside who cannot speak English or cannot speak English well,

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				although according to Census 2011 information (table QS205EW) this is only 1.34% of Tameside residents, it may have an indirect effect on the ethnicity protected characteristic group.
Sex / Gender			X	There is no anticipation that the Budget Consultation will impact directly or indirectly on Sex/Gender in any significant sense.
Religion or Belief			X	There is no anticipation that the Budget Consultation will impact directly or indirectly on Religion/Belief in any significant sense.
Sexual Orientation			X	There is no anticipation that the Budget Consultation will impact directly or indirectly on Sexual Orientation in any significant sense.
Gender Reassignment			X	There is no anticipation that the Budget Consultation will impact directly or indirectly on Gender Reassignment in any significant sense.
Pregnancy & Maternity			X	There is no anticipation that the Budget Consultation will impact directly or indirectly on Pregnancy/Maternity in any significant sense.
Marriage & Civil Partnership			X	There is no anticipation that the Budget Consultation will impact directly or indirectly on Marriage and Civil Partnership in any significant sense.
Are there any other groups who you feel may be impacted, directly or indirectly, by this project, policy or proposal? (e.g. carers, vulnerable residents, isolated residents)				
Group (please state)	Direct Impact	Indirect Impact	Little / No Impact	Explanation
Lower income	X			People of lower income may not have the financial ability to access the internet, in terms of both subscription costs to internet providers and cost of devices such as PCs, laptops, tablets, or smartphones, with which to access the internet. However, they can access these devices and the internet at Tameside libraries for free, or a nominal charge per hour, whether a Budget Consultation drop-in session is taking place or not.

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Wherever a direct or indirect impact has been identified you should consider undertaking a full EIA or be able to adequately explain your reasoning for not doing so. Where little / no impact is anticipated, this can be explored in more detail when undertaking a full EIA.

1d.	Does the project, policy or proposal require a full EIA?	Yes	No
		Yes	
1e.	What are your reasons for the decision made at 1d?	<p>It seems prudent to conduct a full EIA as the protected characteristics of age, disability, and ethnicity may be impacted by the Budget Consultation.</p>	

If a full EIA is required please progress to Part 2.

PART 2 – FULL EQUALITY IMPACT ASSESSMENT

2a. Summary
<p>The Public Sector Equality Duty (section 149) of the Equality Act 2010 requires that a public authority must, in the exercise of its functions, have due regard to the need to-</p> <p>a) eliminate discrimination, harassment, victimization and any other conduct that is prohibited by or under this Act;</p> <p>b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;</p> <p>c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.</p> <p>Having due regard to these involves:</p> <ul style="list-style-type: none"> • Removing or minimizing disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic; • Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of the persons who do not share it; • Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low; • Tackle prejudice, and • Promote understanding. <p>TMBC provides a wide range of services and functions across a number of areas for the benefit of residents, businesses and visitors. These services cover a number of important strategic and priority areas, for example services for children, young people, and families; services for adults and older people; the provision of educational, cultural, and leisure facilities; support for healthier living;</p>

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developing stronger and safer communities; as well as maintaining the physical and natural environment of the borough. The full range of our services can be found online at our website - <http://www.tameside.gov.uk/>

Given the range and variety of these services, and the likelihood of them impacting upon some or all of our residents and businesses at any given time, it is important that the council seeks to make as many people as possible aware of the opportunity to have their say on the future of the council as shaped by any expected and anticipated budget reduction.

As home to a diverse population – some 220,600 people – Tameside Council seeks to ensure that it provides its services in a fair, accessible, and equitable manner whilst being mindful of both the requirement to set a lawfully balanced budget and satisfy the requirements of the Equality Act 2010 and the public sector equality duty (section 149) contained therein.

The Budget Consultation and Simulator forms part of 'The Big Conversation'. Through utilising this tool, the council is able to consult in detail on the entirety of its budget across the full range of services and functions, bringing further transparency.

In order to provide the public with a greater understanding of the difficulties the council faces in meeting a balanced budget the Council made use of the free Local Government Association (LGA) budget simulator tool. The budget simulator is an online tool that encourages members of the public to consider where council budget cuts should fall, where efficiencies might be made, and where additional resources might be generated. The tool also allowed us to show the 'full picture' and illustrate to the public that if provision were increased in one area, cuts would need to be made in another.

Originally developed by the London Borough of Redbridge to engage its citizens in the difficult decisions that arise from budget reductions, in partnership with the LGA the tool has since been made available free of charge to councils in England and Wales. It has been used by upwards of 60 councils and was used in TMBC's Budget Consultation last year.

To complement the launch of the simulator, the council commissioned a series of promotional activities across a number of different media, as well as a full programme of engagement events to highlight the launch and assist residents, businesses, and staff, to complete it. 215 events were undertaken in total.

The subject of this EIA is Tameside Metropolitan Borough Council's Budget Consultation, which took place from September 29 2015 until 22 December 2015. The Budget Consultation was internet based, accessible from Tameside Council's website homepage. It included several webpages which provided information about the financial situation and the budget, a video which provided similar information in a different format, and the budget simulator tool. A separate budget consultation email inbox was set up, and any reference to the budget made through CRM, letters, or social media were recorded as part of the consultation.

This EIA concentrates on the process of developing an appropriate framework for the promotion of the Budget Consultation in order to ensure that all protected characteristic groups were considered in terms of the accessibility of the tool and their ability to inform the Budget Consultation process overall.

It addresses equality issues relating to usability of the simulator itself (it being an online tool) which touches upon protected characteristic groups such as disability (it being a visual interactive tool); age (issues relating to elderly having access to the internet); ethnicity (it being in English, and the need to ensure the full range of participation from all Tameside's communities); and the need to access the full range of views and opinions from Tameside's communities to reflect the impact that

Tameside Council Equality Impact Assessment Form

spending cuts will have across a range the services that impact on protected characteristic groups.

It does not concern itself with the outcomes of the simulator exercise itself, and how responses from different groups have been categorised, analysed, or presented. Whilst these have been taken into consideration, and the full report to Executive Cabinet provides a detailed such breakdown by group, this EIA has as its focus the process of engagement, as opposed to the outcome.

Intended beneficiaries of the budget simulator are therefore all nine protected characteristic groups – age, gender, ethnicity, disability, religion/belief, sexual orientation, pregnancy & maternity, gender reassignment, and marriage & civil partnership – both in terms of engagement with the process itself, and in terms of the subsequent decisions made post consultation, based on their views being taken into account.

This EIA concludes that although the consultation was internet based and that this may have impacted upon the protected characteristic groups of age (elderly) and disability, as higher numbers of these groups are shown to have never used the internet, significant efforts were made to mitigate these potential impacts. Additionally the fact that the consultation was internet based may also have impacted on the non-protected characteristic group of people on low income as people in this financial bracket are less likely to be able to afford internet subscription or devices that can access the internet. Again, significant efforts were made to mitigate these potential impacts.

Furthermore, the consultation may have impacted on the protected characteristic of ethnicity, due to the fact that people of a different ethnicity may not be able to read or speak English. However, once more, significant efforts were made to mitigate this potential impact.

These mitigations are detailed fully in the 'Mitigations' section of this EIA.

2b. Issues to Consider

The decision to undertake such a comprehensive budget simulator exercise was driven by the scale and size of the required cuts to the council's budget imposed by central government. It follows on from a similar budget consultation exercise last financial year, which ran from the September 16 2014 until the 9 December 2014.

Given the likely impact on all users of council services and facilities, together with the indirect impact as a result of what will require a radical reshaping of both how council services are delivered but also what services are delivered, all members of our community must be considered in terms of how they are best able to engage with the process. This is in addition to ensuring that specific views in relation to the impact on any of the protected characteristic group are recorded.

In rolling out a comprehensive programme of engagement to ensure maximum rates of participation, the council is therefore mindful of the requirement to satisfy its obligations under the PSED of the Equality Act 2010, and ensure that all groups are able to participate should they wish.

Being an online tool allows it to be much more accessible in particular ways as people do not have to physically attend a consultation, and can access the exercise in their own time and at their own leisure. Similarly, the volume of information contained within the simulator in order to allow for full consideration of the issues is far better presented and contained online than in any paper

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consultation exercise.

One caveat is that research suggests less elderly people and people classified as Equality Act disabled use the internet compared to other age demographics and people who aren't disabled. Consider the below comparison tables extracted from ONS on the percentage of people who have never used the internet. The data is from Quarter One, 2015, which is the most current data, and is on a UK level.

Never Used Internet 2015 Q1		
All	Men	9.7
All	Women	12.9
16-24	Men	0.6
16-24	Women	0.3
25-34	Men	0.6
25-34	Women	0.9
35-44	Men	1.8
35-44	Women	1.5
45-54	Men	4.1
45-54	Women	4.7
55-64	Men	10.1
55-64	Women	10.5
65-74	Men	22.6
65-74	Women	25.6
75+	Men	52.8
75+	Women	66.4

Never Used Internet 2015 Q1		
All	Equality Act Disabled¹	27.4
	Not Equality Act Disabled²	6.6
16-24	Equality Act Disabled	2.8
16-24	Not Equality Act Disabled	0.1
25-34	Equality Act Disabled	2.8
25-34	Not Equality Act Disabled	0.5
35-44	Equality Act Disabled	5.1
35-44	Not Equality Act Disabled	1.1
45-54	Equality Act Disabled	10.9
45-54	Not Equality Act Disabled	2.8
55-64	Equality Act Disabled	18.9
55-64	Not Equality Act Disabled	6.8
65-74	Equality Act Disabled	33.2
65-74	Not Equality Act Disabled	19.3
75+	Equality Act Disabled	66.0
75+	Not Equality Act Disabled	53.9

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In order to ensure that a wide range of individuals from different backgrounds and protected groups were made aware of the consultation and simulator exercise, the council targeted specific locations and themes for presentations/meetings. For those who did not have access to the internet from home or work, drop-in sessions were arranged at a variety of locations at a variety of times, where officers were present with a computer or tablet, and who proactively attempted to encourage members of the public to complete the budget simulator exercise. These drop-in sessions were advertised on the TMBC website. The meetings/presentations and drop-in sessions are listed below as well as the protected characteristics that were targeted at each drop-in, and the number of times the specific location was visited.

Town Teams (Meetings/Presentations): All groups.

Ashton Town Team: 1
Denton Town Team: 1
Droylsden Town Team: 1
Hyde Town Team: 1
Mossley Town Team: 1
Stalybridge Town Team: 1

Summits (Engaged with sector):

Economy Summit: 1
Health Summit: 1
Housing Summit: 1
Post-16 Summit: 1
Public Protection Summit: 1
Voluntary Sector Summit: 1
Youth Council Summit: 1

District Assemblies (Meetings/Presentations):

Ashton District Assembly: 2
Denton District Assembly: 2
Droylsden and Audenshaw District Assembly: 2
Dukinfield District Assembly: 2
Hyde and Longdendale District Assembly: 2
Stalybridge and Mossley District Assembly: 2

Libraries (Drop-Ins): All groups, but covers age, pregnancy and maternity, and disability in particular.

Ashton Library: 14
Denton Library: 11
Droylsden Library: 10
Dukinfield Library: 13
Hattersley Library: 7
Hyde Library: 12

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Mossley Library: 14
Stalybridge Library: 11

Tameside's public libraries are accessible by public transport, are manned by trained library staff (who received specific budget simulator awareness training), and are disability access friendly. Library members can use the internet free of charge for up to one hour per day. Charges apply for additional use of the internet by members, internet use by non-members, and printing. It is free to join one of Tameside's libraries.

Children's Centres (Drop-Ins): All groups, but covers gender, age, carers, pregnancy and maternity in particular.

Denton (Linden Road) Children's Centre: 1
Denton South Children's Centre: 1
Greenside Children's Centre: 2
Hattersley Children's Centre: 2
Haughton Green Children's Centre: 1
Hyde Children's Centre: 3
Mossley Children's Centre: 2
Ridge Hill Children's Centre: 2
St Peter's Children's Centre: 3

Active Tameside (Drop-Ins): All groups.

Active Ashton: 6
Active Copley: 9
Active Denton: 6
Active Dukinfield: 6
Active Hyde: 4
Active Ken Ward: 6
Active Medlock: 4

Markets (Drop-Ins): All groups.

Ashton Indoor Market: 2
Hyde Indoor Market: 3

Housing Provider Offices (Drop Ins): All groups, but covers ethnicity and low income in particular.

Ashton New Charter Hub: 1
Denton New Charter Hub: 1
Hyde New Charter Hub: 1
Stalybridge New Charter Hub: 1

Carers Support Groups (Meetings/Presentations): Elderly people, disability, and ethnicity.

Ashton Asian Carer's Support Group: 1
Denton Carers Support Group: 1

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Droylsden Carers Support Group: 1
Dukinfield Carers Support Group: 1
Hyde Asian Carer's Support Group: 1
Stalybridge Carers Support Group: 2

Age UK Events (Meetings/Presentations and Drop Ins): Age and disability.

Age UK IT and Cake Event: 1
Age UK Support Group (People who've had dementia and/or strokes): 1
Grafton Centre: 2

Other Housing (Meetings/presentations): Covers low income, vulnerable and ethnicity in particular.

Adullam Homes: 1
Emmaus Mossley: 2
Enville Place Consultation with Tenants: 1
Foundation Housing: 1
Ogden Court Sheltered Housing: 1
Pioneer Homes: 1

Other Groups (Meetings/presentations and drop-ins): Covers age, ethnicity, vulnerable, isolated, low income in particular.

Cranberries: 1
Community Led Initiatives (recovering addicts): 1
Countryside Rangers Wharf Cabin: 1
Employee Engagement Session: 1
Farley's Estate Residents Association, Home Watch: 1
Hyde Bangladeshi Welfare Association: 1
Khush Amdid (BME women's group): 1
Over 50s Computer Group: 1
Poverty Action Group: 1
Preventing homelessness forum 1
Student Event: 1
Student drop-in events at Clarendon College (1) and Tameside College (1)

A short video was also produced by the council to promote the Budget Consultation and inform the public of the reasons for conducting it, including the financial cuts imposed by central government.

The budget challenge video sets out, in a public friendly format, the financial pressures that the council is facing and how the council, partners and the public can work together to tackle them. The video detailed the current financial situation and future cuts that need to be made, how the council can make savings and what the public themselves can do to contribute. The video was also available as a subtitled version.

There was a full social media presence through extensive Twitter and Facebook promotion. In addition to promoting the Budget Consultation through traditional media channels such as the Tameside Citizen, posters, leaflets, and cards were distributed at council service locations.

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Additionally, cards/bookmarks advertising Budget Consultation, with a link to the website address of the simulator, were provided for Ashton and Stalybridge train stations. Cards/bookmarks were left in GP surgeries. Cards/bookmarks were also handed out in Ashton, Hyde, Mossley, and Stalybridge Town Centres. An officer of the council was interviewed by Talking News, which provides audio-news for blind people in the local area, about the Budget Consultation. Furthermore a scheme was arranged with the blind person's charity Tameside Sight, where blind or partially sighted people were informed of the consultation by the charity, and anybody who wished to complete it could do so via a proxy.

Greater Manchester Police, Greater Manchester Fire and Rescue Service, and the Department of Work and Pensions were emailed about the Budget Consultation. These organisations then emailed their own staff to inform them about the Budget Consultation, although only people who work, live, or pay business rates in Tameside are able to fill in the Budget Consultation. Tameside College was also emailed, who then emailed all of their students and staff asking them to participate in the Budget Consultation. Tameside Hospital provided information on the consultation in their staff bulletin and via the staff portal and Active Tameside emailed their staff and trustees.

2c. Impact

A total of 1,446 people attempted the Budget Consultation via the simulator. A total of 1,019 people completed the Budget Consultation via the simulator. There were 406 responses through the suggestion box of the Budget Consultation simulator, most of these people also completed the simulator, but some chose not to complete the simulator but just provide a text-based suggestion. There were 68 responses via social media (twitter/facebook/Instagram). There were 4 responses via email. There was 1 response via CRM. There were 2 responses via letters.

Demographic Group	Tameside Population (%)	Achieved sample (%)
Gender¹		
Male	49.1	49.4
Female	50.9	50.6
Age²		
16-17	3.0	2.8
18-24	10.3	7.0
25-34	16.3	17.9
35-44	15.9	19.9
45-54	18.7	24.0
55-64	14.5	15.9

¹ Figures based on the 2014 mid-year population estimates

² Figures based on the 2014 mid-year population estimates and those aged 16 and over.

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65 and over	21.3	12.5
Ethnicity³		
White	90.9	91.6
BME	9.1	8.4
Disability⁴		
Yes	20.9	11.4
No	79.1	88.6

³ Figures based on the 2011 Census

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2d. Mitigations (Where you have identified an impact, what can be done to reduce or mitigate the impact?)	
<p>Age. A higher percentage of older people have never used the internet compared to other age demographics.</p>	<p>Council officers undertook drop-in sessions at Tameside libraries on different days during the 12 week consultation period. Council officers undertook drop-in sessions at Active Tameside leisure centres, according to the schedule of specific classes that take place between 15:30-18:00 which children attend, and where grandparents are in the waiting area. Council officers undertook drop-in sessions at Age UK events; Age UK being a charity that hosts events for elderly people. Council officers undertook a presentation and drop-in session at the Cranberries social group, which is comprised exclusively of elderly people. These drop-in sessions provide elderly people who have never used the internet at home, or do not have access to the internet at home, the opportunity to take part in the computer based Budget Consultation with staff on hand to help them operate computers, or operate computers on their behalf. Some elderly people at library drop-ins mentioned to staff that they had never used a computer before, and so needed officers to operate the computer under the elderly people's direction. Additionally, all members of the public including elderly people are proactively approached and encouraged to take part in the Budget Consultation during these drop-in sessions.</p>
<p>Disability. A higher percentage of people classified as equality act disabled have never used the internet compared to people not classified as equality act disabled.</p>	<p>Council officers undertook drop-in sessions at Tameside libraries, which are disability access friendly. Council officers undertook drop-in sessions at Age UK events, where many of the attendees were suffering from the after-effects of strokes and/or dementia. The council arranged an interview with 'Talking News', which is an audio-news show for the local blind community, to promote the Budget Consultation. The council arranged with Tameside Sight a method for their blind clientele to undertake the Budget Consultation using the telephone, with someone operating the computer for them. The council also liaised with the Royal National Institute of Blind People in order to accommodate some of their members and supporters in giving their views. For some specific disabilities, for example physical disabilities that leave people housebound, an online platform could be more accessible than a paper one.</p>
<p>Ethnicity. Potential language barriers.</p>	<p>Council officers undertook meetings/presentations at Hyde Bangladeshi Welfare Association, Ashton Asian Carer's Support Group and Hyde Asian Carer's Support Group. At these groups an interpreter translated for members of the group who may not have been fluent in English. The Council also attended a women's only group called Khush Amdid at the request of its members. Having seen the presentation and video, this group was then able to promote the budget consultation to the wider BME community with the younger members assisting the older ones in completing the consultation.</p>
<p>Low Income. People on low income may not have the funds to access the internet, or devices with which to access the internet.</p>	<p>Council officers undertook drop-in sessions at libraries where people of low income, who do not have access to the internet at home, or do not have devices that can access the internet, usually go to access the internet. Council officers undertook drop-in sessions at New Charter Hubs in various towns, where the residents of New Charter social housing, typically people on lower incomes, go to talk with New Charter about housing issues such as repairs or rent arrears. Also meetings/presentations at Pioneer Homes, another social housing provider and additionally at Poverty Action group.</p>
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2e. Evidence Sources
Internet Use Data: http://www.ons.gov.uk/ons/publications/re-reference-tables.html?edition=tcm%3A77-395602
Census 2011
Mid-Year Population Estimates 2014: http://www.ons.gov.uk/ons/publications/re-reference-tables.html?edition=tcm%3A77-368259

2f. Monitoring progress		
Issue / Action	Lead officer	Timescale
N/A	N/A	N/A

Signature of Service Unit Manager	Date
Sarah Dobson	07/01/2016
Signature of Assistant Executive Director	Date
Sandra Stewart	07/01/2016

APPENDIX 2

BUDGET SIMULATOR THEMES

PLACE		
REF	CONSULTATION FEEDBACK THEME	TAMESIDE MBC REPSONSE
1	<p><u>WASTE / RECYCLING</u></p> <p>A variety of comments were received on the topic of waste / recycling including:</p> <ul style="list-style-type: none"> • Bin swap not been a success and/or does not save money due to increase in fly-tipping etc. • Bin swap is a good step, but more could be done, i.e. find a way to recycle certain plastics. • Vary collection frequency dependent on household size. • Review the frequency of the blue and brown bins collection. • Enforce recycling. • Do not extend bin collections to 3 weekly. <p>46(11%) – Budget Simulator 1(14%) – other channels 7(10%) – social media 54(11.2%) – total</p>	<p>Sending a tonne of waste to landfill costs local taxpayers £300. Money better spent on essential services, particularly those for the most vulnerable.</p> <p>With this in mind the Council has undertaken a number of initiatives over recent years to increase the amount of waste diverted from landfill and sent for recycling.</p> <p>Tameside undertook a bin swap pilot (commenced November 2013) in four areas of the borough. The pilot involved swapping the existing green and black bins in order to increase capacity for recycling and reduce capacity for residual household waste. By swapping the bins over meant there was no capital expenditure on new bins, no need to alter the existing collection rounds.</p> <p>The evaluation of the pilot showed bin swap reduced the amount of waste sent to landfill by 25% with the potential to save up to £3 million if rolled out across the borough.</p> <p>Rolling out the bin swap to the rest of the borough was supported by 73% of respondents in last year’s budget consultation.</p> <p>Following a Key Decision in December 2014, the bin swap was rolled out to a further 5 areas in the borough from January 2015. The full roll-out of the programme to the rest of Tameside took place in September 2015.</p> <p>To date (January 2016) since September 2015 the recycling rate has increased from 40% to 55% with 2,604 tonnes of extra waste sent for recycling saving just short of £800,000.</p> <p>One of the key learning elements from the bin swap pilots and associated evaluation was the need to support households in exceptional circumstances. Larger households (6 people or more) can be provided with an additional bin; therefore more frequent collections of waste are not required. There would be no tangible cost savings in reducing the frequency of collection for single-occupier households as the same amount of waste will still be taken to landfill over the course of the year.</p> <p>Consideration will be given to the frequency of the collection of the blue (paper) bins as suggested by a number of respondents to the budget simulator. A review will need to be undertaken to understand the benefits and dis-benefits of increasing the frequency of collection of blue bins. At present having looked at research undertaken nationally on the collection of food waste, we have no plans at this time to change the frequency of</p>

		<p>collection.</p> <p>The types of materials that can be recycled in the borough are determined by the Greater Manchester Waste Disposal Authority. The Council will continue to lobby the waste authority to increase the types of material that can be recycled in order to reduce the amount of waste sent to landfill.</p> <p>In relation to enforcing household recycling, the Council aims to educate local residents and businesses to understand their role with regard to responsible waste management. Where necessary enforcement action includes verbal warnings and advice, written advice, warning letters, statutory notices, formal warnings, the issue of fixed penalty notices, formal cautions and prosecution. Action taken will be proportionate to the scale of the identified problem.</p>
2	<p><u>BETTER USE OF COUNCIL BUILDINGS</u></p> <p>Comments were made relating to better use of Council owned buildings. Suggestions include:</p> <ul style="list-style-type: none"> • Co-location of services in council buildings e.g. libraries. • Do not spend on new council buildings; use the buildings that the council already has. • Sell unused council buildings. • Do not sell any buildings, but rent out buildings that are not being used, therefore making money but retaining them as assets. • Rent rooms in council buildings to groups. • Turn lights off, use light sensors. <p>39(10%) – Budget Simulator 0(0%) – other channels 4(6%) – social media 43(8.9%) – total</p>	<p>A key part of our plan around council buildings is to demolish the Council's Central Offices in Ashton, rebuilding on a much smaller and fit for purpose scale and releasing land for a new college site. This will save us £2.5 million per year in running costs and will bring an additional 3,000 students into the town centre, supporting our ambitious plans around Ashton Town Centre. The Council's new building will support the co-location of services with other public sector partners and will underpin (and act as a physical representation of) our new more flexible, better connected, more agile ways of working.</p> <p>The new building will be energy efficient enabling us to save on lighting and heating bills. Those buildings that are no longer required by the Council will be sold.</p> <p>As part of the decant from the Council's administrative building in Ashton, services have been relocated to other council buildings across the borough. Where possible our prestigious buildings have been utilised to make the best use of these buildings. In many towns our library facilities have also been moved into these buildings to create a public hub.</p> <p>To date we have closed and sold 48 buildings. We plan to dispose of an estimated further 10 buildings over the next 3 years along with land for further development.</p> <p>Many of the rooms within our public buildings are already available to hire for functions, meetings, weddings etc. Details of which are available on the council's website.</p>
3	<p><u>ENFORCEMENT</u></p> <p>Comments relating to the enforcement theme include the following:</p> <ul style="list-style-type: none"> • Enforce fines for dog-fouling, littering, graffiti, fly-tipping • Increased fines for fly- 	<p>The Local Authority enforces a wide range of legislation that may result in fines being imposed. This includes dog fouling, car parking and litter as examples.</p> <p>Legislation makes it an offence for dog owners or those in charge of dogs not to clean up after their dog has fouled on all land and open spaces to which the public has access including roads, pavements, school playing fields, canal towpaths, footpaths, parks and other areas. Private gardens, agricultural land and moors or heathland are not included in the powers. It</p>

	<p>tipping, littering etc.</p> <ul style="list-style-type: none"> • Increase investment in the services that find perpetrators and collect fines. • More speed cameras and enforce no parking on pavements <p>38(9%) – Budget Simulator 1(14%) – other channels 3(4%) – social media 42(8.7%) – total</p>	<p>is also an offence to drop litter on any land to which the public has access. Anyone caught committing an offence will be issued with a fixed penalty notice of £80 for either offence.</p> <p>Non uniformed officers carry out enforcement in relation to dog fouling and in addition they also undertake enforcement in respect of some littering offences. They obtain evidence relating to breaches of the legislation, which result in the issue of Fixed Penalty Notices of £80, which lead to a potential fine of £1,000 for a second dog fouling offence and £2,500 for a second litter offence or a failure to pay the Penalty Notice.</p> <p>The council continues to work very closely with its partners and the community to tackle all types of anti-social behaviour that is committed by young people and adults.</p> <p>In relation to enforcing household recycling, the council aims to work with local residents and businesses to understand their role with regard to responsible waste management. Where necessary enforcement action includes verbal warnings and advice, written advice, warning letters, statutory notices, formal warnings, the issue of fixed penalty notices, formal cautions and prosecution. Action taken will be proportionate to the scale of the identified problem. The council is currently reviewing its waste enforcement policy.</p> <p>Currently the only area in England and Wales where pavement parking is prohibited is London. The government does not support changing the law to bring the rest of England and Wales into line with London. However, an MP has tabled a second Private Members' Bill to Parliament to extend the ban across England and Wales unless specifically specified. As a result the government has committed to reviewing the law during 2016. (In response to concerns raised by the Royal National Institute for the Blind).</p>
4	<p><u>STREET LIGHTS</u></p> <p>Suggestions relating to street lighting:</p> <ul style="list-style-type: none"> • Turn street lights off. • Make streets lighter and safer. • Turn alternate street lights off. <p>3(1%) – Budget Simulator 0(0%) – other channels 0(0%) – social media 3(0.6%) – total</p>	<p>Over the last few years we have considered a number of options for reducing the energy consumption of our street lighting. Consideration has been given to:</p> <ul style="list-style-type: none"> • Trimming • Dimming • Switching off lights after a certain time • LED lighting <p>LED lighting was found to be the most cost effective and environmental friendly.</p> <p>A pilot of installing LED lighting in residential areas was carried out in Hyde Newton. This area was chosen as the current lanterns needed to be replaced in the next couple of the years and the lamp columns were in the correct positions. Three quarters (74%) of respondents to the pilot scheme in Hyde felt that the lighting scheme was either very good or good. Based on the pilot in Hyde Newton a decision was taken to roll out LED lighting across the borough to residential areas. The advantages of using LED lighting are that the bulbs last 25 years compared</p>

		<p>to five years for the current lights, they use less energy to produce the same amount of light and our carbon footprint is reduced. We estimate the savings to be £22.4 million over a 25 year period (assuming annual inflation on energy prices of 3.98%).</p> <p>The Council has now begun to roll out the installation of LED lighting across the borough starting with the four bin swap pilot areas.</p> <p>Currently LED lighting can only be used in residential areas, however we anticipate that in the next three years, technology will have been developed to enable us to use LED lighting on our major highways.</p>
5	<p><u>DON'T SPEND ON MAJOR PROJECTS, CULTURAL EVENTS OR THE PUBLIC REALM</u></p> <p>Concerns were raised around the levels of spending related to major projects including:</p> <ul style="list-style-type: none"> • Vision Tameside • Tameside Interchange (Ashton bus station) • Ashton Bypass • Hyde Market • New road layouts • Stop spending on events • Statues • Christmas trees <p>22(5%) – Budget Simulator 0(0%) – other channels 8(12%) – social media 30(6.2%) – total</p>	<p>Money is often available to bid and compete for from national government, regional bodies and the European Community to enable us to undertake capital projects in the borough. When allocated, this money is ring fenced for the specific project only and cannot be used on the day to day running of a service. If the money was not used for the specific purpose provided it would be returned to the source. Where projects support the long term growth of the borough, or is something that is a priority for local people, the Council will undertake modest capital investment.</p> <p><u>Tameside Interchange (Ashton-under-Lyne)</u> On 31 March 2014 Greater Manchester submitted a Growth and Reform Plan to Government as part of the Greater Manchester Growth Deal process. The Growth Deal sets out a multi-million pound investment programme that will support economic growth within the sub-region. On 7 July 2014, confirmation of the first tranche of a major long-term deal with the Government that will pump more than £350 million into Greater Manchester's transport network over the next five years was confirmed. For Tameside this includes investment of £32.7 million of Local Growth Fund to take forward the Tameside Interchange (Ashton-under-Lyne).</p> <p>Public consultation on the proposals for the interchange took place between 15 August and 15 September 2015. Following the feedback from the consultation, alterations were made to the proposal and a planning application was submitted by Transport for Greater Manchester in December 2015. The changes made were:</p> <ul style="list-style-type: none"> • Extending the roof of the interchange so that it covers more of the walkway leading to the Metrolink stop. • Additional consultation with residents regarding plans to erect a boundary wall between the interchange and Assheton House to reduce noise levels and protect privacy. <p>Subject to planning permission being granted, work would start on site in late 2016/early 2017 with the interchange being open for use in late 2018. Further information on the scheme can be found at http://www.tfgm.com/interchanges/tameside/Pages/default.aspx</p>

Hyde Town Centre

Hyde's Market Square redevelopment is now complete following an investment of £1.3 million capital funding by Tameside Council. The project delivered a new civic square, with a revitalised outdoor market and public realm improvements to the core of the town centre. A community arts project was delivered to help improve the appearance and signage for the indoor market which is accessed from the Clarendon Shopping Centre. In addition, repairs were made to Market Place and Clarendon Place pedestrianised area to improve drainage, remove planters and obsolete street furniture and introduce complementary furniture to the main square.

Vision Tameside

Vision Tameside will see the construction of new advanced learning centres in Ashton town centre and at the existing college site at Beaufort Road providing state of the art facilities that will equip our young people with the skills to succeed in a modern economy. The new Joint Service Centre will provide more modern, cost effective and customer friendly accommodation for the Council and Tameside College's administrative functions. The old Council Offices cost the Council £2 million to run each year, 50% of the space was unoccupied and in need of significant refurbishment. The new building will be smaller in size with much lower running costs (£700,000 per year). The replacement of the Council Offices with a shared much smaller new fit-for-purpose building will enable us to dispose of other buildings saving £2.5 million p.a. There will be significant economic benefits to Ashton as a result of thousands of students and staff relocating in to the Town Centre. The new town centre campus buildings will be better placed to compete for students with improved transport links and state of the art facilities.

The construction work will also benefit local companies and suppliers who will be encouraged to tender for work. It will also create new jobs and apprenticeships for Tameside residents. Once complete the new development will greatly improve the gateways into Ashton town centre and along with the redevelopment of the market ground and associated public realm will enhance the shopping and visitor experience.

Demolition of the former council buildings has begun with the new construction set to start in late 2016. Of the three colleges being constructed, Clarendon Sixth Form College providing A-Levels, digital and creative and performing arts courses. The new Advanced Technologies College providing computing, advanced engineering and manufacturing courses is due to open in Spring 2016. The Advanced Skills Centre offering vocational courses will open alongside the Joint Public Service Centre in 2018.

Further information can be found at www.visiontameside.com

Ashton Old Baths

The aim of the Ashton Old Baths project is to restore the derelict

grade II* listed major Tameside heritage asset to a "Very Good" standard (BREEAM) and thereby securing its removal from English Heritage's 'Heritage at Risk' register.

By securing the long-term future of Ashton Old Baths we will develop a business incubation centre with an operational structure in place for the sustainable use, management and maintenance of the building.

The scheme will generate new business and over 60 new jobs (including 2 apprentices during the delivery phase) and help emerging businesses to grow.

It will create over 605 sqm of flexible office accommodation for small to medium sized enterprises (SMEs) primarily in the creative, digital, and media sectors to encourage and support the growth and development of these sectors within Tameside.

It will provide high quality office space in flexible units with meeting rooms, conference space and additional networking space. It will also create an innovation hub that generates business to business activity, collaborations and new intellectual property.

The scheme will enable Tameside to provide a ladder of progression for businesses in Tameside's creative, digital, and media sectors from start-up to high growth.

The project is funded by £1 million from the European Regional Development Fund, £1.87 million from the Heritage Lottery Fund and £600,000 from Tameside Council.

The refurbished Ashton Old Baths building will open in March 2016.

Guardsman Tony Downes House - Greater Manchester Pension Fund Head Office

Council services also benefit from the investment of the Greater Manchester Pension Fund (GMPF). GMPF has built a new head office in Droylsden. The cost of the new build was £7.75 million funded by the Greater Manchester Pension Fund and will also house Droylsden Library.

Roads

The Local Pinch Points fund is a £170 million Government scheme designed to boost economic growth by tackling problems on the highway network that are holding back investment. These problems may relate to congestion (e.g. where a junction is over capacity), new or improved access to a development site, or to the condition of bridges or other structures, which will become a problem in the near future.

As part of a successful bid to this Government fund, work was carried out at the BT/Asda roundabout to increase road user and pedestrian safety, improve access and traffic flow. The schemes have improved pedestrian links to Ashton town centre and surveys undertaken before and after the improvements

show reduced queues at peak times.

Ashton Northern Bypass 2 (Albion Way) – was funded from the Greater Manchester Transport Fund as part of the regeneration of Ashton town centre in order to improve traffic flow in the area.

Denton Link Road – The Council has secured £1.67 million of Greater Manchester Growth Deal investment for a new Denton Link Road running from Ashton Road alongside the Oldham Batteries site linking up with Edward Street and Hyde Road. This will reduce traffic congestion at Crown point; and encourage the comprehensive mixed use redevelopment of the former Oldham Batteries site.

Hattersley Road West

In February 2015, Hattersley Road West was re-routed to run alongside the new Hattersley station car park and significantly closer to the station itself to improve visibility, provide easier access and encourage more people to use the station. The project was funded by money secured from the Local Sustainable Transport Fund and the Hattersley Land Board.

The scheme links to the ongoing programme of redevelopment and environmental improvements within the Hattersley Development Agreement including the Hattersley Hub, new homes, new schools and new employment opportunities.

Kerry Way / Godley Hill

A new half-mile public highway was opened in Godley Hill, Hyde. The road starts at Mottram Road (A57) and ends at a 7-hectare development site which the Council has had earmarked for employment opportunities for more than 30 years. The road, which has been named Kerry Way, has been built on land previously owned by Kerry Foods, who are a leading producer of consumer chilled and frozen products. The road not only opened up a Council owned employment development site but also improved access to Kerry Foods' Godley Hill plant retaining this business in the borough, where over 600 people are employed – many of whom are residents of Tameside. The project was funded through a £2.1 million grant from the Regional Growth Fund (RGF) and £1.1 million from Tameside Council. RGF is designed to encourage growth and jobs in the private sector.

In 2015, the council set aside £1m to deal with potholes to further improve the highway network.

Public Realm

Only prudent spending will be undertaken to ensure our town centres can attract investment. In 2015 we pledged to set aside £1 million to improve the appearance of our borough through 'Tameside's Big Tidy Up'. Improving the appearance of our borough has many benefits including attracting inward investment and retaining existing investment.

We will continue to maintain our many parks and open spaces. We want to ensure that Tameside remains a vibrant area where

		<p>people want to live, work and visit.</p> <p>There will be no further spending on statues.</p> <p><u>Events</u> We want to encourage a cohesive community within Tameside – that is where residents of all ages and backgrounds get along well together. Any events held in the borough are done so to bring the community together and are open to all residents. By building a cohesive community people are more likely to have pride in the area in which they live, feel safe and look out for others in their neighbourhood.</p> <p>Many of our events like countryside walks and craft sessions have been delivered through volunteers.</p> <p>When spending on events, we ensure that these are as cost effective as possible. In the past two years, events delivered through the Council have in the main either been funded by external grants or have been cost neutral through ticket sales. A vibrant and community focused events programme is important to ensuring Tameside is an attractive borough to visit and live in, but we will seek to continue to develop this through income generation and community support.</p> <p>Due to budget cuts such provision is no longer affordable and we have sought to find alternative means of organising some of our events, for example in 2015 the christmas light switch-on events were organised by the town teams and local councillors with the Council leading on one event for the borough in Ashton. Nine christmas trees and lights were provided by the Vision Tameside contractors to support communities.</p> <p>We have been keen in the last two years to bring in grant funding from national and regional bodies that enable us to run events and programmes which will benefit the local community. We have received substantial grant funding from the Heritage Lottery Fund, Big Lottery and the Arts Council which have enabled us to put on and support local public events, theatre productions, musical concerts and educational learning.</p> <p>We will continue to work hard to ensure that the Tameside community receives and applies for grant funding to support Cultural and Arts activities.</p>
6	<p><u>BUSINESS INVESTMENT IN TAMESIDE/BUSINESS RATES/ATTRACT PEOPLE AND BUSINESSES TO THE BOROUGH</u></p> <p>Suggestions relating to investing in businesses in Tameside, and attractive businesses and residents to Tameside:</p>	<p>Six town teams exist to address the needs of our town centres. Operating independently outside of the Council the team has Executive Committee members with representatives from the Council, local businesses and community sector. Tameside is one of only a few authorities to successfully develop multiple Town Teams, each team is fully constitutional and responsible for budgets, Chairs from across the six teams meet on a regular basis to share best practice.</p> <p><u>Shopping loyalty card</u> We have a shopping reward scheme which aims to give residents and retailers a helping hand while keeping local town</p>

<ul style="list-style-type: none"> • Cut or incentivise business rates to attract businesses to the Tameside area. • Remove trust status to avoid charities etc. claiming 100% business rate relief • Sell land for businesses. • Reduce or have free car parking around town centres so as to incentivise consumers spending in local businesses. • Invest in town centres to attract higher-end shops. • Better marketing of the borough. • <p>24(6%) – Budget Simulator 1(14%) – other channels 2(2%) – social media 27(5.6%) – total</p>	<p>centres vibrant and busy. Tameside Council's TLC (Tameside Loyalty Card) scheme offers shoppers discounts and special deals when they buy from participating businesses. We want to encourage more shoppers back to our high streets. To date (6 January 2016) 226 businesses, making 338 offers, have signed up and 1,396 people have got their discount card. http://www.tamesideloyaltycard.co.uk/</p> <p><u>Car parking</u> Tameside Council has significantly reduced the costs after listening to feedback from businesses and residents to make the borough even more attractive and affordable for shoppers and support the local economy. New reduced and highly competitive charges - the lowest Council tariff for long stay parking in Greater Manchester and also one of the cheapest for short-stay town centre parking. Maximum of £1 for up to three hours and a maximum of £2 for all day. In place from Friday 21 November 2014.</p> <p><u>'Big Tidy Up'</u> In 2015 we pledged to set aside £1 million to improve the appearance of our borough through 'Tameside's Big Tidy Up'. Improving the appearance of our borough has many benefits including attracting inward investment and retaining existing investment. Tidy Ups have taken place in all our town centres with Councillors, staff and volunteers helping to mend street furniture and clean-up the area.</p> <p><u>Markets</u> Markets remain a key part of our retail infrastructure locally and we have been investing in markets in our town centres. In 2015 Ashton Market received over 2.5 million visits and saw the third Christmas Market in Ashton. In 2015 Ashton Market received two prestigious awards in recognition of its provision including:</p> <ul style="list-style-type: none"> • Britain's Favourite Market • Coach Friendly Shopping Destination. <p>Ashton Market Square is currently being redeveloped to provide a modern and vibrant area for traders, shoppers and residents. The plans include the introduction of new stalls and kiosks, high quality landscaping and trees, a performance area, seating areas as well as new street furniture and lighting. The scheme is progressing well and a number of the kiosks have already been installed. The redevelopment should be complete by summer 2016 with public realm work to be completed.</p> <p>Hyde Market place has been redeveloped with a £1.2 million investment and we run seasonal markets in some of our other town centres e.g. Droylsden Easter Market.</p> <p>This summer we introduced a Markets Policy that sets out the Council's approach to running markets, this includes guidelines on others applying to run commercial markets in the borough. Our policy is aimed at stimulating economic growth within the area. http://www.tameside.gov.uk/markets</p>
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We proactively offer support to local businesses as well as promoting the area to new businesses. Examples include:

- In 2014 a new half-mile public highway was opened in Godley Hill, Hyde. The road starts at Mottram Road (A57) and ends at a 7-ha development site which the Council has had earmarked for employment opportunities for more than 30 years. The road, which has been named Kerry Way, has been built on land previously owned by Kerry Foods, who are a leading producer of consumer chilled and frozen products. The road not only opened up the Council owned employment development site but also improves access to Kerry Foods' Godley Hill plant, where over 600 people are employed – many of whom are residents of Tameside.
- Working pro-actively with Ritrama, a manufacturer of self-adhesive materials, who were looking for new premises to expand their operation, the Council brokered contact with agents of suitable industrial premises which led to the largest industrial letting in the North West this year at Tameside Industrial Park Dukinfield.
- Hills Biscuits has secured an additional £1.5 million funding package from the Greater Manchester Investment Fund (GMIF) in a move that will create a further 50 jobs. The £1.5 million package is the second round of investment Hill Biscuits has secured from GMIF. In 2013, GMIF provided a £276,000 loan to develop a new packaging facility. That project has already created 59 jobs and the company anticipates the new investment will create around 50 further positions at the site, bringing the total workforce to over 300.
- Culimeta Saveguard, which manufactures high performance technical fibres, received a loan from the Regional Growth Fund of £730,000 and were able to expand into next-door Tower Mill, Park Road, which has been empty for several years.
- English Fine Cottons is investing £5.8 million to restart production at Tower Mill, Dukinfield, after a gap of 60 years. The company secured £3 million for the project – a £2 million loan from the Greater Manchester Combined Authority and a £1 million grant from the Government's Textiles Growth Programme (TGP) – in addition to £2.8 million of its own money. The investment means around 100 jobs will be created in the local area.
- Patterson and Rothwell an Oldham-based company has taken over the 146,000 sqft manufacturing and office facility in Ashton, which was previously owned by the Barcrest Group. Patterson and Rothwell, which is a market-leader in injection moulding, plans to move two subsidiary firms to Ashton: Dekko Window Systems and 4D Enterprises.

Business rates

Business rates are currently based on the valuations carried out by Valuation Office, the next revaluation of non-domestic properties is due to take place in 2017. The council is not permitted to alter these rates. There is a discount available to encourage investment in areas, for example: small business rate relief.

		<p>Charities and registered Community Amateur Sports Clubs are entitled to 80% relief in accordance with legislation where the property is occupied by the charity or club and is wholly or mainly used for charitable purposes or as a registered Community Amateur Sports Club. The Council also has discretion to award further relief on the remaining bill; however the Council must fund in full any reliefs.</p> <p>In 2015, the Government announced plans to allow all business rates collected to be kept by local authorities. Currently 50% of business rates collected are pooled by central government and then re-distributed. With these new powers local authorities will be able to lower business rates in order to attract new businesses into the area. Those areas with an elected mayor such as Manchester will also be allowed to increase business rates. These powers are expected to come into force by 2020.</p>
7	<p><u>ASHTON PRIORITISED OVER OTHER TOWNS</u></p> <p>Concerns relating to inequality between the different towns of Tameside:</p> <ul style="list-style-type: none"> • That Ashton receives disproportionate investment compared to the other towns. <p>7(2%) – Budget Simulator 0(0%) – other channels 6(9%) – social media 13(2.7%) – total</p>	<p>In a time of severe cuts in funding from the Government it is more important than ever to access the resources available to Tameside from external funding agencies. In particular where that funding and investment supports economic growth for future years and/or strengthens local neighbourhoods. It is only through growing the economy and building the resilience of local communities and families will we be able to mitigate in some way the impact of the austerity programme imposed upon local by the Government.</p> <p>Funding can be sourced from a number of external agencies. Examples include:</p> <ul style="list-style-type: none"> • European Regional Development Fund (ERDF) • Regional Growth Fund • Big Lottery Fund • Greater Manchester Growth Deal • Targeted Basic Need Funding (for school places) <p>External funding agencies have their own priorities. These priorities are used to help them decide whether to agree a bid from a local area and make the investment available. Investment decisions are often made on the basis of need and the opportunity to drive growth ensuring ongoing benefits as a result of the initial investment. Alongside this funding agencies will compare bids against those from other areas, and their assessment of the impact of the bid locally and within the wider regional will also influence their final decision.</p> <p>In Tameside, we recognise the uniqueness of the nine towns of Tameside in terms of their heritage, community and aspirations for the future. It is this diversity that makes Tameside unique and where it is relevant that uniqueness will assist in bidding for external funding. However, in most cases external agencies are looking to invest in a borough as a whole and focus that invest on an area or project within that borough that has relevance to their priorities and will give maximum impact and benefit.</p> <p>Alongside funding from external agencies, the Council has a small amount of capital money that is used to invest in the</p>

		<p>infrastructure of Tameside as a whole. The priorities for investment of Council money are directly linked to agreed vision in the Council's Corporate Plan. That is, supporting economic growth and opportunity.</p> <p>A lot of the investment made in recent years has been on projects that are for the benefit of all of Tameside. Often these are by their nature focused on Ashton given it is borough's principal economic hub, the largest town and has the accessibility and connections with the rest of Greater Manchester. Wherever possible the Council will focus its investment across Tameside where appropriate and feasible. But when it comes to external investment we have to be guided by providing bodies. We will look to influence this wherever we can but often we face a choice between taking the funding for whichever town the body is making it available for, or receiving no funding at all.</p> <p>Ashton acts as an economic catalyst for the Borough and this model reflects that in many other places in Greater Manchester like Rochdale, Oldham and Stockport. Alongside this the majority of the investment in Ashton is not on Ashton specific services, rather Tameside wide provision that underpins the infrastructure of the Borough.</p> <p>Examples of where external funding has been brought to Tameside and invested outside of Ashton include:</p> <ul style="list-style-type: none"> • Kerry Way in Hyde. £2.1 million from the Regional Growth Fund to open up a 7 hectare employment site. • Denton Link Road. £1.7 million from the Greater Manchester Growth Deal to build a new road that will kick start the mixed use redevelopment of the former Oldham Batteries site. • English Fine Cottons. £2 million loan from the Greater Manchester Combined Authority and a £1 million grant from the Government's Textiles Growth Programme (TGP) to bring cotton spinning back to the UK in Tameside at Tower Mill in Dukinfield.
8	<p><u>ROADS / INVESTMENT IN INFRASTRUCTURE/REDUCE TRAFFIC CALMING</u></p> <p>Concerns relating to traffic calming measures, roads, and potholes:</p> <ul style="list-style-type: none"> • Better maintenance of roads, specifically pothole filling, drainage. • Less speed bumps. • Less redevelopment of junctions and crossroads. • Cameras at traffic lights. • More cycle lanes. 	<p>The Council has a duty to balance the safety of pedestrians, cyclists and road traffic flow. The number of people killed or seriously injured on Tameside's roads has almost halved during the last ten years – from 94 people in 2003 to 53 people in 2014. Although there are no plans to introduce any further traffic calming measures, any request from residents for such would have to be addressed on a case by case basis.</p> <p>In 2015, the council set aside £1m to deal with potholes. Between April and June 2015, 4,000 potholes were filled in over 722 streets.</p> <p>Transport for Greater Manchester (TfGM) has a strategic responsibility for cycling across the city region. A well-established cycling culture is integral to the region's health and prosperity. By 2025 TfGM aim to increase the proportion of trips made by bicycle by 300%. We will work in conjunction with TfGM regarding any plans to increase cycle routes.</p>

	<ul style="list-style-type: none"> Investment in the tram network. <p>25(6%) – Budget Simulator 1(14%) – other channels 5(7%) – social media 31(6.4%) – total</p>	<p>TfGM received an additional £22m to improve cycling infrastructure this year. In February 2015 work begin on upgrading the towpath along Ashton Canal. Two cycling hubs were built in Ashton, one by the swimming pool and another at the railway station.</p> <p>Recent upgrades to the cycle route network have been supported by funding from external bodies. The Manchester - Ashton link by the Cycle City Ambition Grant Fund and the Ashton - Hyde link by the Local Sustainable Transport Fund. Where we can attract external funding we will continue to do so.</p> <p>The expansion of the Metrolink line to Ashton was funded from the Greater Manchester Transport Fund and the scheme was approved by the Department of Transport in 2010.</p> <p>The Local Pinch Points fund is a £170 million Government scheme designed to boost economic growth by tackling problems on the highway network that are holding back investment. These problems may relate to congestion (e.g. where a junction is over capacity), new or improved access to a development site, or to the condition of bridges or other structures, which will become a problem in the near future.</p> <p>As part of a successful bid to this Government fund, work was carried out at the BT/Asda roundabout to increase road user and pedestrian safety, improve access and traffic flow. The schemes have improved pedestrian links to Ashton town centre and surveys undertaken before and after the improvements show reduced queues at peak times.</p> <p>Denton Link Road – The council has secured £1.67 million of Greater Manchester Growth Deal investment for a new Denton Link Road running from Ashton Road alongside the Oldham Batteries site linking up with Edward Street and Hyde Road. This will reduce traffic congestion at Crown point; and encourage the comprehensive mixed use redevelopment of the former Oldham Batteries site.</p>
9	<p><u>FREE/REDUCED CAR PARKING</u></p> <p>Suggestions about free or reduced car parking:</p> <ul style="list-style-type: none"> Low cost or free parking in town centres to encourage consumers to spend at local businesses. Low cost parking for disabled residents. Free car parking for start-up businesses <p>4(1%) – Budget Simulator</p>	<p>Tameside Council has significantly reduced the costs of parking from 21 November 2014 after listening to feedback from businesses and residents to make the borough even more attractive and affordable for shoppers and support the local economy. New reduced and highly competitive charges - the lowest Council tariff for long stay parking in Greater Manchester and also one of the cheapest for short-stay town centre parking. Maximum of £1 for up to three hours and a maximum of £2 for all day.</p> <p>Following a consultation in 2011 proposals to introduce charges for blue badge holders on Council pay and display car parks came into effect 16 January 2012.</p> <p>As from 16 January 2012 standard charges apply on all Tameside pay and display car parks for blue badge holders. The Council have however identified that disabled blue badge</p>

	0(0%) – other channels 0(0%) – social media 4(0.8%) – total	holders may need longer to conduct their business and in order to accommodate this an additional hour will be given following the purchase of a pay and display ticket.
CORPORATE		
REF	CONSULTATION FEEDBACK THEME	TAMESIDE MBC REPSONSE
10	<p><u>COUNCILLORS & MAYOR</u></p> <p>Suggestions relating to the theme of Councillors & Mayor include:</p> <ul style="list-style-type: none"> • Reduce the number of Councillors • Reduce Member allowances • Less expenses claims e.g. petrol / meals • End use of Mayoral car • No need for a Mayor <p>114(28%) – Budget Simulator 1(14%) – other channels 14(21%) – social media 129(26.8%) – total</p>	<p>Tameside currently has 19 wards served by 57 councillors; three councillors per ward. National legislation sets how many councillors should serve the borough of Tameside (it is not determined by Tameside Council).</p> <p>In Accordance with Section 15 (3) of the Local Authority (Member's Allowances) (England) Regulations 2003, a summary of the total sum paid to members under the allowance scheme is available on our website: http://www.tameside.gov.uk/constitution/part6</p> <p>Tameside Councillors have previously agreed that they could not be immune from the decisions that were been undertaken to address the significant reduction in Council budget although it was recognised that Members Allowances had been frozen since 2009. Therefore, in addition to the ongoing 30% reduction in support for Councillors achieved during 2012/13, it was agreed to reduce the cost of Members Allowances for Tameside by approximately 10%. Taken together with savings made in 2012/13 these save the Council more than £250k - year on year.</p> <p>Additionally this did not take into account measures that elected members had already implemented to reduce their costs, which included meeting the cost of their own car park passes and paying towards the ongoing cost of iPads, which also reduced the Council's costs to provide paper copies of reports. Tameside Council members are the only councillors across Greater Manchester to introduce such measures and generate income. Nationally these costs are usually met by the Council.</p> <p>Therefore, on the 21 May 2013, at the Annual Council meeting at the start of the Municipal Year 2013/14, elected Members agreed to reducing the cost for Members Allowances by £113,096 for 2013/14, which equated to approximately 10% of the actual cost of Members Allowances for 12/13 (£1.176 million excluding external Greater Manchester appointed posts and any claimed expenses). The report can be found at http://www.tameside.gov.uk/fullcouncil/21may13/item8.pdf and explained further in the budget report at: http://www.tameside.gov.uk/executive/cabinet/04feb15/item4.pdf</p> <p>Councillors are also entitled to claim expenses for travel and subsistence. However this is minimal and details are available online at http://www.tameside.gov.uk/constitution/part6</p> <p>Since 2010 there has been a reduction in the cost of the</p>

		<p>Mayoral Service by over 35% and the cost of the service (including the cost of all Remembrance Sunday events) is less than 2 pence per household per week.</p>
<p>11</p>	<p><u>COUNCIL NEEDS TO BE MORE EFFICIENT AND REDUCE WASTE</u></p> <p>Comments made around efficiency and waste reduction focus on:</p> <ul style="list-style-type: none"> • Reduce bureaucracy • Reduce duplication • Less leaflets / printed materials • More correspondence via email rather than post • Reduce back office staff • Too much wasted money • No translation services • Need a business improvement team • Systems approach to delivering services, more lean working • Remove District Assemblies • Mobiles for staff who need them for emergencies only <p>41(10%) – Budget Simulator 0(0%) – other channels 6(9%) – social media 47(9.8%) – total</p>	<p>The Council has already made £104 million worth of savings since 2010. Over the next two years the Council is required to find a further £29 million of savings.</p> <p>Despite these financial challenges, “the Council has good financial planning and review processes in place, and a track record of delivering financial plans and savings.” (Grant Thornton, The Annual Audit Letter for Tameside Metropolitan Borough Council 2014/15). This assessment is undertaken by an external auditor issued in line with Audit Commission and wider auditing guidelines. http://www.tameside.gov.uk/executivecabinet/16dec15/agenda (item 4)</p> <p>Over the last few years, the council has undertaken a number of service reviews with the intention of improving service delivery whilst at the same time reducing costs. These have included reviewing the library offer, reconfiguring the early years offer, neighbourhood offer and operations and greenspace to name a few.</p> <p>As part of these reviews we have worked hard to cut back office functions and these services now only represent 3% of the Council’s spend.</p> <p>In Autumn 2015 a second round of voluntary severance took place with 143 staff leaving the authority, this means since 2010 the Council’s workforce has halved. In addition to this staff area currently being consulted on proposed changes to terms and conditions which could result in £1.3m of savings. We have reduced our senior managers by 55%.</p> <p>We are utilising IT more to allow residents / businesses to access our services online via our website, these include:</p> <ul style="list-style-type: none"> • Applying for services e.g. school places, blue badges, planning permission, allotments, community alarms • Paying for services e.g. council tax, enforcement fines, schools meals • Finding information e.g. bin collection dates, schools in the area, food hygiene ratings, planning applications • Booking appointments e.g. pest control, bulky waste removal, registering a birth, death or marriage • Reporting an issue e.g. benefit fraud, litter, complaints, change of name and address, hate crime • Responding to consultations e.g. completing online questionnaires on service redesigns, responding to a planning application <p>Implementation of these and other services online has enabled us to reduce paperwork, duplication of forms and remove inefficient processes.</p> <p>We have recently started to promoting our electronic version of</p>

		<p>the Citizen online via social media websites such as Facebook and Twitter.</p> <p>The Council has two types of mobile phone – a basic one which includes free calls and texts and enables staff to remain in contact with customers/back office and caters for lone workers etc. We also have smartphones which are issued to people upon submission of a business case authorised by an Assistant Executive Director which cost justifies the expense.</p> <p>District Assembly meetings enable members of the public to ask questions of their local councillors about issues in the local area or services being provided.</p> <p>We've redesigned services in partnership with other organisations to provide more joined-up services; examples include the Integrated Urgent Care Team, Locality Community Care Teams, Integrated Community Equipment Store and assistive technologies such as Telecare and Telehealth.</p> <p>The Integrated Urgent Care Team has been set-up in conjunction with Tameside Hospital Foundation Trust and Stockport NHS Foundation Trust and the service consists of a number of previous teams both hospital and community based who now work as one service that is available seven days a week from 7.30am – 10pm. The service was established with the aim of avoiding preventable emergency admissions to hospital and residential care by wrapping health and social care services around the person and their carer in the community. The service also works closely with the hospital to ensure effective and timely discharges.</p> <p>The Community Response Service (CRS) provides a service to over 4,500 people in the borough. CRS is an alarm service to help people live safely and independently in their own home. We employ a team of Wardens who will respond in case of emergency 24 hours per day. The service provides different types of devices / technology depending on individual needs and health. Some are activated by an individual while others are triggered by sensors installed in a persons' home such as smoke detectors. There is considerable evidence to demonstrate that the service enables people to remain safely and independently in their own homes for longer</p>
12	<p><u>MONEY RAISING IDEAS/CHARGE FOR SERVICES/LAND FOR HOUSING/BUSINESS</u></p> <p>Some respondents made suggestions of how the Council can potentially raise money. Examples include:</p> <ul style="list-style-type: none"> • Sell training/consultancy to other organisations in sectors where we perform well. 	<p>We already charge for the following services:</p> <ul style="list-style-type: none"> • Allotments (i.e. charges for plots). • Blue Badges • Car parking fees • CCTV fees • Cemeteries & crematoriums • Libraries (e.g. late return fees, printing) • Markets (i.e. charges for pitches) • Pest control • Planning & building control • Registrars (e.g. registering births & deaths, conducting of ceremonies). • Room hire

	<ul style="list-style-type: none"> • Charge for services we don't currently charge for e.g. museums, borrowing books etc. • Increase in enforcement fees for graffiti, fly-tipping, dog fouling etc. • Sell land for businesses or housing. • Sell advertising space / sponsorship packages (businesses sponsoring parks etc.) • Provide new chargeable services e.g. pop-up youth clubs, home maintenance, planning advice, washing out wheelie bins • Increase fees currently charged • Introduce car park barriers • Provide mortgages <p>60(15%) – Budget Simulator 1(14%) – other channels 4(6%) – social media 65(13.5%) – total</p>	<ul style="list-style-type: none"> • Trade Waste <p>We review the services where we feel it is appropriate to charge and where we do currently charge fees we periodically review them.</p> <p>Where we feel it is appropriate we will consider introducing charges to other services we provide. Full consultation will be undertaken on any of the proposals that are brought forward.</p> <p>We have begun to sell advertising space on our website and will consider other areas in which advertising space could be sold.</p> <p>Consideration will be given to all the ideas put forward by respondents to ascertain the viability of the ideas.</p>
13	<p><u>STAFF PAY / PENSIONS / TERMS & CONDITIONS</u></p> <p>Suggestions made relating to staff pay and pensions include:</p> <ul style="list-style-type: none"> • Reduce the pay of senior management and top wage earners. • Do not reduce or alter staff terms and conditions. • Changes to mileage remuneration claims specifically; lower remuneration, electric vehicles etc. • Changes to sick pay or holiday pay. • GMPF to become independent. <p>66(16%) – Budget Simulator 1(14%) – other channels 2(3%) – social media 69(14.3%) – total</p>	<p>We have been reducing the costs of our workforce for some time. The overall cost of senior managers has been reduced by £1.9 million (55%) since the austerity measures. The salaries for Senior Officers and the Chief Executive have not increased since 2008.</p> <p>Since 2010 the Council has reduced the size of its workforce by over 2000 staff, saving around £39 million per annum. The Council has already reduced the cost of staff car mileage and continues its commitment to further reduce employment costs and is currently consulting with our workforce on a range of proposed changes to terms and conditions of employment.</p> <p>Tameside continues to have one of the lowest levels of staff absence compared with other Greater Manchester councils. In Tameside we had an average of 7.5 working days lost per employee in 2014/15. Almost half of our staff (45%) had 100% attendance during the last financial year. With the implementation of our revised managing attendance policy, the Council expects to see absence reduce further by the end of 2015/16.</p> <p>Following a second round of voluntary severance, which saw 143 of staff leave the authority, the Council is currently consulting staff on possible changes to their terms and conditions. This covers a range of topics including sick pay, car mileage, unpaid annual leave, reduction in pay etc.</p> <p>Despite the reduction in our workforce and the budget challenges we've faced, the Council gained 100% compliance</p>

		<p>against all criterias in the 2015 Customer Service Excellence award. This is an independent assessment of our customer services and is awarded to organisations that deliver services based on the needs and preferences of their customers. The award is judged against five criteria Customer Insight; Culture of the Organisation; Information and Access; Delivery and Timeliness and Quality of Service. In addition to achieving 100% compliance against all criterias, the Council was also awarded eight areas of compliance plus - a discretionary award handed to bodies who can clearly demonstrate 'exceptional best practice'.</p> <p>http://www.tameside.gov.uk/executive/cabinet/26aug15/agenda (item 6)</p> <p>Greater Manchester has 10 local authorities who are all established in law as separate organisations. Tameside, as a member of the Association of Greater Manchester Authorities (AGMA) continues to find ways to minimise costs across the region and how these can be more effectively shared. There are no joint plans at this stage to have shared Chief Executives.</p>
14	<p><u>COUNCIL WORKING PRACTICES / CULTURE/DIGITISATION OF SERVICES/CAMPAIGN ISSUES / MARKETING</u></p> <p>Suggestions around Council working practices / culture include:</p> <ul style="list-style-type: none"> • Integration of services into one building, i.e. health information, flu jabs etc. run from libraries • More flexible working practices in terms of both location (i.e. hot-desking and working from home) or working hours (i.e. only working part time) • The council being more efficient in the way it operates: general issues raised around the issues of wasting money and bureaucracy without being particularly specific. • Digitisation of services. • Improve the council's website, create notice board apps. • Volunteers to help show residents how to use online services. • Marketing of buildings for 	<p>We have temporarily relocated our workforce to various locations across Tameside while we bring Vision Tameside to life; we are using the tools technology presents us with to ensure that our processes and ways of working are as efficient and future proof as possible. Our new building will be much smaller and will support the delivery of agile and technology working (mobile working, remote working, hot desking etc.) As part of the move in other council buildings, many staff are now hot desking and where appropriate working from home.</p> <p>As part of our move towards different ways of working, we will be using more video-conferencing and instant messaging to hold virtual meetings and reduce the amount of travel time required.</p> <p>We are currently undertaking work around digital electronic service delivery. We already provide a wide range of services that can be accessed via the council's website; these are detailed under the theme: "council needs to be more efficient and reduce waste" (Ref. 11). We are also carrying out a number of feasibility studies to understand other areas where digital solutions can be used to provide a better service for residents and utilise technology to reduce duplication and waste.</p> <p>We have recently established a digital social intelligence group which has the remit to look at improving the council's website and making it fit for purpose. Ideas such as developing notice board apps will be looked at by this group and taken forward where appropriate and cost effective.</p> <p>A Residential Growth summit was held in October 2015. Attendees included housing developers, landowners and others involved in the housing delivery chain with the purpose of promoting the land the council is prepared to release for</p>

	<p>sale.</p> <ul style="list-style-type: none"> • Marketing of services and the area. • Communicate the implacable nature of the cuts. • Stop certain campaigns. <p>37(9%) – Budget Simulator 3(43%) – other channels 0(0%) – social media 40(8.3%) – total</p>	<p>development. A prospectus of land for sale is currently being prepared.</p> <p>We use a number of publications to promote the services that the council provides including the Citizen that is delivered to all households and businesses in Tameside.</p>
15	<p><u>COMMISSIONING AND OUTSOURCING</u></p> <p>Suggestions were made about increasing the number of services which are commissioned or outsourced. Examples include:</p> <ul style="list-style-type: none"> • Outsource current council services to private companies to save money. • Ensuring best value is being realised with existing contracts. • Create traded services with schools, businesses etc. • Reverse auctioning <p>Comments were also made that more services should be bought back in house to save money as there would be no requirement to make a profit.</p> <p>42(10%) – Budget Simulator 0(0%) – other channels 0(0%) – social media 42(8.7%) – total</p>	<p>The Council already outsources many of its functions. Our buildings and facilities are managed through the Tameside Investment Partnership (TIP) with Carillion (a development from our Local Education Partnership). The partnership has realised a reduction in operating costs of a third since 2010.</p> <p>In terms of outsourcing the Council has been very active over the last 20 years in placing services via contracts with independent sector providers (across a mix of for profit, not for profit and third sector organisations). As an indication of the current position 100% of care home, home care and extra care sheltered accommodation provision is through contract with independent sector providers; 100% of all advocacy provision is within the independent sector; 100% of supported accommodation in mental health and 70% of supported accommodation in learning disability is contracted with the independent sector.</p> <p>As part of an ongoing review of day services, 100% of day service provision for older people and people with mental health issues is provided by the independent sector. The picture in relation to the provision of day services in learning disability has changed significantly over the last few years – the development of a list of approved services has replaced the community bases provided by the in-house provider with an increasing range of exciting and stimulating alternative daytime activities – these have been provided on the basis of a daily direct payment rate which saved the Council almost 40% of its previous budget for this provision for the same number of users. The provision for people with complex learning disability is provided in totality by the Council's in-house service.</p> <p>One significant area of work in relation to delivering savings has been in relation to people placed in out of borough residential placements. Through an intensive process of re-assessment, placement review, application of the ordinary residence rules, joint funding with health commissioners and the development of increased capacity in the borough; the Council has delivered a saving in the region of £1.85 million per year. The added value of this work has seen the move of over twenty people back into provision in the borough improving outcomes for these individuals as they are often closer to family members, bringing their spend into the borough, whilst providing increased job opportunities locally for Tameside residents.</p>

The Care Together programme is working to develop an Integrated Care Organisation (ICO) involving Tameside Council and the following partners:

- NHS Tameside and Glossop Clinical Commissioning Group.
- Tameside Hospital NHS Foundation Trust.
- Stockport NHS Foundation Trust.
- Pennine Care NHS Foundation Trust.

This new organisation will provide a single commissioning approach to social care and health. This new way of working will place a greater emphasis on prevention and wellbeing, keeping people as healthy and independent as possible. It will also mean that when people do need hospital treatment or to receive care services, these are provided safely, promptly and efficiently. Health and social care staff will work together in one organisation and will have the ability to share information to reduce duplication and work together around the individual's needs in an effective way.

Health and Social Care services will be provided through five local community care teams (LCCTs). These will support residents in choosing healthy lifestyles, encouraging them to take more control and responsibility for their own health. They will also enable care to be given in the community, and where possible in resident's homes and people will get a named staff member to co-ordinate their support.

These plans, alongside the Greater Manchester wide Healthier Together programme and Manchester Devolution will ensure that local people have access to some of the best health and social care services available.

From early 2016 Tameside Council and Tameside and Glossop CCG staff will start to operate as a single commissioning function. Work is also ongoing to transform the current Tameside Hospital Foundation Trust into an Integrated Care Organisation (ICO). This is an exciting time for Tameside and Glossop. Although a lot of the detail of how the interim single commissioning function and the proposed ICO will work is yet to be decided, all our staff will have the opportunity to be involved as we co-design the new services. Both the Single Commissioning function and ICO will provide new opportunities for our workforce and we recognise that the experience, knowledge and skills we have in our staff locally will play a vital part in ensuring we have a clinically and financially sustainable local health and social care economy.

The Council has supported the establishment of Development Trusts at the Grafton Centre and Loxley House.

- The Grafton Centre is an Active Ageing Centre set up in 2009; it currently has 200 members and over 1,000 attendances a week at a range of activities for the frail and active. A new arrangement is being put in place for the successful luncheon club run at the centre (125 meals are served per week). It has been agreed with users to set up a

		<p>Development Trust to run the facility. This is expected to take 3 years to establish and become fully sustainable, in the interim the Council has agreed to grant fund the service (on a reducing scale).</p> <ul style="list-style-type: none"> • Loxley House is a day centre for people with a physical or sensory disability (established in 1976). It has 8 staff, supporting 35 people each week. A number of third sector / social businesses base some of their service provision at Loxley House. It has been agreed that a Development Trust approach at Loxley House will lead to a gradual reduction in the revenue funding over a 3 year period. (£0.205 million saving). This Trust arrangement ensures a disability service for those people who require it is still maintained whilst providing a valuable community resource within the local area. <p>The Council will consider opportunities for generating income streams from existing services by providing these to other local authorities or businesses etc. within the area.</p>
16	<p><u>WORK WITH PARTNERS / INTEGRATION OF SERVICES/HEALTH INTEGRATION</u></p> <p>A number of comments suggested more joined up working with partners or the integration of services to reduce costs. Examples include:</p> <ul style="list-style-type: none"> • Joint service delivery with other Greater Manchester authorities • Opportunities to integrate further with health services, police and other public bodies • Work more effectively with key statutory and voluntary sector partners <p>30(7%) – Budget Simulator 5(71%) – other channels 1(1%) – social media 36(7.5%) – total</p>	<p>We are committed to carrying out work jointly with other organisations either within the borough of Tameside or Greater Manchester wide where it makes sense to do so.</p> <p>There are a number of public service reform projects being conducted across Greater Manchester which focus on developing a more coordinated approach to public services across the conurbation, the work programmes are:</p> <ul style="list-style-type: none"> • Integrated health & social care – reforming our health and social care services, ensuring we have the services to support an aging population, helping people stay healthy and supporting them at home or in hospital. • Reducing issues of complex dependency – helping families tackle issues that contribute to dependency on public services, helping them become more independent. • Work & Skills – supporting people to find work, stay in work and progress at work so that all residents can take advantage of the opportunities of economic growth. • Early Years – reforming services for children and families, increasing the numbers of children arriving at school ready to learn and increase their life chances. • Justice & Rehabilitation – reforming our approach to working with offenders, tackling the causes of crime and reducing offending. <p>Where services can be provided more effectively by other agencies, we commission them, the service provided by Greystones is an example of this.</p> <p>Greystones Ltd is a small, local private company contracted by Tameside Council to provide specialist supported housing services for some of our most vulnerable and social excluded members of the community. The service provides support in two main areas:</p> <ul style="list-style-type: none"> • Alcohol. Accommodation for 26 men aged over 35 with enduring and entrenched alcohol problems and associated

		<p>health issues.</p> <ul style="list-style-type: none"> • ‘Impact’ homelessness. Support for homeless men and women over the age of 18 with complex needs who experience chronic exclusion. Support is provided in four self-contained units with bed and shower facilities, an office, a tea-room and laundry facilities. <p>The Impact Service is also based at the Greystones Project. This service delivers an outreach service for reported cases of rough sleeping and a day service for Tameside residents who are currently, or at risk of becoming homeless. People can be provided with food, washing facilities, a clothing store and help with accessing other key services.</p> <p>The Impact service is open Mon - Fri 10am - 3.00pm.</p> <p>Impact also has four residential beds which are open to referrals from other agencies.</p> <p>Bridges is an example of how the council works with the voluntary sector and other key organisations within the borough to provide integrated community services for people who are victims of domestic abuse such as an independent advocacy service, advice, support and access to community based agencies and help with housing. The Bridges service was designed to correspond with steps being taken by Services for Children and Young People to integrate services delivering parenting support and those involved in family intervention. The service is funded by Tameside Council, led by New Charter Homes (Threshold), in a partnership with Turning Point and the Family Support Charity. The Bridges service brings together the council, police, Victim Support and other agencies and promotes early intervention and prevention alongside services for people who are victims of domestic abuse.</p> <p>The “Invest in Services” (Ref. 17) theme also demonstrates our integrated work in health (Integrated Care Offer) and families (Public Service Hub).</p>
17	<p><u>INVEST IN SERVICES/LONG TERM PREVENTION</u></p> <p>Comments were received relating to general investment including:</p> <ul style="list-style-type: none"> • Invest in early intervention programmes which will cut down on long-term problems; preventative activity. • More street-cleaning • Invest in the young. <p>27(7%) – Budget Simulator 5(71%) – other channels 7(10%) – social media</p>	<p>The council is committed to investing in new ways of working where real benefits can be realised for residents. A number of services have already been designed and established that are shared services between the council and at least one other organisation. Examples of these include:</p> <ul style="list-style-type: none"> • Integrated Urgent Care Team. • Locality Community Care Teams. • ICO – Integrated Care Organisation (a key element of the Care Together programme). • Public Service Hub. <p>Our focus going forward is on prevention and early intervention to aid older people and people with long term conditions to remain in their homes and lead independent lives and help families resolve issues early to avoid escalation at a later point and more costly interventions having to be implemented.</p>

39(8.1%) – total	<p>We've redesigned services in partnership with other organisations to provide more joined-up services; examples include the Integrated Urgent Care Team, Locality Community Care Teams, Integrated Community Equipment Store and assistive technologies such as Telecare and Telehealth.</p> <p>The Integrated Urgent Care Team has been set-up in conjunction with Tameside Hospital Foundation Trust and Stockport NHS Foundation Trust and the service consists of a number of previous teams both hospital and community based who now work as one service that is available seven days a week from 7.30am – 10pm. The service was established with the aim of avoiding preventable emergency admissions to hospital and residential care by wrapping health and social care services around the person and their carer in the community. The service also works closely with the hospital to ensure effective and timely discharges.</p> <p>The Care Together programme is working to develop an Integrated Care Organisation (ICO) involving Tameside Council and the following partners:</p> <ul style="list-style-type: none"> • NHS Tameside and Glossop Clinical Commissioning Group. • Tameside Hospital NHS Foundation Trust. • Stockport NHS Foundation Trust. • Pennine Care NHS Foundation Trust. <p>Our approach to single commissioning across health and social care has also been established recently. This new way of working will place a greater emphasis on prevention and early intervention, keeping people as healthy and independent as possible. It will also mean that when people do need hospital treatment or to receive care services, these are provided safely, promptly and efficiently. Health and social care staff will work together in one organisation, will have the ability to share information to reduce duplication and work together around the individual's needs in an effective way. (Further information can be found in the theme "Commissioning and Outsourcing", ref 15)</p> <p>Helping our residents to live healthy lives is key to reducing council expenditure on health interventions and adult social care later in life. As part of this, the Council is currently consulting on a capital investment in our leisure facilities of £16.8m. This potentially would see the closure of three Active Tameside Centres and the introduction of:</p> <ul style="list-style-type: none"> • An iconic Tameside Wellness Centre • An extension to the swimming facilities at Active Hyde • The implementation of alternative provision in the areas where sites are being closed. <p>http://www.tameside.gov.uk/executivecabinet/16dec15/agenda (item 9)</p> <p>Having launched in 2014, the Hub has recently been reviewed and further revisions will strengthen the provision across the Borough by streamlining services and learning from the</p>
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experiences from the last 18 months.

The Public Service Hub continues to have strong commitment from a number of agencies and services to work together to help solve the problems some families face. The agencies currently involved include:

- Greater Manchester Police
- Job Centre Plus
- Welfare Rights Service
- Local Authority Early Help Service
- New Charter Housing Trust
- Stockport NHS Foundation Trust
- Pennine Care NHS Foundation Trust Adult Mental Health Services
- Children's Social Care
- Probation Service (National Probation Service and Community Rehabilitation Company)
- Greater Manchester Working Well Programme
- Greater Manchester Fire and Rescue Service
- Community and Voluntary Action Tameside
- Tameside Hospital NHS Foundation Trust

Vision Tameside incorporates shared offices for the council and Tameside College on the site of Tameside Council's current administration offices. Hattersley Hub, owned by Peak Valley Housing, provides space for the library, neighbourhood services, the police and services provided by Peak Valley Housing. Some of our neighbourhood services have also been located in other organisations premises, for example a Neighbourhood Team is based in Stalybridge Fire Station.

Where the Council can no longer fund services directly due to cuts we are supporting service users and the local community to develop alternative delivery models so the service can continue. For example Development Trusts at Loxley House and the Grafton Centre.

The Grafton Centre is an Active Ageing Centre set up in 2009; it currently has 200 members and over 1,000 attendances a week at a range of activities for the frail and active. A new arrangement is being put in place for the successful luncheon club run at the centre (125 meals are served per week). It has been agreed with users to set up a Development Trust to run the facility. This is expected to take 3 years to establish and become fully sustainable, in the interim the Council has agreed to grant fund the service (on a reducing scale).

Loxley House is a day centre for people with a physical or sensory disability (established in 1976). It has 8 staff, supporting 35 people each week. A number of third sector / social businesses base some of their service provision at Loxley House. It has been agreed that a Development Trust approach at Loxley House will lead to a gradual reduction in the revenue funding over a 3 year period. (£0.205 million saving). This Trust arrangement ensures a disability service for those people who require it is still maintained whilst providing a valuable community resource within the local area.

		<p>In 2015, £1m was set aside to clean-up our town centres and gateway areas. This included teams of Councillors, staff and volunteers cleaning the area and mending any broken street furniture etc. The Council is committed to keeping our town centres clean, however due to the funding cuts experienced, the Council will be focusing more on enforcing on littering, graffiti etc. in the future and promoting social responsibility.</p>
18	<p><u>COUNCIL TAX</u></p> <p>Comments received relating to Council Tax include:</p> <ul style="list-style-type: none"> • Reduce Council Tax benefit - everyone should pay Council Tax in full • Reorganise and reconsider the banding/criteria of council tax. • Increase council tax rather than cut services. • Decrease council tax as we do not get good service for the level of council tax. • Empty homes – chase for contribution • Discounts for direct debit payments / prompt payment <p>24(6%) – Budget Simulator 0(0%) – other channels 17(25%) – social media 41(8.5%) – total</p>	<p>The Council Tax Support Scheme replaced Council Tax Benefit from 1 April 2013. The scheme still provides financial assistance to Council Tax charge payers on a low income whether they rent or own their home, by reducing the amount of Council Tax they have to pay. The level of support provided under Council Tax Support may be significantly lower for some residents than they previously received under the Council Tax Benefit scheme. Everyone of working age has to pay a minimum percentage of their council tax, no matter what their circumstances are. The minimum percentage payable is at least 25% from April 2016. Requiring all residents to pay full Council Tax would be untenable.</p> <p>A consultation exercise on the CTS scheme took place from September to November 2015 to reduce the maximum level of support to 75% of a working age persons council tax liability, cap support to that of a Band A property and align non-dependent deductions for working age to the same level as that for claimants of pensionable age. The proposals were approved a Full Council on 21 January and become effective from 01 April 2016.</p> <p>Last year we raised Council Tax by 1.9%. Should a decision be made to increase Council Tax any rise of 2% or over would trigger a local referendum (not including 2% precept for Adult Social Care).</p> <p>All debts owed to the Council are rigorously pursued. We always take action to recover any monies owed to us and encourage a culture of payment wherever possible; however enforcement agents are used for any cases where this has not been successful.</p> <p>The Localism Act 2012 introduced by Central Government, abolished Council Tax exemptions for empty properties and gave discretionary powers to Councils to consider local schemes to reflect local market conditions. The Council undertook a consultation exercise in October 2012 with local residents regarding the proposals it was considering.</p> <p>The Council considered carefully the views of local residents, the housing market within the Borough and the financial implications including the costs it and other local services often incur when dealing with incidents concerning empty properties. While the Council has supported empty property owners for a number of years it felt that this support could no longer be subsidised in the current financial climate, where the Council is facing difficult decisions in terms of maintaining vital front line</p>

		<p>services and in protecting the most vulnerable residents within our area. The Council therefore made a number of resolutions regarding empty properties. One of the changes that were made was that any property that had been empty and unoccupied for a period of more than 24 months would be liable for an additional 50% Council Tax premium.</p> <p>The policy under which an empty premium charge is raised is that a property has been unoccupied for a period exceeding 2 years. Should the property be sold or purchased within that period, the premium will continue to be charged if the property remains empty but will cease if the property is once again occupied.</p> <p>The policy was reviewed in 2014 and a decision made that the empty property policy remained unchanged.</p> <p>Any revaluation of existing Council Tax bands would have to be undertaken by the Valuation Office Agency which is completely independent of the Council. Any changes would have to be instigated by central Government.</p>
19	<p><u>COUNCIL HAS THE WRONG PRIORITIES</u></p> <p>Concerns that the council is focusing its resources on the wrong areas:</p> <ul style="list-style-type: none"> • A switch to long-term strategies rather than short-term when using resources across all departments. • Cuts being made in the wrong places. • Do not provide anything but those that are statutory services. • Particular issues with Vision Tameside new council building and renovation of Hyde Market. • Budgets for items like IT should not be more than spending on services such as sheltered housing. <p>23(6%) – Budget Simulator 5(71%) – other channels 4(6%) – social media 32(6.7%) – total</p>	<p>As a Council we have statutory duties placed upon us which we have to follow. It is important that whilst we deliver on these duties, we also ensure our most vulnerable residents are provided for. This often results in a balancing of priorities and tough decisions have to be made. Although we do direct a large amount of resources to our more vulnerable residents (the largest proportion of our budget is spent on Services for Adults & Older People and Services for Children & Families), we also deliver a vast number of universal services accessible by all residents. Examples include:</p> <ul style="list-style-type: none"> • Waste Management • Public Health • Trading Standards • Road Safety • Roads, Highways & Pavements • Libraries <p>We have long term strategies in place in order to grow Tameside’s economy and improve the learning and skills opportunities for our young people through our Vision Tameside programme, see further information in the section entitled “Don’t spend on major projects, cultural events or public realm” (ref: 5).</p> <p>We are working with our health partners on a long term strategy to integrate our health and social care services which will provide much more effective health and social care to our residents and reduce our costs in the long-term. (see section entitled “Commissioning and Outsourcing”, ref 15).</p> <p>Our proposals around Active Tameside will provide state-of-the-art leisure facilities that are fit for purpose and meet the changing needs of our residents (see section entitled “invest in services / long term prevention, ref: 17).</p> <p>We continue to bid for funds that will improve our transport</p>

		<p>network and are working with TfGM on Tameside Interchange (Ashton-under-Lyne) which join up our rail, bus and tram network enabling better connectivity within Tameside and across the Greater Manchester conurbation.</p> <p>See section on “Don’t spend on major projects, cultural events or public realm (ref: 5)” for comments on Hyde Market.</p> <p>Based on the comments and responses made in the budget consultation undertaken in 2014, we carried out the following:</p> <ul style="list-style-type: none"> • Reduced our car parking charges to support our town centres. • Set aside £1million to repair potholes. • Cut our building costs by selling 48 buildings. • We made land available on 9 different sites for 300 affordable homes increasing our council tax base. • Rolled out bin swap to rest of the borough. <p>Further information can be found at: http://www.tameside.gov.uk/budgetconsultation/lastyearsresults</p>
20	<p><u>POLICY APPROACHES</u></p> <p>Suggestions and concerns relating to policy approaches:</p> <ul style="list-style-type: none"> • Petitioning, protesting, or campaigning against central government cuts. • Apply a set percentage cut across all service areas for balance. • Transparency of finances <p>18(4%) – Budget Simulator 5(71%) – other channels 4(6%) – social media 27(5.6%) – total</p>	<p>We will continue to lobby government on issues of importance on behalf of local residents and have stated on a number of occasions the difficulties we face as a result of the budget cuts. Our Executive Leader recently wrote to the Prime Minister expressing concerns about the cuts local authorities have faced.</p> <p>The Council must balance its books by law therefore, we can’t spend more than we have. Our finances are subject to external audit by an independent company each year. For 2014/15, the independent auditors gave the Council a green (good) rating for financial resilience and value for money. http://www.tameside.gov.uk/executivecabinet/16dec15/agenda (item 4)</p> <p>All council spend over £500 is also made available via the transparency pages of our website. The Council’s budget is also approved at Full Council and the papers that support this are available on the council’s website. As part of our approach to transparency we have carried out a 12-week budget consultation exercise which fully details how the Council’s money is spent and seeks residents and businesses views on how the council’s money should be spent in the future. The responses received are taken into account, along with a number of other factors in order to set the Council’s future budget.</p> <p>http://www.tameside.gov.uk/transparency</p>
21	<p><u>BUDGET SIMULATOR/CONSULTATION</u></p> <p>Suggestions related to the budget consultation exercise itself:</p> <ul style="list-style-type: none"> • That the consultation 	<p>Dedicated web pages were developed about the budget consultation exercise. This included detailed text on the service budgets where levies need to be paid to other organisational bodies e.g. waste and transport levies. The web pages were designed to be transparent and to give residents enough information to be useful.</p> <p>A video was also developed to provide residents/businesses</p>

	<p>exercise is pointless because the decisions have already been made.</p> <ul style="list-style-type: none"> • That the consultation simulator is not specific enough and/or does not provide enough options i.e. reduction of councillor's expenses. <p>21(5%) – Budget Simulator 1(14%) – other channels 9(13%) – social media 31(6.4%) – total</p>	<p>with an overview of the budget challenges the council faces. In addition, half way through the consultation, a further two short videos were created where respondents helped to promote the budget consultation. A student from Ashton Sixth Form College helped to produce these videos.</p> <p>Respondents views were gained through completion of a budget simulator which set-out the different service level budgets and enabled respondents to increase or decrease the budgets as they saw fit. When changes were made to the budgets, consequences of their actions were shown, these were provided to give respondents an indication of what the budget cuts could mean for a service.</p> <p>This was the second time that the council had conducted the budget consultation in this way. The consultation was promoted through a number of channels including the Citizen which is delivered to all households and businesses in the borough. We held 215 events across the borough with a range of different groups. Some events were drop-ins where anyone could attend and some were targeted events to ensure we received a response from a cross-section of the population.</p> <p>For comments on councillors, see the section entitled "Councillors and Mayor (Ref: 10).</p>
22	<p><u>POSITIVE VIEW OF COUNCIL</u></p> <p>General positive view of council:</p> <ul style="list-style-type: none"> • The council do a good job considering the limited resources and cuts. • Fond memories expressed of working in the old TAC building. <p>7(2%) – Budget Simulator 0(0%) – other channels 5(7%) – social media 12(2.5%) – total</p>	<p>We always endeavour to balance the needs of all residents when making any decisions. Although this often means difficult choice have to be made, particularly in the current economic climate, we are grateful you think that the Council is doing a good job.</p>
23	<p><u>NEGATIVE VIEW OF COUNCIL</u></p> <p>General negative view of council:</p> <ul style="list-style-type: none"> • The council is inept, mismanaged, etc. <p>6(1%) – Budget Simulator 0(0%) – other channels 24(35%) – social media 30(6.2%) – total</p>	<p>See all other sections.</p> <p>In Tameside we have a strong history of consulting with residents. It is important for us to understand your views on any possible changes we may make to services. All the major service changes we have made over the last 5 years have been consulted on through the Big Conversation.</p>

PEOPLE

REF	CONSULTATION FEEDBACK THEME	TAMESIDE MBC REPSONSE
24	<p><u>VOLUNTEERING / COMMUNITY DELIVERY / SELF SUPPORT/ENFORCED VOLUNTEERING</u></p> <p>Comments focused on increasing the contribution local residents make to the borough including:</p> <ul style="list-style-type: none"> • Volunteers should not replace regular staff. • The council should alleviate the strain on staff and services by using volunteers. • Increase council promotion of voluntary and community organisations • The main focus of suggestions for voluntary efforts is on street-cleaning/keeping neighbourhoods tidy. • Use enforced volunteering from people on unemployment benefits and people who have committed minor crimes. <p>48(12%) – Budget Simulator 4(57%) – other channels 1(1%) – social media 53(11.0%) – total</p>	<p>The council is already working with community volunteers to help support some services, these include:</p> <ul style="list-style-type: none"> • Voluntary rangers help to look after the countryside with 18,078 volunteer hours and 762 corporate volunteer hours in the last twelve months. • Sports/physical activity volunteers • Volunteers and community groups which help with the support and delivery of Cultural and Museum projects • Friends of groups are established for 23 facilities including Friends of Dukinfield Park, Friends of Gorse Hall, Friends of King George’s Playing Fields. • Community panels for the Youth Offending Team • Use of Community Payback scheme to support Operations and Greenspace to keep Tameside’s streets / areas clean. Over the last 12 months 20,000 unpaid hours have been committed to the service which have benefited all communities. • Volunteers from companies working in parks as part of corporate responsibility days • Local residents working with Greenspace and Operations Services to run ‘blitz clean-ups’. <p>Many of our events and summer workshop activities are supported by volunteers. This commitment from local people and volunteer groups ensure we have a vibrant cultural offer for the borough.</p> <p>Volunteer placements with council departments also ensure that students, job seekers and school children get excellent learning and experience opportunities which will help them build a future career. We are committed to provide more of these opportunities in appropriate services in the next few years to ensure our employment and economic future is bright.</p> <p>We are always looking for opportunities to expand volunteering opportunities and work closely with Community Voluntary Action’s Volunteer Centre, our voluntary sector partners to provide opportunities. Time Banking in Tameside is a different way to volunteer your time. For every hour you volunteer with the Time Bank, you gain an hour’s worth of credit that can be used to buy an hour of volunteering from another person. You can earn and spend your credit on practically anything – you might need someone to fix your bike, or maybe you’re great at baking and could bake someone a birthday cake. CVAT launched Time Banking in Tameside in 2010 because it was believed that projects like this have a greater value than just “getting stuff done” for people. Time Banking is a great way to bring the community back together and get neighbourhoods working together again.</p>

Our Time Bank now has over 300 members and earlier in this year passed 5,000 hours exchanged.

In September 2015 the Casserole Club, which enabled “cooks” to prepare and share meals with “diners” was incorporated into Time Banking. This has worked really well as both are based on a similar model to Time Banking in that it encourages “old fashioned neighbourliness” This isn’t formal volunteering , it is people doing a good turn for one another. It’s not charity because everyone has something to give back.

Over the last 3 months - 12 events have provided 230 people with the opportunity to meet together, share a meal or a snack, but most importantly these people have had the opportunity to get out of the house and meet with others who are also lonely, isolated and in need of companionship. 15 “diners” (housebound people) have also enjoyed 40 meals with their friendly neighbourhood “cooks”.

There are 2 other volunteer involving projects managed by the Volunteer Centre:

- Miles of Smiles, a transport scheme which involves volunteers who use their own vehicles to take people to health related appointments. In the previous year 25 volunteers enabled passengers to get to over 5000 hospital appointments they would otherwise have no way of reaching.
- Changing The Record is a project that aims to increase opportunities for ex-offenders to ‘get back on their feet’ through volunteering and reduce re-offending. It is currently engaging with 40 ex-offenders who are at various stages of recovery

According to a report launched in 2013 by the Centre for Regional Economic and Social Research at Sheffield Hallam University in Tameside 26,200 individuals volunteered within the voluntary sector giving 73,900 volunteering hours per week. There are many Volunteer Involving Organisations who provide services to vulnerable adults (People First), children (Off the Record), environmental organisations (Wooden Canal Boat Society). These all work in many different ways and all are managed by volunteers as trustees and involve volunteers in their day to day work and have a huge impact on the health and wellbeing of Tameside residents.

In an average year approx. 1000 prospective volunteers pass through the doors of the Volunteer Centre and are referred to over 250 organisations.

<http://www.cvat.org.uk/time-banking>

Another initiative provided by CVAT is Tameside 4 Good which helps young people and good causes through the giving of time and skills, money and resources. 100% of the money collected by Tameside 4 Good is distributed via a grant scheme that is committed to issuing grants of up to £500 to individuals in

		<p>Tameside aged between 5 - 25 who want to undertake an activity that benefits them and their community. Grants of up to £4,000 are available to Tameside community groups.</p> <p>http://www.tameside4good.org/</p> <p>There has always been a large number of volunteers throughout the borough who have brought added value to the community, from Scouts and Guiding Groups, to churches and community groups – these are supported in formal and informal ways by the Council in developing funding bids, establishing constitutions and involvement in the development of services.</p>
25	<p><u>PROTECT VULNERABLE FIRST/PROTECT CHILDREN'S CENTRES</u></p> <p>Concerns were raised regarding the need to protect our most vulnerable residents as a priority. Comments include:</p> <ul style="list-style-type: none"> • Frontline services that care for the vulnerable should be (more or less) ring-fenced. • Protect the elderly as a priority and cut from this service last. • Protect children's services as a priority and cut from this service last; particularly children's centres. • Do not cut funding to the third sector providers. • Do not cut from Opt-In services <p>34(8%) – Budget Simulator 4(57%) – other channels 2(3%) – social media 40(8.3%) – total</p>	<p>The protection of our most vulnerable residents remains our top priority. The majority of our budget is allocated to those services which protect residents most in need of our support - Services for Adults (people with learning disabilities, mental health issues and physical/sensory disabilities) & Older People and Services for Children & Families (Safeguarding and Child protection, children in our care and children with a disability).</p> <p>We maintain a commitment to providing preventative services for children and families in most need including in children's centres, although in order to maximise usage, it may be that we concentrate services in fewer places.</p> <p>We will always look to reduce the number of buildings owned and operated by the Council before reducing any services to the public – particularly those services delivered to our most vulnerable residents. We have already sold 48 buildings.</p> <p>With an increasing, aging population we recognise the importance of early intervention. This will help to address greater needs arising from long term conditions or complex disabilities.</p> <p>The Early Intervention Service offers information, advice and support to adults in Tameside to help them remain independent and active in their own homes for as long as possible. They also help people who care for a relative or friend to help them continue in their caring role, by providing them with the right help and support to enable them to do this.</p> <p>The Service works in partnership with a number of voluntary organisations to provide services such as the Community Support Service at Age UK, Timebanking and the Miles of Smiles Transport Service at the Volunteer Centre Tameside.</p> <p>As well as supporting hundreds of individuals, and keeping in touch with over 250 social groups, the Service was instrumental in remodelling the provision of meals at the Grafton Centre, our Active Ageing Centre in Hyde. This was remodelled from a council run service to one managed by a team of volunteers. As well as providing a variety of hot meals Monday to Friday at a reasonable cost, the Grafton Centre offers a range of activities from armchair exercise to Zumba and indoor bowls to Bridge, as well as many others.</p>

		<p>In December 2014 the Casserole Club was launched and has now been incorporated into the time banking scheme operated by the Volunteer Centre in Tameside. This is a project that helps people share extra portions of home-cooked food with older people who might not always be able to prepare meals for themselves. For further information see the theme “volunteering / community delivery / self-support / enforced volunteering” (ref: 25).</p> <p>The protection of adults from abuse in Tameside is overseen by a body called ‘The Tameside Adults Safeguarding Partnership’ (TASP). The Partnership co-ordinates the way in which partner organisations work together in Tameside to protect vulnerable adults from harm. Partners include Tameside and Glossop Clinical Commissioning Group, Greater Manchester Police, Tameside Hospital Foundation Trust, Greater Manchester Fire and Rescue Service, Probation Service, Tameside Health Watch and Victim Support.</p> <p>The Community Response Service (CRS) provides a service to over 4,500 people in the borough. CRS is an alarm service to help people live safely and independently in their own home. We employ a team of local workers who will respond in case of emergency. The service provides different types of alarm depending on individual needs and health. Some are activated by an individual while others are triggered by sensors installed in a persons’ home. There is considerable evidence to demonstrate that the service enables people to remain safely and independently in their own homes for longer.</p>
26	<p><u>PEOPLE ON BENEFITS</u></p> <p>Concerns and suggestions relating to people in receipt of benefits:</p> <ul style="list-style-type: none"> • More and better efforts to ‘crack down’ on fraudulent claims. • Cut or reduce certain benefits. • To use enforced volunteering for people in receipt of Job Seeker’s Allowance. <p>26(6%) – Budget Simulator 1(14%) – other channels 3(4%) – social media 30(6.2%) – total</p>	<p>In 2012 the government abolished Council Tax benefit and required each local authority to set-up their own council tax support scheme to be effective from the 1 April 2013. The abolition of the national scheme came with a reduction of £3.2 million paid to the local authority at that time. In order to establish our own council tax support scheme we carried out two consultations with residents; the first contained four options and the second consulted on the final option.</p> <p>The Council Tax Support Scheme replaced Council Tax Benefit from 1 April 2013. The scheme still provides financial assistance to Council Tax payers on a low income whether they rent or own their home, by reducing the amount of Council Tax they have to pay. The level of support provided under Council Tax Support may be significantly lower for some residents than they previously received under the Council Tax Benefit scheme. Everyone of working age has to pay a minimum percentage of their Council Tax, no matter what their circumstances are. The minimum percentage is currently 20%. Requiring all residents to pay full Council Tax would be untenable. This would be very costly due to the potential rise in outstanding arrears and the need to chase the outstanding debt. The scheme is reviewed on an annual basis.</p> <p>A further consultation exercise on the CTS scheme took place from September to November 2015 to reduce the maximum level of support to 75% of a working age persons council tax</p>

		<p>liability, cap support to that of a Band A property and align non-dependent deductions for working age to the same level as that for claimants of pensionable age. The proposals were approved at Full Council on 21 January and will become effective from 01 April 2016.</p> <p>In establishing the council tax support scheme we have been mindful of procedural requirements for example mitigate against child poverty, equalities issues and the legal requirement to protect pensioners. The scheme affected approximately 11,000 working age people when introduced. Recipients of council tax support receive a reduced bill and therefore do not receive a monetary sum from the council. The council also has responsibility for administering housing benefit but has no say on how this is done. Government stipulates how the Housing Benefit scheme is administered and how it is paid to recipients. Payment is usually made directly to the recipient in accordance with Housing Benefit regulations, however in certain cases payment can be made direct to a Landlord. Any changes to this policy would need to be made by government.</p> <p>Enforced volunteering in order to receive job seekers allowance would require a change in legislation. This benefit is administered by the Department of Work and Pensions rather than the local authority. In theory we could consider enforced volunteering in order to receive support from the council tax support scheme that the council administers; this would affect approximately 9,000 working age people, some of whom are already in work and in low paid jobs. This is not something we are considering at the present time.</p>
27	<p><u>LIBRARIES/CUSTOMER SERVICES/MUSEUMS</u></p> <p>Suggestions related to libraries, customer services, and museums:</p> <ul style="list-style-type: none"> • No more cuts from libraries which impact on opening hours etc. • No more library closures. • Return libraries to their original buildings and do not remove any further libraries from their original buildings. <p>17(4%) – Budget Simulator 0(0%) – other channels 2(3%) – social media 19(4.0%) – total</p>	<p>The Library Service is a statutory service which we have to provide by law (Public Libraries and Museums Act 1964).</p> <p>In 2012 a full review of the Library Service was undertaken which resulted in the closure of five libraries (two of these are subsequently being run by the community – Denton West End and Haughton Green). The remaining libraries reduced their opening hours by closing for one full day a week.</p> <p>Our strategy is to reduce the number of buildings owned and operated by the Council before reducing services to the public. In order to protect library services we looked at different models of operation. The most cost effective way to run the services was to re-located the library into buildings also used for other services. These include:</p> <ul style="list-style-type: none"> • Denton – relocated to Denton Town Hall • Mossley – relocated to George Lawton Hall • Hattersley – relocated to the Hattersley Hub • Hyde – relocation to be made to Hyde Town Hall • Droylsden – to be relocated to Guardsman Tony Downes House <p>Library services need to change and develop to meet the changing needs and preferences of our residents. We are looking at changes and developments in other boroughs which have increased access to library resources.</p>

		<p>In the future we will continue to look at different models of working for the library service including investigating the benefits of self-service.</p> <p>We will continue to invest in using e-books. Currently there are 1,931 e-book titles available and 409 e-audio titles.</p> <p>Whilst we need to provide a face to face Customer Service function for those who rely upon it, the need has reduced over the years with increased telephone and internet access. We will therefore be considering meeting the demand for the service in the most cost effective way.</p>
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In addition there were nine further comments covering the following topics which fall outside the remit of Tameside Council:

- National immigration policy
- Number of MPs, pay and expenses
- Cost of air strikes in Syria
- National policy on gambling / ban on smoking / renationalisation of services.

APPENDIX 3

Cross tabulations - analysis by demographics

AVERAGE % REDUCTION IN BUDGET BY HEADLINE SERVICE AREA

		Adults	Children	Infrastructure	Council Tax, Benefits & Support	Public Health	Environment	Communities
OVERALL		-9	-6	-9	-12	-13	-8	-10
Gender	Females	-8	-5	-10	-11	-13	-9	-9
	Males	-11	-7	-8	-13	-14	-8	-12
Disability	Disabled	-10	-9	-9	-13	-16	-7	-12
	Non-Disabled	-9	-6	-9	-11	-12	-8	-10
Ethnicity	White	-9	-6	-9	-12	-13	-8	-10
	BME	-13	-7	-4	-12	-13	-7	-11
Age	Under 18	-10	-4	-6	-13	-12	-7	-10
	18 - 24	-10	-7	-8	-12	-14	-8	-10
	25 - 34	-9	-5	-11	-14	-11	-10	-10
	35 - 44	-9	-5	-8	-14	-15	-9	-10
	45 - 54	-10	-7	-8	-11	-14	-7	-11
	55 - 64	-8	-7	-9	-10	-13	-9	-10
	65+	-8	-6	-8	-8	-13	-6	-8
Postcode Sector	M34	-8	-6	-11	-12	-12	-8	-9
	M43	-7	-3	-10	-10	-8	-8	-8
	OL5	-8	-5	-12	-13	-16	-11	-10
	OL6	-10	-8	-9	-11	-14	-8	-11
	OL7	-10	-7	-9	-13	-14	-7	-11
	SK14	-9	-4	-9	-10	-13	-9	-9
	SK15	-11	-8	-6	-15	-15	-7	-12
	SK16	-10	-8	-8	-12	-14	-9	-12

APPENDIX 3

Cross tabulations - analysis by demographics

AVERAGE % REDUCTION IN BUDGET BY INDIVIDUAL SERVICE AREA

Headline Service Area	Individual Service Area	Overall	Gender		Disability		Age						
			Males	Females	Disabled	Non-Disabled	Under 18	18-24	25-34	35-44	45-54	55-64	65+
Adults	Frail / Elderly	-8.9	-10.4	-7.7	-9.7	-8.8	-10.2	-11.2	-8.9	-9.4	-9.8	-7.6	-7.6
	Learning Disability	-9.2	-11.1	-7.9	-10.7	-9.1	-10.1	-8.5	-9.6	-9.7	-10.7	-8.7	-7.8
	Physical or Sensory Disability	-8.9	-10.7	-7.6	-10.0	-8.8	-6.1	-9.3	-9.3	-9.4	-10.9	-8.1	-7.1
	Mental Health	-7.5	-9.1	-6.3	-9.8	-7.2	-7.8	-6.3	-7.3	-8.2	-8.6	-7.7	-6.2
	Support & Prevention	-9.2	-11.5	-7.3	-10.1	-9.1	-7.6	-11.0	-9.4	-9.7	-10.3	-9.2	-6.8
Children	Social Care & Safeguarding	-5.9	-7.2	-4.9	-8.4	-5.6	-3.6	-6.9	-4.9	-5.3	-6.9	-7.0	-6.2
	Family Support / Early Help	-6.3	-7.5	-5.3	-8.9	-5.9	-4.3	-6.1	-4.5	-5.6	-7.8	-7.6	-6.6
	School & Pupil Support	-7.0	-8.5	-5.9	-9.8	-6.7	-6.7	-7.2	-5.5	-6.2	-8.7	-8.6	-6.5
Infrastructure	Roads & Transport	-8.4	-7.8	-9.2	-7.9	-8.5	-5.7	-8.3	-10.8	-8.0	-7.7	-9.0	-7.6
	Economy & Skills	-9.0	-8.4	-9.8	-11.7	-8.7	-3.6	-7.6	-10.3	-8.3	-9.9	-10.0	-8.0
	Planning	-12.3	-11.9	-12.9	-15.5	-11.9	-12.5	-10.0	-14.2	-12.2	-13.2	-11.6	-11.1
Council Tax, Benefits & Support	Council Tax Support (benefit)	-12.1	-13.8	-11.1	-12.6	-12.1	-14.6	-12.7	-15.5	-14.2	-11.8	-10.4	-8.4
	Collecting tax & debts / paying bills & assessment	-9.2	-9.6	-9.3	-12.4	-8.8	-8.4	-8.8	-9.3	-11.4	-9.5	-8.6	-8.0
	Corporate Support & Registrars	-12.6	-13.5	-12.6	-15.4	-12.2	-13.3	-13.5	-12.9	-15.5	-12.5	-12.4	-10.8
Public Health	Health Promotion	-13.5	-14.6	-13.3	-17.3	-13.0	-15.0	-14.2	-12.0	-16.0	-14.3	-13.4	-13.4
	Health Interventions	-12.0	-13.0	-12.0	-14.0	-11.7	-8.8	-14.1	-10.3	-14.3	-12.7	-12.6	-12.0
Environmental	Street Cleaning & Parks	-8.8	-8.2	-9.4	-8.2	-8.8	-7.9	-9.3	-11.2	-9.3	-7.3	-9.5	-6.6
	Recycling & Waste	-7.2	-6.7	-7.7	-6.9	-7.2	-5.1	-6.9	-9.4	-8.1	-5.9	-7.8	-4.8
	Enforcement & Protection	-8.5	-8.3	-8.8	-6.9	-8.7	-9.1	-8.1	-11.0	-8.6	-7.5	-8.8	-6.9
Communities	Supporting People & Homelessness	-8.5	-9.7	-7.8	-9.8	-8.4	-5.2	-6.4	-8.2	-9.0	-10.2	-9.0	-8.0
	Neighbourhood Teams & Youth	-10.1	-12.0	-8.9	-13.2	-9.7	-14.8	-10.8	-9.6	-10.7	-11.2	-10.5	-8.8
	Information & Advice	-12.1	-14.0	-10.7	-14.1	-11.8	-15.9	-12.1	-14.1	-12.2	-13.1	-11.3	-9.5
	Libraries	-10.1	-11.6	-9.1	-11.5	-9.9	-11.1	-10.6	-10.6	-10.2	-11.8	-10.5	-7.0
	Culture	-11.6	-13.3	-10.8	-13.8	-11.3	-4.6	-13.9	-12.6	-12.0	-13.3	-12.9	-8.2

APPENDIX 3

Cross tabulations - analysis by demographics

AVERAGE % REDUCTION IN BUDGET BY INDIVIDUAL SERVICE AREA

Headline Service Area	Individual Service Area	Overall	Ethnicity		Postcode Sector							
			White	BME	M34	M43	OL5	OL6	OL7	SK14	SK15	SK16
Adults	Frail / Elderly	-8.9	-8.7	-13.1	-7.9	-7.6	-8.2	-9.6	-10.5	-8.6	-10.0	-9.9
	Learning Disability	-9.2	-9.2	-12.5	-7.6	-7.1	-8.2	-9.7	-10.3	-9.4	-12.6	-9.7
	Physical or Sensory Disability	-8.9	-8.9	-12.2	-8.0	-6.4	-8.3	-9.4	-10.8	-8.8	-11.3	-9.8
	Mental Health	-7.5	-7.3	-11.7	-6.6	-4.1	-7.2	-8.5	-8.7	-7.4	-10.0	-7.5
	Support & Prevention	-9.2	-9.3	-10.7	-7.0	-4.7	-11.2	-10.0	-10.3	-9.2	-12.7	-10.0
Children	Social Care & Safeguarding	-5.9	-6.0	-6.6	-5.5	-2.7	-4.1	-7.6	-7.0	-4.4	-7.7	-7.8
	Family Support / Early Help	-6.3	-6.3	-7.1	-5.9	-1.3	-8.1	-8.9	-6.5	-4.1	-7.6	-7.8
	School & Pupil Support	-7.0	-7.3	-6.1	-6.9	-4.1	-8.1	-9.1	-6.8	-4.4	-9.3	-8.5
Infrastructure	Roads & Transport	-8.4	-9.0	-3.2	-10.9	-10.0	-12.2	-8.8	-8.7	-8.6	-4.7	-7.6
	Economy & Skills	-9.0	-9.3	-6.5	-11.0	-9.0	-12.4	-9.8	-9.2	-8.5	-7.5	-7.7
	Planning	-12.3	-12.9	-7.8	-14.4	-13.6	-16.4	-12.3	-9.3	-12.4	-11.9	-11.2
Council Tax, Benefits & Support	Council Tax Support (benefit)	-12.1	-12.5	-12.1	-12.5	-10.0	-13.6	-11.9	-13.5	-10.6	-16.5	-12.5
	Collecting tax & debts / paying bills &	-9.2	-9.3	-11.3	-10.1	-8.0	-9.3	-8.1	-12.1	-8.7	-11.2	-9.8
	Corporate Support & Registrars	-12.6	-13.0	-12.9	-16.0	-10.0	-13.5	-11.4	-13.7	-11.9	-16.1	-13.5
Public Health	Health Promotion	-13.5	-14.0	-14.0	-13.4	-7.8	-15.7	-15.0	-14.6	-14.4	-14.8	-14.5
	Health Interventions	-12.0	-12.5	-12.5	-9.0	-7.5	-16.1	-13.1	-13.6	-12.3	-15.1	-13.5
Environmental	Street Cleaning & Parks	-8.8	-8.9	-8.2	-10.3	-8.0	-12.9	-8.5	-7.5	-9.6	-6.3	-9.7
	Recycling & Waste	-7.2	-7.3	-6.0	-5.4	-7.1	-10.2	-6.5	-6.2	-7.9	-6.4	-9.2
	Enforcement & Protection	-8.5	-8.7	-7.4	-7.4	-8.8	-10.4	-8.0	-7.2	-9.7	-8.5	-9.3
Communities	Supporting People & Homelessness	-8.5	-8.6	-10.3	-7.3	-6.6	-8.4	-9.0	-9.9	-7.2	-12.0	-9.6
	Neighbourhood Teams & Youth	-10.1	-10.3	-12.0	-10.3	-6.1	-10.9	-10.4	-10.9	-10.0	-12.4	-11.7
	Information & Advice	-12.1	-12.3	-12.5	-12.2	-10.2	-14.1	-12.6	-11.1	-10.8	-14.4	-13.8
	Libraries	-10.1	-10.5	-8.8	-7.9	-11.7	-8.4	-11.4	-10.4	-10.1	-9.3	-11.7
	Culture	-11.6	-12.1	-11.2	-10.2	-12.2	-12.0	-12.4	-11.5	-10.9	-12.3	-14.2

APPENDIX 3

Cross tabulations - analysis by demographics

% SELECTING EACH INCOME / EFFICIENCY OPTION

		Sell advertising space	Increase fees & charges by 5%	Introduce fees & charges to other areas	Develop traded services	More enforcement (fines)	Review employee's terms of conditions	Sell council buildings	Sell more land for homes & businesses	3 weekly landfill bin collections	Volunteers	Reduction in street cleaning	Health & social care integration
Overall %		88	59	60	78	71	37	81	79	31	63	33	55
Gender	Females	90	54	59	81	71	38	82	77	29	63	32	57
	Males	89	66	65	77	74	37	81	83	35	64	35	54
Disability	Disabled	86	56	59	74	69	46	79	79	31	61	31	60
	Non-Disabled	88	60	60	78	71	36	81	79	31	63	33	52
Ethnicity	White	90	61	62	80	73	39	82	80	32	65	34	56
	BME	80	49	55	68	64	24	74	76	29	55	30	47
Age	Under 18	67	33	30	56	74	44	52	67	37	74	41	67
	18 - 24	90	54	60	69	73	34	87	87	33	73	37	46
	25 - 34	95	64	62	84	69	41	85	81	30	66	34	49
	35 - 44	89	64	62	85	71	37	81	83	29	63	31	58
	45 - 54	91	65	70	80	76	36	84	81	34	60	36	55
	55 - 64	86	61	64	82	70	36	82	79	35	66	37	57
	65+	89	50	51	69	76	39	76	71	30	60	25	57
Postcode Sector	M34	92	57	64	79	78	41	85	83	33	65	31	52
	M43	90	56	58	77	67	40	86	89	30	68	26	39
	OL5	85	51	58	84	64	62	85	69	35	69	36	55
	OL6	89	55	61	80	68	37	82	81	31	59	38	54
	OL7	88	59	56	71	74	23	85	81	22	73	25	55
	SK14	87	63	56	75	71	35	76	76	29	61	34	54
	SK15	93	64	70	85	77	29	79	78	38	65	36	61
	SK16	93	70	67	84	79	43	83	84	36	65	35	68

Report To:	JOINT MEETING OF EXECUTIVE CABINET AND OVERVIEW (AUDIT) PANEL
Date:	10 February 2016
Executive Member/ Reporting Officer:	Councillor Kieran Quinn – Executive Leader Councillor Jim Fitzpatrick – First Deputy (Performance and Finance) Peter Timmins – Assistant Executive Director of Finance
Subject:	COUNCIL BUDGET 2016-20: REVENUE BUDGET 2016-17
Report Summary:	This report sets out the detailed revenue budget proposals covering 2016-17 and the different options for proposed level of Council Tax/Precept for 2016-17. This paper is one of a suite of reports to this meeting that support decisions on the budget recommendations to Tameside Council.
Recommendations:	Cabinet is asked to agree to recommend to the Council: a) An overall Council Net Revenue Budget of £166.073m for 2016-17, including provision for potential budget pressures of £8.558m, budget savings/efficiencies of £14.100m and £10.025m additional adjustments/efficiencies as set out in Table 3 (and Appendices A & B) of this report and the actions required to deliver the proposed savings. b) Note the comments of the Section 151 Officer, at paragraph 2.7b, on the financial impact of an increase in Council Tax, and confirm, or otherwise, the assumption that the Council's 2016-17 budget will include a Council Tax increase for firstly, the 'Social Care Precept' and secondly, the 'referendum' Council Tax (shown at Table 2 & Appendix C). c) The option of agreeing the Government's four year 'efficiency' settlement, which will give certainty to funding to 2020. d) The budget proposals set out for 2017-20, including authorising Chief Officers to take the action required to deliver budget savings for those years as appropriate. e) With regard to the future years 2017-20, further plans to meet the budget shortfall for those years are urgently developed and brought back to Members before June 2016. f) That the Pay Policy for 2016-17, included at Appendix D , is approved.
Links to Community Strategy:	The Council budget aligns with the priorities of the corporate plan and the partnership-wide Community Strategy.
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: Subject of the report.

(Authorised by the S151 officer)

Legal Implications:

(Authorised by the Borough Solicitor)

The Council had expected to receive the publication of the Final Local Government Finance Settlement for 2016/17 which was expected by the 3 February 2016. The 2016/17 Settlement is to be debated in the House of Commons on Wednesday 10 February. The Final Settlement must therefore be published before that and that may affect the figures set out in this report which will be going to Council.

Considerations are set out in section 3 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. Any newly appointed members to the Council, whose office was not extended in the May 2014 will need to make the necessary application to take part in the decision.

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.

Risk Management:

The Council is required to set its Council Tax before March 11, 2016, of which, agreeing a balanced 2016-17 revenue budget is a pre-condition. The budget has to encompass the following risks:

- Increasing demographic demand (65+ increase by 23% by 2021, Under 15s growing by 15% by 2021);
- Waiting times and delays in discharges - impact of cuts;
- Lower resource tax base – eg 70% Council Tax band A & B – England average 44%;
- £9m Living Wage increase impact on social care costs;
- Business Rates risk transferred to council;
- Council Tax Support transferred to us 90% funded and cost increasing;
- Evidence of welfare cuts and sanctions reducing income levels and rising debt;
- Rising levels of homelessness.

Access to Information:

The background papers relating to this report can be inspected by contacting the report writer, Peter Timmins



Telephone: 0161 342 3864



e-mail: peter.timmins@tameside.gov.uk

1. INTRODUCTION AND PURPOSE OF REPORT

- 1.1. The framework for the 2016-17 budget was set in February 2015 as part of a two year budget approach. The Council launched the Budget Consultation for 2016-17 in September 2015, the response to which is reported on this agenda. Cabinet has also received reports, elsewhere on this agenda, providing additional information for the Cabinet in considering the recommendations for the revenue budget. These are:
- Budget Consultation findings and the outcome of the Equality Impact Assessments of budget proposals;
 - Capital Programme 2016-20;
 - Annual Treasury Management Strategy 2016-17.
- 1.2. The purpose of this report is to set out the detailed revenue budget position for 2016-17, medium term budget plans for 2017-20 and implications for Council Tax for 2016-17, and possibly, the later years.

2. BACKGROUND INFORMATION

National Planning Context

- 2.1 The advent of a Conservative Government in May 2015 has resulted in the biggest spending changes in the post-war period. Behind the DCLG's (Department of Communities and Local Government) grant announcement on 17 December 2015, lay five major alterations:
- Disconnection of funding from 'need/deprivation' measures;
 - New connection to economic growth and prosperity and the cessation of Revenue Support Grant by 2020;
 - New responsibilities for local government, such as , 0-5s, Independent Living;
 - Four year financial settlement with efficiency targets;
 - A decisive shift in the significance of funding from Council Tax: assumed to rise from 49.5% in 2015-16 to 61.7% in 2019-20.
- 2.2 The publication of the grant announcement marks the beginning of the consultation on the 2016-17 Draft Local Government Finance Report, which ended on 15 January 2016. The final settlement details are expected week commencing 8 February 2016.
- 2.3 The Draft Local Government Finance Settlement was £13.2m worse than previously assumed and confirmed the expected reduction in key funding to 2019-20, now at £30.4m. Tameside Council will receive a 12.9% reduction in its Settlement Funding Assessment (SFA = Revenue Support Grant and Business Rates) for 2016-17.

Table 1: Reduction in Settlement Funding Assessment (SFA)

	Government Funding £m		Change from Previous yr £m	Year-to-Year Change %	Cumulative Change %
2015-16	96.9				
2016-17	84.4	-	12.5	12.9%	12.9%
2017-18	76.0	-	8.4	10.0%	21.6%
2018-19	71.5	-	4.5	5.9%	26.2%
2019-20	66.5	-	5.0	7.0%	31.4%

2.4 The Government uses a different measure of resource assessment, the 'spending power'. The Government added the following to the SFA in the above box:

- Council Tax increase assumptions, both tax base change and assumed increase in charge, a local decision;
- Council Tax increase for adult social care, a local decision;
- The Better Care Fund, which is boosted by a transfer of £800m from the next item – centrally decided;
- New Homes Bonus – centrally decided

Which increases the size of the base, and therefore reduces the reported percentage change.

2.5 The Council's S151 officer was asked "to indicate whether their authority is minded to take up the 2% social care precept flexibility (in full or in part)", by 15 January 2016. As part of the reply, the point was made that the additional income, covered only 38% of the increased Adults demographic and contractual inflation costs (best cost case) in 2016-17. This was because of the Council's low resource tax base – 70% of hereditaments are in Council Tax Bands A&B, which compares to an England average of 44% - combined with the demographic profile. Consequently, the mechanism for supporting Adult Care services is inadequate, and further measures are required to reduce the disadvantage to the residents of Tameside.

Income

2.6 The Council has three main funding streams:

- Business Rates Retention Scheme
- Council Tax
- Other Income - Specific Grants, Fees and Charges

2.7 The main highlights to consider are:

- (a) Business Rates Retention Scheme – the Draft Local Government Funding Settlement includes the authority's Revenue Support Grant and business rates baseline funding level uprated in line with RPI. In order to ensure that local government spending is within the national departmental expenditure limits, after taking into account the business rates baseline funding, the Revenue Support Grant is a balancing figure and subsequently is reducing year on year in line with the Government's deficit reduction plan.
- (b) Council Tax – as part of the Four Year Settlement offer, the Government have assumed two increases in Council Tax, for:
 - The "Social Care Precept" of up to 2%, which has to be spent on social care;
 - The 2% referendum limit, which is commonly set at 1.99% to avoid the considerable costs of a referendum, and can fund any service.

If the Council were to increase both elements, every year, there is a rising level of income. By 2019-20, it would provide funding of £11.75m, as illustrated below.

Table 2: Cumulative increase in both Council Taxes if raised every year

	2016/17	2017/18	2018/19	2019/20
	£000's	£000's	£000's	£000's
Referendum	1,422	2,872	4,351	5,860
Social Care	1,429	2,887	4,374	5,890
Total	2,851	5,759	8,725	11,750

Were the Council to agree to levy the Social Care Precept, the DCLG must be notified within 7 days of the Council Tax having been set.

- (c) Other income – a table on total government grant funding is included in this report at **Appendix A**. Changes to NHS Social Care funding are being implemented from 2016-17 and work has been undertaken with the Tameside Clinical Commissioning Groups to agree the Better Care Fund plan, including the level of funding that Tameside will receive to fund its commitments and the risk sharing arrangements. The pressures remaining, following the agreement of the fund, have been reflected in the 2017-20 budget. Further details will be included in the Medium Term Financial Strategy report in the summer.

Expenditure - underlying trends

- 2.8 The aim of the budget planning process is to deliver a robust multi- year budget that supports the Council's priority areas, but is affordable within reduced funding. The radical changes, set out at 2.1, will require considerable work to arrive at a fully formed 2017-20 budget. It is proposed that this will take place in the summer 2016.
- 2.9 In the meanwhile, the 2016-17 budget shows a major advance, with the identification of specific expenditure pressures, which can be monitored in-year, to harvest savings when costs fall short of the assumptions.
- 2.10 The potential major pressure areas of cost affecting Tameside Council, that have been incorporated into the 2017-20 budget plans, are:
- Price inflation – more of the Council's services continue to be delivered externally to the Council – through partners and private sector contracts – therefore **contractual** arrangements are a key driver of the Council's cost pressures. Over half of the Council's spend is via third party contracts and the effective management of these contracts, to ensure both value for money and proper standards of service, is critical.
 - Demographics – demand for services continues to rise, both through the age profile and through changes to need. Preventative strategies are helping to stem the increases.
 - Living Wage – the change from using welfare payments to support the low paid, to increasing pay to lift them to sustainability, will affect both the Council's employees, but more particularly, contractors with a large 'manual' workforce, most particularly in Adult Care.
 - Review of the realism of individual budgets, by responding to the cessation of funding, unachievable income targets, and recognising that the implementation of savings can require some investment.

- e) In addition, the Capital Programme will be funded from external capital grants, capital receipts, prudential borrowing, revenue budgets and/or reserves. The majority of new schemes are funded from capital grants received from Government departments. The largest capital grants are from the Department for Transport and the Department of Education, and this is reflected in the balance of the programme. The Council's policy is that capital receipts can only be used to fund capital expenditure, which in turn reduces the future revenue impact of borrowing, or to repay debt. The future annual revenue cost of prudential borrowing can be significant (approximately 10% of the amount borrowed) and these costs are reflected in the revenue budgets presented in this report. A separate report to Cabinet, elsewhere on this agenda, sets out the detail of the Capital Strategy, the 2016-20 programme and funding plans.

Any new schemes not funded by grant have been assumed to be funded via prudential borrowing. This allows a prudent assumption for the capital costs that impact on the revenue budget. Any changes to this will be based on the best-case financial management – for example, funding using capital receipts will reduce the revenue impact on the revenue budget.

- f) Pension costs discretionary pre-payment – a review will take place regarding the benefit to be obtained by making a pre-payment to the Greater Manchester Pension Fund to offset potential increases in pension contributions that are currently not confirmed.

- 2.11 The other major factor in the 2016-17 budget is the implementation of the Care Together Programme. One of its first tasks is to address the funding gaps of the participating organisations, including the Adult Care shortfall. This will be accomplished by re-organising services to eliminate overlaps and shorten processes. It will take time, and as part of the Council's planning, a smoothing fund is provided for in the revenue budget.
- 2.12 There will also be changes in the later years as a consequence of Devolution, most likely with levies becoming precepts.
- 2.13 Our financial planning assumptions for future years take account of the latest monitoring position for 2015-16, as reported to Cabinet elsewhere on this agenda.
- 2.14 First introduced in 2013/14, **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 have been signed by members of the Executive Management Team, accepting their responsibility for delivering services within their allocated funding envelopes.
- 2.15 The Internal Audit team will report back to members throughout the year on the adequacy of internal financial controls.
- 2.16 **Robustness of estimates for the budget requirement.** 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 Chief Finance Officer (Assistant Executive Director of Finance/Section 151 Officer) that the budget estimates for 2016-17 are robust. This statement is in compliance with Section 25 of the Local Government Act 2003.

2.17 The recommended level of general balances is £17.0m at the end of 2016-17 and the Medium Term Financial Strategy 2017-20 will detail a risk based approach in the summer to assure that general balances will remain at or above this level.

2.18 A review of the Council's earmarked reserves will take place in 2016/17. Any earmarked reserves that can be freed-up and be used to fund more pressing priorities.

3. COUNCIL TAX/PRECEPT IMPLICATIONS

3.1 The approach to Council Tax has changed - see 2.1 & 2.6b above – but the Localism Act still applies. Any 'referendum' council tax increase in excess of a Government determined limit will be decided by local voters. The threshold for 2016-17 has been provisionally announced as 2%.

3.2 The Government will examine Council Tax/Precept increases and budget increases when final decisions have been made throughout the country. Councils are required by Government Regulation to declare their level of Council Tax/Precept by the end of February.

3.3 The 'social care precept' Council Tax can be up to 2%.

3.4 The Council is required to state its Council Tax/Precept as an amount for an average Band D property, together with information on the other valuation bands i.e. Bands A to H. Band D properties had a value in April 1991 of over £68,000 and up to £88,000.

4. CONSULTATION

4.1 The response to the budget consultation is set out in a separate report to Cabinet Committee elsewhere on this agenda.

4.2 **Representatives of non-domestic ratepayers.** The Council has a statutory duty under Section 134 of the Local Government Act to consult with representatives of non-domestic ratepayers. This process will be conducted electronically, as part of the general budget setting process and will commence with the publication of this draft budget report.

5. DRAFT BUDGET 2016-17

5.1 The development of the 2016-17 revenue budget has leant heavily on the framework set in February 2015 as part of a two year budget approach.

5.2 The overall net budget proposed for 2016-17 is £166.073m. This takes into account the Provisional Local Government Finance Settlement for 2016-17.

5.3 The net budget reflects the Council Tax Requirement only, that is, the amount to be funded by council taxpayers. All income from the Business Rates Retention Schemes is accounted for as council income.

5.4 At the time of drafting this report, the final Local Government Finance Settlement is not known and the proposed 2016-17 net budget may need to be altered to reflect any changes to the government grant amount for 2016-17 following the final settlement publication, due to be announced week commencing 8 February 2016. Service and budget planning for 2016-17 will be based on an expected reduction in core government funding of £12.5m (Settlement Funding Assessment - para 2.3).

The recommended minimum level of General Balances be set at £17.0m, to reflect the

budget risks and uncertainty around future Government funding. The forecast position for General Balances at 31 March 2016 is £19m. The current projected spend, which is less than the budget for 2015/16, will be used to smooth future projected service pressures within service areas particularly adults. The long term strategy of the Care Together programme should resolve these pressures.

Overall Budget Proposals 2016-17

- 5.5 Table 3 below summarises the overall proposed final budget for 2016-17. The total net budget requirement is £166.073m. The table below shows the cash limited budgets by service and assumes no increase in Council Tax.

Table 3: 2016-17 Revenue Budget by Service

Directorate	2016-17 Base Budget	Savings agreed at Feb 2015/Additional Adjustments	2016-17 Recommended Budget
	£	£	£
Director of People	63,413,890	-4,720,670	58,693,220
Public Health	1,920,800	-350,180	1,570,620
Director of Place	54,776,210	0	54,776,210
Director of Governance & Resources	11,126,450	0	11,126,450
Capital, Corporate & Financing	50,402,650	-10,496,150	39,906,500
Total	181,640,000	-15,567,000	166,073,000

- 5.6 Table 4 below summarises the resources for 2016/17, with 43% of the income arising from Council Tax.

Table 4: 2016-17 Resources

	£	£	%
1 Settlement Funding Assessment			
Revenue Support Grant (RSG)	44,376,000		
RSG – reduction	-5,689,000		
Individual Authority Business Rates Baseline	27,253,000		
Business Rates Top-up Grant	23,844,000		
Business rates revised estimate	-476,000		
Assumed SFA reduction / change	-4,946,000		
		84,361,880	50.8
2 Specific Grant Allocations			
New Homes Bonus	4,479,000		
SBRR Grant	1,000,000		
		5,479,000	3.3
3 Resources			
Manchester airport - additional dividend	3,750,000		
Collection Fund surplus	1,000,000		
		4,750,000	2.9
		94,590,880	57.0
4 Council Tax			
Amount to be funded from Council Tax	71,482,000	71,482,000	43.0
5 Total Resources		166,073,000	100.0

Schools Funding

- 5.7 The Dedicated Schools Grant (DSG) provides revenue funding for allocation to schools. The grant is calculated using 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) Nursery pupils.
- 5.8 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 2015/16 is allocated by the Education Funding Agency (EFA) in six blocks.
- 2 Year Olds - this block contains the DSG funding allocated by the EFA to support the free entitlement to education for 2 year olds attending both school and PVI Nursery provision
 - Early Years – this block contains the DSG funding allocated by the EFA to support the free entitlement to education for 3 and 4 year olds attending both school and PVI Nursery provision.
 - Early Years Pupil Premium - this block contains additional DSG funding allocated by the EFA to support the disadvantaged 3 and 4 year olds attending both school and PVI Nursery provision
 - High Needs - this block contains the DSG funding allocated by the EFA to support the education of children with High Needs (sometimes referred to as Special Educational Needs)
 - Newly Qualified Teachers - this block contains the DSG funding allocated by the EFA to provide additional support to Newly Qualified Teachers
 - Schools – this block contains the remainder of the DSG funding allocated by the EFA which primarily supports Mainstream Schools
- 5.9 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 £174.912 million in 2015/16. This figure is inclusive of Schools Block funding for Academies and place funding for Non Maintained Special Schools which the EFA subsequently deduct from the DSG paid to the Council. The estimated gross 2016/17 DSG allocation released by the DfE in late December 2015 is £178.066 million which represents an increase of £3.154 million. This is primarily in relation to increased numbers of children in Tameside Schools.
- 5.10 There has been on inflation applied to the DSG by the EFA since 2010. The Council has submitted several bids for additional funding in relation to Post 16 High Needs placements, but these bids were unsuccessful, despite the large increases in Post 16 High Needs placements needed in Tameside as a result of the changes in DfE regulations.
- 5.11 Prior to 2013/14 each Council had the freedom to agree a local formula for allocating funding to schools which allowed funding to be directed towards local priorities with formal support from the Tameside Schools Forum. The DfE are still in the process of establishing a national funding formula and they have indicated that they will provide a significant update on this during February 2016.
- 5.12 The concept behind the main changes in the formula is that funding should follow children. This means that the majority of DSG funding is now allocated based on data connected

with individual children. (e.g. a category of deprivation which an individual child is allocated to will determine how much DSG deprivation related funding a school receives).

- 5.13 The changes in the formula which is used to allocate funding combined with significant reductions in pupil numbers, particularly at some secondary schools has meant that some schools receive considerably lower levels of DSG funding when compared to 2013/14. The Minimum Funding Guarantee (MFG) helps to protect funding that would otherwise be reduced from schools allocations. However, as 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.
- 5.14 The Council will continue to calculate school budget allocations for Academy schools within the Borough via the new formula. The Council's gross DSG will be reduced by these Academy budget allocations as the funding will be paid to each Academy directly by the EFA. The Council still funds Academies directly for Early Years and High Needs funding.

Table 5: Analysis of Schools Funding £ m

DSG Funding Element	2015/16 Estimate	2016/17 Estimate	Variation	Notes
Early Years Block	7.401	7.401	0	
Early Years Pupil Premium	0.265	0.265	0	
2 Year Old funding	2.469	2.469	0	Allocation is retrospectively matched to take up
Schools Block	150.890	153.651	2.761	Increase in pupil numbers
High Needs block	13.840	14.233	0.393	Growth in places
Newly Qualified Teachers	0.047	0.047	0	
Total	174.912	178.066	3.154	

Pupil Premium

- 5.15 Schools will continue to receive Pupil Premium funding in 2016/17 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.
- 5.16 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.
- 5.17 The Pupil Premium grant funding allocated per child for Primary Aged FSM eligible children in 2016/17 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 2016/17. These are the same rates of funding that were used in 2015/16.
- 5.18 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 2016/17.

- 5.19 The DfE cannot release allocations of 2016/17 Pupil Premium funding at the time of writing this report, as they are partially based on the Spring School census process which is not yet completed. Therefore the current estimate is that the 2016/17 allocation including Academy schools will be at a similar level to the 2015/16 allocation of £13.393 million. The actual 2016/17 allocation will be updated during the summer of 2016 following validation of the January 2016 pupil census by the DfE. The estimate D value above includes Academies, but as with the DSG the majority of Pupil Premium grant is paid to Academies directly by the EFA.
- 5.20 The DSG and Pupil Premium must be allocated to schools and used to support the improvement of educational outcomes for the children it is allocated for. From 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 will also include new measures in performance tables to report the attainment of pupils who are eligible for the Pupil Premium.

6. BUDGET IMPLICATIONS FOR 2016-17 AND 2017-20

- 6.1. The Local Government Act 2003 requires the Council to take into consideration the implications for revenue spending in future years arising from decisions taken in respect of the 2016-17 budget. A three year revenue projection is specifically required and this has been considered as part of our forward service and financial planning.
- 6.2. This is to ensure that decisions taken in respect of the 2017-20 budget are sustainable and deliverable in the medium term, from both a service and financial perspective, and that they are considered to be affordable to the taxpayer. In addition, many of the savings needed for future years require actions to be taken in previous financial years and therefore Council approval is sought on future year's savings to enable Chief Officers to put in place the necessary programmes of work required to deliver these.
- 6.3. The forecast for 2017-20 has been revised following the Government funding announcements and the impact of service cost pressures. The cost pressures identified will be subject to further review and challenge prior to allocation. Together with identified savings and taking into consideration Cabinet Committee recommendations on the 2016-17 Revenue Budget, it is now estimated that the Council has a remaining budget shortfall of £51.1m for the years 2017-18 to 2019-20. This excludes any income from Council Tax increase. This budget shortfall could potentially reduce to £39.3m if the proposed Council Tax increases are approved.
- 6.4. The projected additional costs, including inflation, and forecast reduction in Government grant funding for the following 3 years, 2017-18 to 2019-20 are set out in table 6 below.

Table 6: Provisional medium term financial forecast with no increase in Council Tax

	2017-18	2018-19	2019-20
	£	£	£
Total Service Cost	173,624,000	180,319,000	192,732,000
Total Resources	157,574,000	146,749,000	141,639,000
Budget shortfall	16,050,000	33,570,000	51,093,000

- 6.5. It is the view of the S151 officer, that whilst we can balance the 2016-17 budget, the shortfall for 2018-19 and 2019-20 is a high risk.

- 6.6. Were the Council to agree the cumulative increase in both Council Taxes, as set out in Table 2 above, the budget shortfall would fall as follows:

Table 7: As Table 6 but with an increase in Council Tax (see Table 2)

	2017-18	2018-19	2019-20
	£	£	£
Total Service Cost	173,624,000	180,319,000	192,732,000
Total Resources	163,333,000	155,474,000	153,389,000
Budget shortfall	10,291,000	24,845,000	39,343,000

- 6.7. Member workshops will be taking place in March and April to review Council services and develop strategy. Reports setting out the changing planning context for both service delivery and the Council's finances will be reported to future Cabinet meetings, along with additional savings plans and will form part of the detailed planning approach for reviewing and recommending final budgets.
- 6.8. As part of our ongoing financial planning, services will keep under review all aspects of future cost pressures and inflation. The Assistant Executive Director of Finance keeps under ongoing review, all aspects of financial planning and the financial standing of the Council, including levels of reserves and provisions, and reports regularly to Cabinet on financial management performance.

7. EQUALITY IMPACT ASSESSMENT

- 7.1 In making recommendations to Full Council about the budget, Cabinet Committee must give due regard to eliminating unlawful discrimination, promoting equality of opportunity and fostering good relations between people with protected characteristics and the rest of the population. The assessment of equality impact of the budget proposals is included in a separate report to this Committee.

8. RISK IMPLICATIONS

- 8.1 The risks associated with the budget proposals were reported to Service Committees in January 2015 and the separate report on the robustness of the estimates. Reports on robustness of estimates and the adequacy of reserves and balances also set out financial risks that have been identified as part of the assessment of the level of reserves and provisions in order to evaluate the minimum level of General Balances.

9. LEGAL POSITION

- 9.1 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.
- 9.2 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.

- 9.3 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 to her that the expenditure the Authority proposes to incur in a financial year is likely to exceed its resources available to meet that expenditure.
- 9.4 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.
- 9.5 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.
- 9.6 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.
- 9.7 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.

9.8 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".

9.9 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.

9.10 In these circumstances, the Monitoring Officer granted dispensations to all members in February 2012 and these are intended to last until 2016 budget setting 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 any newly appointed Members in May 2015 to apply for dispensations to take part in the meeting at Full Council.

List of key grants and funding**APPENDIX A**

Grants/Funding	2016-17 Provisional (£)
Homelessness Prevention	86,332
Learning Disability and Health Reform	5,873,404
Care Act: Funding Reform (including Deferred Payments)	529,195
Care Act: Carers etc	897,263
Local Welfare Provision	809,361
Early Intervention	6,665,706
Lead Local Flood Authorities	141,492
Sustainable Drainage Systems	9,379
PFI Revenue Grant	14,196,207
Public Health	15,722,000
Dedicated Schools Grant	178,066,000
Pupil Premium Grant	13,393,000
Baseline Business rates	27,480,600
Business rates top up	24,042,530
Revenue Support Grant	34,492,920
Small Business rates relief (Estimate)	1,000,000
New Homes Bonus (Estimate)	4,479,000
Council Tax	71,482,000
NHS Funding (incl. Better Care Fund)	15,330,000

Note 1: The Public Health grant includes an assumed reduction of £340,000 that is yet to be confirmed.

Note 2: The Dedicated Schools Grant & Pupil Premium Grant figures are before any reductions for Academy Schools.

DIRECTOR OF PEOPLE: 4 YEAR BUDGET PLAN

Head of Service	2016/17	2017/18	2018/19	2019/20
Adult Social Care	28,382,460	28,382,460	28,382,460	28,382,460
Children's Services	20,768,730	20,768,730	20,768,730	20,768,730
Education	2,998,050	1,686,950	1,686,950	1,686,950
Individual Schools Budget	0	0	0	0
Stronger Communities	6,543,980	6,457,650	6,457,650	6,457,650
Total Directorate of People	58,693,220	57,295,790	57,295,790	57,295,790

Subcipfa(T)	2016/17	2017/18	2018/19	2019/20
Employees	43,232,150	42,614,870	42,614,870	42,614,870
Premises Related Expenditure	1,896,825	1,564,000	1,564,000	1,564,000
Supplies and Services	-12,605,663	11,193,647	11,193,647	11,193,647
Transport Related Expenditure	2,886,113	2,495,463	2,495,463	2,495,463
Third Party Payments incl. Levies	76,048,425	67,637,220	67,637,220	67,637,220
Recharge Expenses	667,865	668,150	668,150	668,150
Transfer Payments	6,642,301	6,570,226	6,570,226	6,570,226
Capital Financing Costs	0	0	0	0
Capital Items & Reserve Movements	-37,823	-34,633	-34,633	-34,633
Total Expenditure	118,730,193	132,708,943	132,708,943	132,708,943
Government Grant Income	-19,168,431	-19,121,321	-19,121,321	-19,121,321
Other Income	-2,841,510	-17,903,230	-17,903,230	-17,903,230
Other Grants Reimbursements and Contributions	-3,985,940	-4,161,640	-4,161,640	-4,161,640
Customer and Client Receipts	-18,510,922	-18,756,072	-18,756,072	-18,756,072
Recharge Income	-3,005,170	-2,945,890	-2,945,890	-2,945,890
Interest Income	0	0	0	0
Better Care Fund	-12,525,000	-12,525,000	-12,525,000	-12,525,000
Total Income	-60,036,973	-75,413,153	-75,413,153	-75,413,153
Total Directorate of People	58,693,220	57,295,790	57,295,790	57,295,790

Public Health: 4 YEAR BUDGET PLAN

Service Area	2016/17	2017/18	2018/19	2019/20
Public Health	17,292,800	17,292,800	17,292,800	17,292,800
Public Health Grant	-	-	-	-
Total Public Health	15,722,180	15,722,180	15,722,180	15,722,180
Total Public Health	1,570,620	1,570,620	1,570,620	1,570,620

Subcipfa(T)	2016/17	2017/18	2018/19	2019/20
Employees	1,037,010	1,037,010	1,037,010	1,037,010
Premises Related Expenditure	291,690	291,690	291,690	291,690
Transport Related Expenditure	8,850	8,850	8,850	8,850
Supplies and Services	14,329,880	14,329,880	14,329,880	14,329,880
Third Party Payments incl. Levies	1,465,000	1,465,000	1,465,000	1,465,000
Recharge Expenses	1,002,800	1,002,800	1,002,800	1,002,800
Total Expenditure	18,135,230	18,135,230	18,135,230	18,135,230
Capital Items & Reserve Movements	35,760	35,760	35,760	35,760
Customer and Client Receipts	-528,190	-528,190	-528,190	-528,190
Other Grants Reimbursements and Contributions	-	-	-	-
Other Income	15,722,180	15,722,180	15,722,180	15,722,180
Recharge Income	-350,000	-350,000	-350,000	-350,000
Recharge Income	0	0	0	0
Total Income	16,564,610	16,564,610	16,564,610	16,564,610
Total Public Health	1,570,620	1,570,620	1,570,620	1,570,620

PLACE DIRECTORATE: 4 YEAR BUDGET PLAN

Service Area	2016/17	2017/18	2018/19	2019/20
Asset & Investment Partnership Management	5,168,030	4,717,440	4,217,440	4,217,440
Development Growth & Investment	1,717,330	1,665,790	1,665,790	1,665,790
Environmental Services	46,062,650	46,062,650	46,068,650	46,068,650
Digital Tameside	1,828,200	1,828,200	1,828,200	1,828,200
Total Director of Place	54,776,210	54,274,080	53,780,080	53,780,080

Subcipfa(T)	2016/17	2017/18	2018/19	2019/20
Employees	20,901,330	20,808,310	20,808,310	20,808,310
Premises Related Expenditure	9,841,260	7,481,940	6,981,940	6,981,940
Transport Related Expenditure	6,100,580	5,958,062	5,958,062	5,958,062
Supplies and Services	37,148,520	17,158,566	17,158,566	17,158,566
Third Party Payments incl. Levies	36,123,370	36,123,370	36,123,370	36,123,370
Transfer Payments	10,900	10,900	10,900	10,900
Recharge Expenses	1,846,230	1,836,230	1,836,230	1,836,230
Capital Items & Reserve Movements	-102,150	1,063,350	1,063,350	1,063,350
	111,870,04			
Total Expenditure	0	90,440,728	89,940,728	89,940,728
Government Grant Income	-15,227,480	-1,031,270	-1,031,270	-1,031,270
Other Grants and Contributions	-217,760	-217,760	-217,760	-217,760
Customer and Client Receipts	-14,711,880	-13,909,520	-13,909,520	-13,909,520
Recharge Income	-25,426,650	-19,514,628	-19,514,628	-19,514,628
Other Income	-1,510,060	-1,493,470	-1,487,470	-1,487,470
Total Income	-57,093,830	-36,166,648	-36,160,648	-36,160,648
Total Director of Place	54,776,210	54,274,080	53,780,080	53,780,080

Director of Governance & Resources: 4 YEAR BUDGET PLAN

Service Area	2016/17	2017/18	2018/19	2019/20
Exchequer	1,699,970	1,699,970	1,699,970	1,699,970
Finance	2,075,780	2,075,780	2,075,780	2,075,780
Governance	5,840,720	5,840,720	5,840,720	5,840,720
Democratic Core	1,509,980	1,509,980	1,509,980	1,509,980
Total Director of Governance & Resources	11,126,450	11,126,450	11,126,450	11,126,450

Subcipfa(T)	2016/17	2017/18	2018/19	2019/20
Employees	12,818,340	12,818,340	12,818,340	12,818,340
Premises Related Expenditure	73,720	73,720	73,720	73,720
Supplies and Services	5,431,620	5,431,620	5,431,620	5,431,620
Transport Related Expenditure	63,810	63,810	63,810	63,810
Third Party Payments incl. Levies	98,500	98,500	98,500	98,500
Recharge Expenses	0	0	0	0
Transfer Payments	94,120,730	94,120,730	94,120,730	94,120,730
Capital Financing Costs	0	0	0	0
Capital Items & Reserve Movements	0	0	0	0
Total Expenditure	112,606,720	112,606,720	112,606,720	112,606,720
Government Grant Income	-95,228,810	-95,228,810	-95,228,810	-95,228,810
Other Income	-895,240	-895,240	-895,240	-895,240
Other Grants Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	-4,674,810	-4,674,810	-4,674,810	-4,674,810
Recharge Income	-681,410	-681,410	-681,410	-681,410
Interest Income	0	0	0	0
	-	-	-	-
Total Income	101,480,270	101,480,270	101,480,270	101,480,270
	0	0	0	0
Total Director of Governance & Resources	11,126,450	11,126,450	11,126,450	11,126,450

Council Tax Options**APPENDIX C****Option 1 - 0% Social Care Precept and 0% Council Tax Referendum**

Strategic Directorate	2016/17	2017/18	2018/19	2019/20
Director of People	58,693,220	57,295,790	57,295,790	57,295,790
Public Health	1,570,620	1,570,620	1,570,620	1,570,620
Director of Place	54,776,210	54,274,080	53,780,080	53,780,080
Director of Governance & Resources	11,126,450	11,126,450	11,126,450	11,126,450
Capital, Corporate & Financing	39,906,500	49,357,060	56,546,060	68,959,060
Total Service Cost	166,073,000	173,624,000	180,319,000	192,732,000

Total Resources	166,073,000	157,574,000	146,749,000	141,639,000
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Funding Gap - Cumulative	0	16,050,000	33,570,000	51,093,000
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Option 2 – 2% Social Care Precept and 0% Council Tax Referendum

Strategic Directorate	2016/17	2017/18	2018/19	2019/20
Director of People	58,693,220	57,295,790	57,295,790	57,295,790
Public Health	1,570,620	1,570,620	1,570,620	1,570,620
Director of Place	54,776,210	54,274,080	53,780,080	53,780,080
Director of Governance & Resources	11,126,450	11,126,450	11,126,450	11,126,450
Capital, Corporate & Financing	39,906,500	49,357,060	56,546,060	68,959,060
Total Service Cost	166,073,000	173,624,000	180,319,000	192,732,000

Total Resources	167,495,000	160,446,000	151,100,000	147,499,000
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Funding Gap - Cumulative	-1,422,000	13,178,000	29,219,000	45,233,000
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Option 3 - 2% Social Care Precept and 1.99% Council Tax Referendum

Strategic Directorate	2016/17	2017/18	2018/19	2019/20
Director of People	58,693,220	57,295,790	57,295,790	57,295,790
Public Health	1,570,620	1,570,620	1,570,620	1,570,620
Director of Place	54,776,210	54,274,080	53,780,080	53,780,080
Director of Governance & Resources	11,126,450	11,126,450	11,126,450	11,126,450
Capital, Corporate & Financing	39,906,500	49,357,060	56,546,060	68,959,060
Total Service Cost	166,073,000	173,624,000	180,319,000	192,732,000

Total Resources	168,924,000	163,333,000	155,474,000	153,389,000
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Funding Gap - Cumulative	-2,851,000	10,291,000	24,845,000	39,343,000
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APPENDIX D

Pay Policy Statement for the Year 2016/17

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 £100k in line with guidance received from the Department for Communities and Local Government (DCLG). This pay policy applies for the year 2016/17 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.

Responsibility for Public Health transferred to the Council on 1 April 2013. Those NHS employees, including the Director of Public Health transferred to the employment of the Council on their current terms and conditions of employment including salary and membership of the NHS Pension Scheme. The Director of Public Health is a statutory appointment.

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 we thought would be helpful to set out here.

Highest Pay (per annum)	£166,929 p.a. (fte)
Average Pay (per annum)	£22,048.69 p.a. (fte) (based on mean) £20,400 p.a. (fte) (based on median)
Pay difference (between average & highest pay)	£144,880.31 (based on mean) £146,529 (based on median)
Pay Multiple (ratio between the average and the highest pay)	7.6:1 (based on mean) 8.2:1 (based on median)
Pay Multiple (ratio between the lowest and the highest pay)	12:1

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.

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. 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 12.2 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. No increase to spot rate salaries has been agreed and put in place since 2009.

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 procedure.

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). As indicated within the

Voluntary Severance Scheme, the Executive Director (Governance & Resources) 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.

If the Council intends to provide a severance payment to the value of £100k or more to any employee, the decision as to whether such a payment should be made will be taken by Full Council. 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 a 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 will ensure that all its employees are paid a Living Wage (excluding apprentices, workplacements and traineeships, which have been created to enable access to the work place training and job opportunities).

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 do so 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 a Living Wage will contribute to this goal.

The Council is currently consulting on reviewing terms and conditions including introducing the National Living Wage by means of a pay supplement applied to Council employees whose hourly rate of pay falls below the nationally set rate. This rate will be reviewed in line with the nationally negotiated NJC pay award.

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 when legislation under the Small Business Enterprise and Employment bill comes into force.

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

Chairs and Vice Chairs of the Scrutiny Panels

Chairs: Councillors Maria Bailey, Gillian Peet and Kevin Welsh

Dukinfield Town Hall, King Street, Tameside SK16 4LA

www.tameside.gov.uk

email:	paul.radcliffe@tameside.gov.uk
Our Ref	Budget Consult 2016/17
Ask for	Paul Radcliffe
Direct Line	0161 342 2199
Date	25 January 2016

Mr P Timmins
Assistant Executive Director, Governance and Resources - S151 Officer
Tameside MBC

Dear Mr Timmins,

Consultation with Chairs and Vice Chairs of Scrutiny Panels on the 2016/17 Budget

We are writing in response to the recent budget consultation meetings that have taken place to provide a comprehensive overview of the Council's budget and saving plans for 2016/17 and beyond.

The following content provides an account of the discussions captured from the series of meetings held with Scrutiny Chairs. We would be grateful if you could circulate this letter to the joint meeting of Executive Cabinet and Overview (Audit) Panel on the 10 February 2016. We would like to thank the Chief Executive and yourself together with other colleagues for the helpful summary of the financial position for the services that come under the remit of the Scrutiny Panels.

With the biggest Government spending changes in a generation, and a variation in funding from a previous need/deprivation model, a projection shows that by 2019/20 over 60% of the Council's available budget will come from Council Tax income, compared with around 30% in 2010.

Tameside has a low Council Tax base, when compared with the England average and significant health inequalities, which mean that the delivery of health and social care in its current form is financially unsustainable. The advanced work being undertaken through the Care Together Programme will allow the Council and health partners to set clear investment and locality plans and have the future ability to manage a pooled budget to deliver a single commissioning framework aimed at improving outcomes across primary, secondary, community and social care in Tameside.

It was encouraging that the Council continues to make bold decisions to manage this significant risk, with a huge amount of work underway and a clear realisation that more is needed in order to successfully meet this challenge. With the level of uncertainty that remains for the medium to long term it was helpful to hear that the Government is to allow councils to apply for a 4 year budget, extending to the end of the Parliament. Such a change permits councils to plan with greater certainty the significant reductions in budget being imposed by central government. It was noted that the Council intends to adopt this 4 year 'efficiency' budget in order to continue its sensible and prudent approach to delivering a medium term financial strategy whilst enabling it to communicate effectively with taxpayers as to explain why services need to be changed, varied or reduced to reflect the significantly reducing budget in the context of low council tax base.

The Chair of the Statutory and External Partners Scrutiny Panel was interested in the operational changes that take place during development of the Integrated Care Organisation. Recent updates to the Scrutiny Panel have proved to be extremely useful and members are hopeful that any planned changes for the hospital and health partners will deliver a better model for community based care in the most appropriate setting.

The Chief Executive talked in detail around the ambitions and practicalities of the Care Together Programme and while there is a pressing need to address budget deficits the primary focus is to deliver real change and provide better care for Tameside residents in the most appropriate setting, removing duplication and blockages within the current model.

It was also noted that the national financial mechanism for supporting Adult Care services is inadequate, and further measures are required to reduce the disadvantage to the residents of Tameside. The additional 2% social care precept income, covers only 38% of the increased Adults demographic and contractual inflation costs in 2016-17.

The Council recently held the first joint board meeting with Tameside and Glossop Clinical Commissioning Group and Tameside Hospital. It was reported that a single commissioning framework as approved and adopted at the full Council meeting on the 21 January 2016 will mean that all decisions will be made collectively and staff working in this area will be located together.

The Chair of the Place Scrutiny Panel received further clarification on the Council's approach to delivering the required economic and housing growth during such a difficult period and the way that this will support income and budget pressures.

The Executive Director for Place reported that housing developers are extremely interested in building in Tameside and the need for family housing in certain areas will not only provide a vital resource for people who want to remain living in the borough but also increase the Council's tax base. This is particularly important given the Tameside Council's low resource tax base with 70% of residential properties in Council Tax Bands A & B, which compares to an England average of 44% - combined with the demographic profile and 90% falling below Band D. This work is ongoing and there is a clear need for the Council to ensure the most suitable land sites are made available to support the accelerated growth.

Further information was provided in relation to the innovative and transformational work that has taken place across Environmental Services in relation to recycling, LED street lighting and street cleansing. Since the borough-wide roll out of Bin Swap, cost reductions of £1 million have been achieved and this is projected to grow to £3 million, helping to provide vital resources for other services.

The Chair of the People Scrutiny Panel discussed Tameside's future role within the Greater Manchester Combined Authority with regards to investment plans and what needs to remain at a local level to generate the best outcomes for residents.

The Chief Executive provided information about the current arrangements that are in place at a Greater Manchester level and the way future decision making is likely to look. One thing that remains clear is that whilst a collective approach is needed for the way certain parts of Adult Services and Early Years are delivered there are variations across local authorities with the way interventions are carried out in areas such as dementia care and mental health service. Having a collective approach towards commissioning will allow Tameside to benefit from a more standardised and improved quality of service, which will also allow us to learn best practice from areas which may already be doing things differently to improve outcomes.

Yours sincerely,

Councillor M Bailey – Chair of the Place Scrutiny Panel

Councillor G Peet - Chair of the People Scrutiny Panel

Councillor K Welsh – Chair of the Statutory and External Partners Scrutiny Panel

Report To:	JOINT MEETING OF EXECUTIVE CABINET AND OVERVIEW (AUDIT) PANEL
Date:	10 February 2016
Executive Member / Reporting Officer:	Cllr Jim Fitzpatrick – First Deputy (Performance and Finance) Peter Timmins – Assistant Executive Director of Finance
Subject:	CAPITAL STRATEGY AND PROGRAMME 2016/17
Report Summary:	The report sets out the Council's Capital strategy for 2016/17 and the three year Capital Programme.
Recommendations:	<ol style="list-style-type: none">a) That the Capital Programme report as set out in Appendix 1 (and detailed at Appendix 5) is approved and continuing action is taken to achieve additional sources of funding for capital development.b) That the Disposals schedule and estimated Capital receipts position in section 3 of Appendix 1 is noted.c) Note the additional revenue budget required as a result of the proposed take up of unsupported borrowing detailed in section 4.9 of Appendix 1.d) That the Capital Strategy in Appendix 2 is noted.e) That the Prudential Limits and indicators set out in Appendix 3 to this report be approved with the Council to receive monitoring reports during the coming year to demonstrate compliance.f) That authorised borrowing limits for 2016/17 for Tameside and for the Greater Manchester Metropolitan Debt Administration Fund (GMMDAF) are agreed as set out in Appendix 3.g) That the Minimum Revenue Provision statement as set out at Appendix 4 be approved.h) Note the inclusion within the proposed capital programme of the estimated investment in Active Tameside and note future potential demands on the Capital Programme.i) That the level of unsupported borrowing not exceed £35.884 million in 2016/17.
Links to Community Strategy:	The Capital Strategy and programme are formulated based on the priorities of the Council outlined in the Community Strategy.
Policy Implications:	In line with Council Policies.
Financial Implications: (Authorised by the Section 151 Officer)	<p>The Capital Strategy is formulated in line with the Council's priorities and the Community Strategy. It is an integral aspect of the Council's medium term service and financial planning process as reflected in the Medium Term Financial Strategy (MTFS).</p> <p>The three year Capital Programme has been produced incorporating new and existing grant settlements from Government along with schemes funded by Capital Contributions, Prudential Borrowing and Capital Receipts.</p> <p>The report sets out the proposed amount of Prudential Borrowing, the Council pays from future revenue budgets the interest and repayment costs of the borrowing. The Council's ability to</p>

prudentially borrow to fund future schemes is limited by the budgetary pressures which the Council faces over the coming three years and beyond.

Close monitoring of resources available to fund capital expenditure is essential and is an integral part of the financial planning process.

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:

The background papers relating to this report can be inspected by contacting Peter Timmins, Assistant Executive Director of Finance, by:



phone: 0161 342 3864



e-mail: peter.timmins@tameside.gov.uk

1. INTRODUCTION

- 1.1 The attached report introduces the proposed capital programme for 2016-19, to be considered and recommended for approval at Full Council.
- 1.2 The proposed programme consists of schemes funded through borrowing, capital receipts or grants and other anticipated contributions from third parties.
- 1.3 The size of the capital programme reflects capital grant settlements that have been announced by central government, forecast capital receipts, other external and internal funding sources and proposed borrowing as set out in **Appendix 1**
- 1.4 The Council's ability to prudentially borrow to fund future schemes is limited by the budgetary pressures which the Council continues to face. Information regarding the revenue implications of prudential borrowing is also provided in **Appendix 1**.

2. CAPITAL PROGRAMME, FUNDING AND FINANCING

- 2.1 **Appendix 1** summarises the development of the proposed Capital Programme as well as providing details of the following.
 - New capital grant allocations.
 - New schemes approved since the quarter two Capital Monitoring report.
 - Capital receipts and potential property sales
 - The revenue implications of prudential borrowing.

3. CAPITAL STRATEGY

- 3.1 The Capital Strategy has been developed as a key document that determines the council's approach to capital, the details are provided in **Appendix 2**.

4. RISK IMPLICATIONS

- 4.1 There is a long term risk to the Council's ability to deliver services without sufficient investment in maintaining its assets. To mitigate this, the capital programme is aligned to the Council's asset management plans and property client function ensuring that assets are well-maintained or disposed of if surplus to requirements.
- 4.2 The programme requires regular monitoring, management and budgetary control to deliver schemes on time and within budget. This is addressed through quarterly capital monitoring reports to Cabinet.
- 4.3 The capital programme is set on the basis of best estimates of cost. Through good procurement practice, the Council will continue to manage down the costs of capital schemes where possible.
- 4.4 There is a risk of incurring additional borrowing costs affecting the revenue budget whenever schemes are not fully funded, or if disposal values are not realised. New unfunded schemes are being kept to a minimum. For these schemes a forecast of capital receipts has been created to ensure that capital expenditure has minimum adverse effect on the Council's revenue budget.
- 4.5 There is a risk that anticipated grants and other third party contributions will not be received for reasons out of the authority's control. In these circumstances, the programme will be amended to reflect the reduced funding.

5. PRUDENTIAL INDICATORS

- 5.1 First introduced in 2004, the Prudential Code (the Code) for local government capital investment replaced the complex regulatory framework which only allowed borrowing if specific government authorisation had been received. The Prudential system is one based on self-regulation by local authorities. All borrowing undertaken is self-determined under the Code.
- 5.2 Under Prudential arrangements, local authorities can determine their own borrowing limits for capital expenditure. The Government does retain reserve powers to restrict borrowing if that is required for national economic reasons.
- 5.3 The Code supports the framework of strategic planning, local asset management and options appraisal, ensuring that capital investment plans of local authorities are affordable, prudent and sustainable. The Code specifies indicators that must be used and factors that must be taken into account. The Code requires the Council to set and monitor performance on:
- capital expenditure
 - affordability & prudence
 - external debt
 - treasury management
- 5.4 A number of specific Treasury Management prudential indicators are found in **Appendix 3**.

6. RECOMMENDATIONS

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

APPENDIX 1

CAPITAL PROGRAMME, FUNDING AND FINANCING

1. CAPITAL GRANT ALLOCATIONS

- 1.1 The Single Capital Pot includes all non-ring-fenced capital allocations. The capital allocations included in the Single Capital Pot are not ring-fenced and can be spent according to authorities own priorities. However, the Council's policy has been that the relevant service areas use the allocations.

The Council has received confirmation for some of the capital allocations for 2016/17. All allocations will be made by direct grant. There will be no supported borrowing for 2016/17, so any allocations the Council makes above and beyond the direct grant allocations must be funded locally (from capital receipts, or corporate prudential borrowing, or other internal sources).

The Council is awaiting the notification of the following grant allocations for 2016/17:

- Disabled Facilities Grant.(Included in Better Care Fund)
- Capital Maintenance for Schools.
- Devolved Formula for Schools
- Community Capacity Grant (Included in Better Care Fund)

The table below shows details of the announced/estimated Capital allocations for 2016/17, compared to the corresponding figures for 2015/16. It sets out a decrease in available resources of £0.768 million, a decrease of 6%.

Table 1: Capital allocations 2015/16 and 2016/17

Capital Allocations	2015/16 Grant £000	2016/17 Grant £000	Variation £000
<u>Children's Services</u>			
Capital Maintenance*	1,920	1,400	-520
Devolved Formula*	487	350	-137
Basic Need	5,663	5,946	283
	8,070	7,696	-374
<u>Adult Services</u>			
Community Capacity Grant*	643	650	7
Local Reform Grant	208	0	-208
	851	650	-201
<u>Transport</u>			
Challenge Funding	1,000	1,000	0
Highways Maintenance	2,322	2,129	-193
	3,322	3,129	-193
<u>Housing</u>			
Disabled Facilities Grant (BC)	1,158	1,158	0
	1,158	1,158	0
Total Capital Allocations	13,401	12,633	-768

*Estimate

2. CAPITAL RECEIPTS

- 2.1 Where capital receipts are generated through the sale of assets or repayments of loans by third parties, these may be: (a) used to reduce the borrowing requirement of the Council's capital programme in that year, (b) held to offset against future capital borrowing requirements or (c) used to repay existing borrowing.
- 2.2 The Council continues to review its assets seeking to ensure that their ongoing use supports the Council's future priorities. Assets that do not meet this need have been identified and form the basis of a draft disposal schedule.
- 2.3 The figures included in the schedule are currently the best estimate of the value of properties available for disposal, pending formal valuations. More detailed valuations will become available as the properties are prepared for market.
- 2.4 The schedule is also only an indication of the phasing of disposals. Some sales will take place later than forecast, for example when planning or legal issues arise, whereas others may be accelerated
- 2.5 The target for Capital receipts was set at £45m over 3 years, commencing in 2015/16.
- 2.6 Quarterly updates on the Capital receipts position are provided through the Capital Monitoring report and the Asset Management Update tabled at Strategic Planning and Capital Monitoring Panel.
- 2.7 A balance of £11.3m is owed corporately from receipts relating to former Building Schools for the Future (BSF) sites to repay temporary corporate funding of the Schools Capital Programme.
- 2.8 Below is a summary of the draft schedule of the assets expected to be disposed of in 2015/16 and the next two financial years.

Table 2: Capital Receipts

Category	2015/16	2015/16	2016/17	2017/18	Total
	Capital Receipts Received	Estimated Total Capital Receipts to 31/3/16	Estimated Capital Receipt	Estimated Capital Receipt	
	£	£	£	£	£
Current Operational Property	0	0	1,140,000	650,000	1,790,000
Former School Site	4,750,000	250,000	12,995,000	0	17,995,000
Freehold Reversion	122,000	1,830,900	1,280,000	7,200,000	10,432,900
Garage Site	201,500	0	125,000	125,000	451,500
Land	890,098	3,125,085	4,165,000	3,200,000	11,380,183
Shared Equity	0	25,500	0	0	25,500
Vacant Building	532,000	156,400	1,850,000	0	2,538,400
Total Identified	6,495,598	5,387,885	21,555,000	11,175,000	44,613,483

3. CAPITAL PROGRAMME

- 3.1 A three year capital programme for 2015-16 was agreed by the Council in February 2015. This was prepared using information from the Government on known and forecast funding levels available at that time.
- 3.2 The proposed capital programme includes all funding re-profiled from 2015-16 as regularly reported to Strategic Planning and Capital Monitoring Panel. The 2016-17 programme reflects all amounts re-profiled up to and including month 8
- 3.3 The new capital programme also reflects government grant settlements for 2016-17 and beyond. These have been revised, where applicable, from indicative settlements provided in the 2015-16 programme. The programme also sets out borrowing to be approved and other funding sources identified.
- 3.4 A schedule of the schemes included in the capital programme is provided below along with a high level summary and the planned use of resources. Also included is an estimated amount for investment in Active Tameside.
- 3.5 It is also important to note that the Capital Programme will change throughout the year due to the re-profiling of Capital schemes from 2015/16 into 2016/17 and future years. The amount of re-profiling required will not be confirmed until the Capital Outturn report is produced.
- 3.6 The Council is aware of a number of potential new demands on the Capital Programme that may arise in the 2016/17 financial year. However there is insufficient information available at present in order to estimate the level of expenditure to be required. The Capital Programme will be revised accordingly when full details are available and proposals have been agreed with our External Auditors.
- 3.7 The following potential demands are anticipated on the 2016/17 Capital Programme;
- Acquisition of Guardsman Tony Downes House.
 - Resolution to Plantation Industrial Estate Lease.
 - Acquisition of Building Schools for Future shares.

Table 3: Capital Programme high level summary

CAPITAL PROGRAMME 2016/17 - 2018/19	ESTIMATE 2016/17 £000	ESTIMATE 2017/18 £000	ESTIMATE 2018/19 £000	TOTAL £000
Adult and Health Services	650	0	0	650
Asset Investment Partnership	17,306	20,424	0	37,730
Community Services	573	0	0	573
Development & Investment	3,758	0	0	3,758
Education	8,100	6,543	0	14,643
Engineering Services	12,199	10,373	0	22,572
Environmental Services	1,107	0	0	1,107
Public Health	5,203	9,072	2,891	17,166
Resources	4,392	5,000	5,000	14,392
Total	53,288	51,412	7,891	112,591

Table 4: Resources allocated to fund the Capital Programme

RESOURCES	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Capital grants and other contributions	16,317	15,607	0	31,924
Capital receipts	480	1,309	0	1,789
Revenue contributions and reserves	607	721	0	1,328
Unsupported capital expenditure i.e. borrowing	35,884	33,775	7,891	77,550
TOTAL RESOURCES	53,288	51,412	7,891	112,591

3.8 As part of producing the Medium Term Financial Strategy (MTFS) in summer 2017, the capital programme for 2017-20 will be incorporated. It will ensure a fit to the revenue costs and opportunities for investment to reduce revenue spend.

4. REVENUE IMPLICATION OF THE CAPITAL PROGRAMME

4.1 Where the Council uses borrowing to support the capital programme, it must set aside revenue funds on an annual basis to repay the capital borrowed. This is required by statute and is known as Minimum Revenue Provision (MRP). The cost of MRP depends on the life of the underlying asset. Further information can be found in the proposed MRP policy in section 6 in the main body of the report.

4.2 In addition to MRP, the Council must fund the interest costs of the borrowing through future revenue budgets. The Council primarily borrows funds from the Public Works Loan Board (PWLb) and interest rates for 2016-17 are projected to be 5%

4.3 In preparing future revenue budgets, the cumulative revenue costs of borrowing have been included in the calculations of interest and MRP costs provided for in those budgets.

4.4 If the Council chooses to utilise reserves or Capital Receipts to fund Capital expenditure then the revenue costs are reduced.

4.5 The 2016/17 Capital Financing budget has assumed that the Council will not utilise reserves and will take up unsupported borrowing to fund unfunded schemes. The budget for 2016/17 has been set at £15.9m.

4.6 The table below provides the breakdown of the movement from the 2016/17 Capital Financing budget set at February 2015 and the revised budget as at February 2016. The Council is to achieve savings of £2.5m from the changes made to the MRP policy and a further £0.974m from a reduction in the forecast interest payments associated with Prudential Borrowing.

Table 5: Base Budget movement

	£
2016/17 Original Base Budget Feb 2015	19,405,618
MRP Savings	(2,500,000)
Net Savings on Interest Payable	(973,952)
Revised Base Budget Feb 2016	15,931,666

4.7 The table below provides a breakdown of the 2016/17 Capital Financing budget based upon assumed borrowing of £35.884m.

Table 6: Capital Financing Budget 2016/17

Funding	Amount £
Amounts take to funds/reserves	175,000
Discounts received	(205,000)
GM Debt Interest	312,526
GM Debt Principal	893,493
Interest payable	11,610,897
Interest received	(1,218,000)
MRP Post 2015/16	658,750
MRP Pre 2015/16	3,704,000
Total	15,931,666

4.8 It has been assumed that the Council will borrow £35.884m in 2016/17 to fund Capital Expenditure and the Capital Financing budget has been produced on this basis. The Revenue costs of this are shown in the table at section 3.9 along with a projection for 2017/18 and 2018/19.

4.9 The cumulative revenue impact of schemes funded from borrowing is set out below, assuming future revenue costs of £100,000 per annum for every £1m borrowed:

Table 7: Revenue Impact of Prudential Borrowing

	2016-17	2017-18	2018-19
Unfunded borrowing	35,884,000	33,775,000	7,891,000
Cumulative Revenue Cost (10%)	3,588,400	6,965,900	7,755,000

4.10 The above table shows the required demand upon the revenue budget due to the take up of unsupported borrowing to fund capital expenditure. If the Council funds the Corporate Capital Expenditure by Capital Receipts or Reserves then the impact on the Revenue budget will be reduced.

APPENDIX 2

1. CAPITAL STRATEGY

- 1.1 The Capital Strategy has been developed as a key document that determines the council's approach to capital. It is an integral aspect of the Council's medium term service and financial planning process as reflected in the Medium Term Financial Strategy (MTFS).
- 1.2 The Capital Strategy is concerned with, and sets the framework for:
- all aspects of the Council's capital expenditure over the 3 year period 2016/17 to 2019/20
 - planning, prioritisation, management and funding. It is closely related to, and informed by
 - the Council's priorities
 - the Council's Asset Management Plans and
 - capital funding grants and debt facilities provided by central government.
- 1.3 The Capital Strategy is reviewed on an annual basis to ensure it continues to reflect the changing needs and priorities of the Council, and its partners throughout Tameside and the region.
- 1.4 The key aims of the Capital Strategy are:
- how the Council identifies, programmes and prioritises capital requirements and proposals;
 - provide a clear context within which proposals are evaluated to ensure that all capital investment is targeted at meeting the Council's priorities;
 - consider options available to maximise funding for capital expenditure whilst minimising the impact on future revenue budgets;
 - identify the resources available for capital investment over the three year planning period.
- 1.5 The Capital Strategy provides a framework for the allocation of resources to support the Council's objectives. The approval of new capital schemes and the allocation of available funding is undertaken when the capital programme is approved as part of the wider budget setting process.

2. INFLUENCES ON CAPITAL STRATEGY

- 2.1 The Council continues to be faced with significant changes and uncertainty which affects all of the public sector and the following are some of the major influences on our Capital Strategy.
- 2.2 The Government has put in place stringent reductions in revenue and capital grant funding for public services, with a strong drive towards austerity and value for money. Local authorities are facing rising demand and expectations for Council services. The Council is seeking creative new ways of providing services which may require capital investment to deliver best value for our communities and taxpayers.
- 2.3 The success of any Capital Programme is delivery to anticipated timescales and budgets. Failure to achieve either results in increases in capital costs and additional revenue pressures.

In a challenging financial environment, effective procurement, robust contract management and constant oversight are essential to manage costs and ensure all spend delivers the intended outcomes.

2.4 Formation and delivery of asset management plans are vital to the implementation of the Capital Strategy and to the delivery of the Capital Programme.

2.5 In order to minimise the impact of additional borrowing on future revenue budgets, and to reduce the cost of maintaining under-used or inefficient properties, the Council has a programme of asset disposals. The asset rationalisation and disposals policy is now a key element of delivering funding for future capital schemes.

3 CAPITAL EXPENDITURE

3.1 Capital expenditure and investment is vital for a number of reasons:

- As a key component in the transformation of service delivery and flexible ways of working
- A catalyst for economic growth
- To maintain or increase the life of existing assets
- To address the issues resulting from increasing numbers of service users
- As a lever to generate further government or regional capital investment in Tameside.

3.2 With a challenging financial environment for the foreseeable future that is influenced by a variety of external factors, there will only ever be a limited amount of capital resources available. Therefore, it is vital that we target limited resources to maximum effect with a new focus on our strategic and financial priorities.

3.3 Capital funding is limited. External capital grants can only be spent on capital. Projects funded from revenue, revenue reserves or borrowing all affect revenue budgets. Borrowing in particular has long term revenue consequences. Two costs are incurred when a capital scheme is funded from borrowing:

- A Minimum Revenue Provision – the amount we have to set aside each year to repay the loan and this is determined by the life of the asset associated with the capital expenditure; and
- Interest costs for the period of the actual loan.

3.4 On present long term interest rates every £1 million of prudential borrowing costs approximately £0.090m pa in ongoing revenue financing costs for an asset with an assumed life of 25 years, or as much as £0.250m pa for an asset with a 5 year life. This is in addition to any ongoing maintenance and running costs associated with the investment.

3.5 Given the revenue cost pressures shown in the Council's Medium Term Financial Strategy the scope for unsupported capital expenditure (capital expenditure that generates net revenue costs in the short or medium term) is severely limited.

3.6 The budget planning process is designed to reflect both capital and revenue proposals such that the revenue consequence of capital decisions, particularly as a result of increased borrowing, are reflected in future revenue budgets such that any capital investments are prudent, affordable and sustainable for the Council.

4 CAPITAL FUNDING SOURCES

4.1 There are a variety of different sources of capital funding, each having different advantages, opportunity costs and risks attached.

Borrowing

- 4.2 The Prudential Capital Finance system allows local authorities to borrow for capital expenditure without Government consent provided it is affordable. Local Authorities must manage their debt responsibly and decisions about debt repayment should be made through the consideration of prudent treasury management practice.
- 4.3 As a guide, borrowing incurs a revenue cost of approximately 9% of the loan each year for an asset with a life of 25 years, comprising interest charges and the repayment of the debt (known as the Minimum Revenue Provision or MRP). The Council needs to be satisfied that it can afford this annual revenue cost i.e. for every £1 million of borrowing our revenue borrowing costs are around £0.090 million pa, or as much as £0.250m pa for an asset with a 5 year life
- 4.4 Local Authorities have to earmark sufficient revenue budget each year as provision for repaying debts incurred on capital projects.

Grants

- 4.5 The challenging financial environment means that national government grants are reducing, or changing in nature. A large proportion of this funding is currently un- ring-fenced which means it is not tied to particular projects. However, capital grants are allocated by Government departments which clearly intend that the grants should be used in certain areas such as education or highways. So although technically the grants are un- ring-fenced, the political reality is not as clear cut.
- 4.6 Sometimes grant funding is not sufficient to meet legislative obligations and other sources of funding will be sought to fund the gap.

Capital Receipts

- 4.7 Capital receipts are estimated and are based upon the likely sales of assets as identified under the developing Asset Management Plan. These include development sites, former school sites and other properties and land no longer needed for operational purposes. Receipts are critical to delivering our capital programme and reducing the level of borrowing.

Revenue / Other Contributions

- 4.8 The Prudential Code allows for the use of additional revenue resources within agreed parameters. Contributions are received from other organisations to support the delivery of schemes with the main area being within the education programme with contributions made by individual schools and by developers.

5. LOCAL INVESTMENT

- 5.1 The current capital programme demonstrates the local investment that is taking place that adds value and economic benefit to the area. Examples of local investment are as follows:-

Greening Tameside - LED Street Lighting

The Council has agreed to replace all residential street lanterns with LED units. The Council faces many challenges in this area such as:

- Increasing energy costs, above the rate of inflation.
- Future carbon costs.
- Reduce carbon emissions targets.

- Reduce maintenance and operating costs.
- Achieve year on year savings.

This project is set to deliver all of the above targets and provide the residents of Tameside with state of the art lighting technology for the future.

The energy market is forecast to continue to rise above the rate of inflation, by installing LED technology we are reducing our energy consumption and therefore significantly reducing our exposure to this volatile market. Also, it is anticipated that street lighting energy will be subject to a CO2 emissions levy. In terms of financial savings, it is envisaged that for each lantern change the Council will save between 50% - 60% in energy costs and CO2 emissions per annum. In addition, further savings will accrue through the reduction of some cyclic and reactive maintenance activities and reduced demand for the purchase of materials such as lamps, control gear etc.

5.2 Improving Transport Infrastructure

After many years of campaigning and lobbying £170 million of investment has been announced to improve the Trans-Pennine road links between Manchester and Sheffield. This will include investment directly in Tameside on a new Mottram Moor dual carriageway and a single carriageway link road towards Glossop that will ease congestion in and around Mottram.

In March 2014 the Greater Manchester Local Enterprise Partnership and GMCA submitted a Growth and Reform Plan to Government setting out its aim to become “a financially self-sustaining city region”. The plan seeks a £400 million share of the Local Growth Fund to support the region’s transport and infrastructure requirements and within this, £32.7 million for a new Ashton Town Centre Interchange. It was announced in the summer of 2014 that this bid was successful.

The plans anticipate the old and dated bus station being completely rebuilt and moved closer to the new Metrolink tram stop, providing better access between the two by the end of 2017.

The completion of the interchange will enable the realisation of the full transport and economic benefits of the Metrolink extension to Ashton-under-Lyne and ongoing improvements to local rail services as a result of the continuing electrification of the Trans-Pennine line through Ashton-under-Lyne.

5.3 Vision Tameside

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.

Recent work by GMCA and the Council has identified that the two key investment priorities for Tameside are our town centres, and improving and addressing the skills levels in the Borough.

Vision Tameside has the objectives of:

- Bringing Tameside College to the heart of Ashton – helping provide a basis for a robust retail and commercial core and generating significant economic impact.
- Revolutionising the delivery of higher level skills in the Borough, increasing aspiration and creating a solid base for future investment and prosperity in Tameside.
- Making cost savings to the Council’s revenue budget.
- Creating investment in other key town centres.

5.4 **Schools Investment**

The Council has successfully secured investment of £25 million to rebuild four other primary schools in the Borough through the Priority School Building Programme, which will address the forecast shortage of places for 5 year olds and support the Council's commitment to improving educational achievement in the Borough. These four schemes will be delivered by the Education Funding Agency (EFA) and will not be part of the Council's Capital Programme. However, the schools will be recognised on the Council's Balance Sheet following completion of the work.

5.5 **Ashton Old Baths**

Ashton Old Baths is a unique project to repair the external and internal fabric of the Grade II listed building. The building, built in 1870 and previously used as a Municipal Baths until the 1970s, has a domineering presence at the heart of the St Petersfield Business Quarter in Ashton and is currently in poor condition and on English Heritage's 'Heritage at Risk' register.

After 40 years of lying the Ashton Old Baths has been transported into a digital hub for small businesses and start-ups, providing them with some of the most powerful broadband connections in the country.

The Ashton Old Baths project aims to:

- Restore the derelict grade II listed major Tameside heritage asset to BREEAM "Very Good" standard and thereby securing its removal from English Heritage's 'Heritage at Risk' register.
- Secure the long-term future of Ashton Old Baths through the development of a business incubation centre with an operational structure in place for the sustainable use, management and maintenance of the building.
- Generate new business and over 60 new jobs (including 2 apprentices during the delivery phase) and help emerging businesses to grow.
- Create 605 sqm of flexible office accommodation for small to medium sized enterprises (SMEs) primarily in the creative, digital, and media sectors to encourage and support the growth and development of these sectors within Tameside.
- Provide high quality office space in flexible units with 136 sqm meeting room/conference space plus additional networking space.
- Create critical business space required to drive growth in the creative, digital, and media sectors of Tameside's economy.
- Create an innovation hub and creative hub that generates business to business activity, collaborations and new intellectual property.
- Enables Tameside to provide a ladder of progression for businesses in Tameside's creative, digital, and media sectors from start-up to high growth.

5.6 **Active Tameside Investment**

On 4 February 2015, at a joint meeting of the Executive Cabinet and the Overview (Audit) Panel, it was agreed that a planned reduction in the Active Tameside management fee for 2015/16 would be deferred until 2016/17 to enable a full strategic review to be undertaken to determine opportunities and options for the development of a financially and operationally sustainable long-term business model. In addition, other options available to the Council for the operation of sport and leisure facilities were to be explored as part of the strategic review.

Active Tameside has been embarking on a transformational journey with the Tameside Council Public Health Team to enhance the contribution they make to improving health outcomes and reducing health inequalities within Tameside. This has been underpinned by increased recurrent and non-recurrent investment from the Tameside Council Public Health

Grant, and through a successful funding bid to the Sport England 'Get Healthy, Get Active' Fund.

The development of an iconic new Wellness Centre which combines a traditional sports centre offer with a wider range of services to encourage local residents to lead healthier lifestyles is viewed as a cornerstone of such an approach.

Such a facility could potentially incorporate:

- A conventional sports and leisure offer including swimming, gym, court and studio facilities;
- New and emerging sports and fitness facilities;
- Services to support wider lifestyle changes such as smoking cessation, weight loss and alcohol reduction;
- Health and Social Care services;
- Early Years provision and Children's Activities;
- A 'hub' for the borough-wide sports and leisure 'offer';
- Functional spaces for community groups and voluntary and community sector partners.

Provisional costs of the estimated budget for investment in the Active Tameside portfolio are included within the proposed capital programme to ensure funding is available and provided following the consultation.

APPENDIX 3

PRUDENTIAL INDICATORS AND LIMITS

1.1 Prudential Borrowing

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.

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.

This report recommends specific indicators for approval and an affordable borrowing limit for 2016/17. It also recommends an affordable borrowing limit for the Greater Manchester Metropolitan Debt Administration Fund.

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.

1.2 Matters to be taken into account

Prudential Indicators have been set having regard to: affordability, prudence, sustainability, value for money, stewardship of assets, service objectives and practicality.

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.

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 is responsible for these areas.

1.3 Setting of Prudential Indicators

The Prudential Indicators for 2016/17 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.

The system requires a process for controlling unsupported borrowing. This ensures that all council borrowing remains affordable. The Section 151 Officer is responsible for this centralised control and has recommended approval of £35.884 million of unsupported borrowing in 2016/17, £33.775 million in 2017/18 and £7.891 million in 2018/19.

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.

1.4 Required indicators

The required Prudential Indicators are:

- Ratio of Financing Costs to Net Revenue Stream.
- Capital Financing Requirement.
- Capital Expenditure.
- Incremental impact of capital investment decisions.
- Operational Boundary and Authorised Limit on External Debt and other long term liabilities.
- Gross debt and the capital financing requirement.
- Upper and lower limits on interest rate exposures.
- Maturity structure of borrowing for the forthcoming financial year.
- Limit for total principal sums invested for periods longer than 364 days.
- Borrowing Limits in respect of Greater Manchester Metropolitan Debt Administration Fund (GMMDAF).

The actual indicators and the methodology used to arrive at them are set out below.

1.5 Monitoring, revising and reporting Prudential Indicators

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. The Section 151 Officer receives a monthly monitoring report reviewing all indicators.

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.

1.6 Ratio of Financing Costs to Net Revenue Stream

Limit/indicator	2016/17 %	2017/18 %	2018/19 %
Ratio of financing costs to net revenue stream	8	9	10

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 **Appendix 3** section 1.3.

1.7 Capital Financing Requirement (CFR)

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The CFR 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 01/04/16 has been estimated together with the movement in the CFR for future years.

Following accounting changes the CFR now includes any other long term liabilities (e.g. PFI schemes and finance leases) brought onto the balance sheet. Whilst this increases the CFR, 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 CFR is based on the same borrowing assumptions set out at Appendix 3 section 1.3.

1.8 Capital Expenditure

Limit/indicator	2016/17 £000	2017/18 £000	2018/19 £000
Capital expenditure	53,288	51,412	7,891

This is the estimate of the total capital expenditure to be incurred (from all funding sources) for future years and recommended for approval. This aligns to the total estimates for the capital programme as reported in **Appendix 2a**.

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

1.9 Incremental Impact of Capital Investment Decisions

Limit/indicator	2016/17 £	2017/18 £	2018/19 £
For the Band D Council Tax	15	61	94

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 Appendix 3 section 1.3 and reflects the total cost of this additional borrowing (interest payments and minimum revenue provision) less government supported borrowing, as a cost on Council Tax. The actual cost will depend on final funding.

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

Limit/indicator	2016/17 £000	2017/18 £000	2018/19 £000
Operational Boundary for external debt	268,312	278,094	276,890

Authorised Limit for external debt	288,312	298,094	296,890
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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	2016/17 £000	2017/18 £000	2018/19 £000
Estimated 31 March 2016	119,760		
Previous year Operational Boundary		268,312	278,094
Add debt maturing in year	54	5,096	0
Add borrowing for 2016/17 and previous years requirement not taken up	119,122		
Add borrowing in advance for 2017/18 and future years	33,739	10,000	10,000
Less already borrowed in advance for future years			
Less previous year maturing fall out		(54)	(5,096)
Less MRP	(4,363)	(5,260)	(6,108)
Operational Boundary - borrowing	268,312	278,094	276,890
Add allowances for cash flow etc.	20,000	20,000	20,000
Authorised Limit - borrowing	288,312	298,094	296,890

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	2016/17 £000	2017/18 £000	2018/19 £000
Operational Boundary for other long term liabilities	110,388	107,796	104,923
Add allowance for new agreements	1,000	1,000	1,000
Authorised Limit for other long term liabilities	111,388	108,796	105,923

The total authorised limit of £400 million (including both external borrowing and other long term liabilities) should be set as the Council's affordable borrowing limit for 2016/17) as required under the provisions of the Local Government Act 2003.

2.2 Gross Debt and the Capital Financing Requirement.

Limit/indicator	2016/17 £000	2017/18 £000	2018/19 £000
Core capital financing requirement	199,173	230,911	259,643

Gross borrowing	199,173	230,911	259,643
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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).

2.3 Upper and lower limits on Interest Rate Exposures

Limit/indicator	2016/17 £000	2017/18 £000	2018/19 £000
Upper limit for fixed interest rate exposure	199,173	230,911	259,643
Upper limit for variable interest rate exposure	66,391	76,970	86,548

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).

2.4 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.

2.5 Limit for Total Principal Sums Invested for Periods Longer than 364 days

2016/17 £m	2017/18 £m	2018/19 £m
30	20	10

At present we have no long term investments maturing in 2016/17 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 2016/17, 2017/18 or 2018/19.

2.6 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:

	2016/17 £000	2017/18 £000	2018/19 £000
Operational Boundary - borrowing	109,666	93,595	76,699
Authorised Limit - borrowing	124,666	108,595	91,699

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 £124.7 million should be set as the affordable borrowing limit for the GMMDAF for 2016/17 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.

MINIMUM REVENUE PROVISION STATEMENT (MRP)

- 1.1 Regulations issued by the Department of Communities and Local Government in 2008 require the Council to approve a Minimum Revenue Provision (MRP) statement in advance of each year.
- 1.2 MRP is the provision made in the Council's revenue budget for the repayment of borrowing used to fund capital expenditure - the Council has a statutory duty to provide for an amount of MRP which it considers to be prudent. This provision must take into consideration the period over which the capital expenditure is likely to provide benefits to the authority.
- 1.3 Members must approve the MRP statement annually to confirm that the means by which the Council plans to provide for repayment of debt are satisfactory.
- 1.4 For 2016-17, the Council has adopted the following policy in relation to calculating the Minimum Revenue Provision:
 - Borrowing taken up prior to 01/04/2015 will be provided for using a straight-line method of calculating MRP. £185,215,128 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.
 - The following will be required in relation to borrowing taken up on or after 01/04/2015. '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; 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.

APPENDIX 5

CAPITAL PROGRAMME 2016/17 - 2018/19 - detail

	ESTIMATE 2016/17 £000	ESTIMATE 2017/18 £000	ESTIMATE 2018/19 £000	TOTAL £000
CAPITAL PROGRAMME 2016/17 - 2018/19				
ADULT AND HEALTH SERVICES				
BCF ADULTS CAPITAL GRANT	650	0	0	650
ADULT AND HEALTH SERVICES Total	650	0	0	650
AIPM				
OPPORTUNITY PURCHASE FUND (INDIVIDUAL APPROVAL REQUIRED)	500	500	0	1,000
VISION TAMESIDE	16,806	17,293	0	34,099
PUBLIC REALM	0	2,631	0	2,631
AIPM Total	17,306	20,424	0	37,730
COMMUNITY SERVICES				
LIBRARIES IN THE 21ST CENTURY	573	0	0	573
COMMUNITY SERVICES Total	573	0	0	573
EDUCATION				
BASIC NEED - FUNDING STREAM	4,045	6,543	0	10,588
ALDER BUY OUT FITNESS CENTRE	1,000	0	0	1,000
HYDE TARGETED BASIC NEED NEW SCHOOL	608	0	0	608
ALDWYN PRIMARY ADDITIONAL ACCOMMODATION	1,477	0	0	1,477
DISCOVERY ACADEMY - REMODELLING/FURNITURE	115	0	0	115
MILTON ST JOHN CREATION OF BULGE CLASS	40	0	0	40
LIVINGSTONE REMODELLING/EXTENSION	345	0	0	345
ST JAMES' HATTERSLEY - ADDITIONAL CLASSROOM	220	0	0	220
ST DAMIAN'S CLASSROOM ALTERATIONS	250	0	0	250
EDUCATION Total	8,100	6,543	0	14,643
ENGINEERING SERVICES				
ASHTON NORTHERN BYPASS - STAGE 2	230	0	0	230
PINCH POINT SCHEMES	150	0	0	150
JUNCTION IMPROVEMENTS ON/OFF AT J23 M60	250	0	0	250
ASHTON TOWN CENTRE ACCESS IMPROVEMNTS	181	0	0	181
LED STREET LIGHTING INVESTMENT	4,470	0	0	4,470
HIGHWAYS MAINTENENANCE FUNDING	2,129	2,064	0	4,193
THE LONGDENDALE INTEGRATED TRANSPORT STRATEGY	480	0	0	480
THE LONGDENDALE INTEGRATED TRANSPORT STRATEGY NOTIONAL ELEMENT	0	7,809	0	7,809
POTHOLE FUNDING	1,000	0	0	1,000
ASHTON-STALYBRIDGE CYCLE ROUTE	400	0	0	400
DENTON LINK ROAD	1,159	0	0	1,159
CHALLENGE FUNDING	1,750	500	0	2,250
ENGINEERING SERVICES Total	12,199	10,373	0	22,572
ENVIRONMENTAL SERVICES				
CARBON REDUCTION - INVEST TO SAVE SCHEMES APPROVAL REQUIRED	311	0	0	311
GUIDE LANE FORMER LANDFILL SITE	469	0	0	469
RETROFIT (BASIC MEASURES)	327	0	0	327
ENVIRONMENTAL SERVICES Total	1,107	0	0	1,107
CONTINGENCY FOR ADDITIONAL CAPITAL SCHEMES				
ESTIMATED FUTURE BORROWING APPROVALS / RECEIPTS	3,785	4,279	5,000	13,064
REPAYMENT OF PRUD BORROWING	607	721	0	1,328
CONTINGENCY FOR ADDITIONAL CAPITAL SCHEMES Total	4,392	5,000	5,000	14,392
DEVELOPMENT AND INVESTMENT				
ASHTON TOWN CENTRE AND CIVIC SQUARE	2,600	0	0	2,600
DISABLED FACILITIES GRANTS	1,158	0	0	1,158

DEVELOPMENT AND INVESTMENT Total	3,758	0	0	3,758
<u>PUBLIC HEALTH</u>				
HYDE LEISURE PHASE 2	355	0	0	355
ACTIVE TAMESIDE WELLNESS CENTRE & WIDER INVESTMENT	4,848	9,072	2,891	16,811
PUBLIC HEALTH Total	5,203	9,072	2,891	17,166
Total	53,288	51,412	7,891	112,591

Report To:	EXECUTIVE CABINET
Date:	10 February 2016
Executive Member / Reporting Officer:	Cllr Jim Fitzpatrick – First Deputy (Performance and Finance) Peter Timmins – Assistant Executive Director of Finance
Subject:	TREASURY MANAGEMENT STRATEGY 2016/17
Report Summary:	The report sets out the Council's borrowing strategy for 2016/17 and the Annual Investment Strategy.
Recommendations:	<ol style="list-style-type: none">1. That the report be noted and the proposed borrowing strategy be supported2. That the Annual Investment Strategy be recommended for approval by the full Council
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 PWLB operates 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.</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, Head of Resource Management, 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 2015 the Council had £151m of investments which need to be safeguarded, and £131m 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 2015, this was a further £125m 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 and the Greater Manchester Metropolitan Debt Administration Fund (GMMDAF), and 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 2016/17 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 and borrowing taken up to fund other capital commitments.
- 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. Whilst the Section 151 Officer will adopt a cautious approach to any such borrowing to ensure the security of such funds, where there is a clear business case for doing so borrowing may be undertaken to fund the approved capital programme or to fund future debt maturities.

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

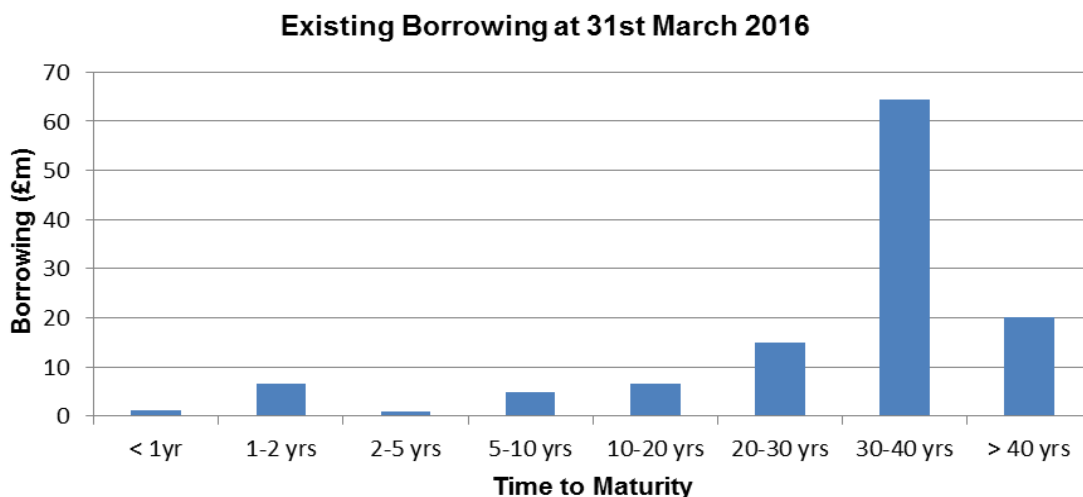
4.1 There are various types of loan available:-

- (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 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 turmoil 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 31 March 2016 is estimated to contain £80m long term fixed loans from the PWLB and £40m 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) (£80m at 31 March 2016)
- b. European Investment Bank (EIB) (no current borrowing)
- c. Banks, Building Societies and other financial institutions (£40m at 31st March 2016)
- 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 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.
- 5.4 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 in line with the "base" rate of interest.
- 5.5 Internal funds, such as the Insurance Fund, are paid interest in line with short term rates.
- 5.6 Traditionally the strategy employed by Tameside and most other Local Authorities is to borrow long term at fixed rates of interest.

5.7 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 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.

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 2015/16.

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 – 2015/16

7.1 The original estimate of interest payable for the current year was £8.929m. Of this £8.826m 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'S ESTIMATED POSITION AT 31 MARCH 2016

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, Tameside's net borrowing position will be:-

	March 2015	March 2016
	£m	£m
PWLB	90.603	79.585
Market Loans (LOBOs)	40.000	40.000
Less Sports Trust debt	-2.816	-2.545
Less Airport Terminal 2 debt	<u>-3.103</u>	<u>-2.340</u>
Net Tameside Long term loans	124.684	114.700
Trust Funds, Contractor Deposits etc	<u>0.121</u>	<u>0.132</u>
Total external borrowing	124.805	114.832
Internal cash balances	138.516	165.841
Less Investments	-131.985	-161.142
Net Debtor/(Creditor) position	<u>-1.483</u>	<u>5.469</u>
Net Debt outstanding	<u>129.853</u>	<u>125.000</u>

8.2 The estimated position assumes the Council will not take up any borrowing during 2015/16, to meet the forecast outstanding borrowing requirement as at 31 March 2016 (£87.539m) and no advanced borrowing for 2016/17 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 £2.340m, 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 £2.545m.

8.5 The total amount of the Council's gross external debt (excluding Airport and Sports Trust debt) is £125.000m.

9. 2016/17 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 2016/17 it is estimated that the following requirement will be needed in respect of the general fund:-

	£m
Capital expenditure (financed by loan)	35.884
Loans maturing	<u>0.054</u>
	35.938
Less Debt repayments	<u>-4.363</u>
Total potential borrowing requirement	<u><u>31.575</u></u>

9.3 Therefore the additional outstanding capital borrowing need of the Council will be £31.575m (capital expenditure less debt repayments) during 2016/17.

9.4 The budget for 2016/17 shows that loans and investments outstanding during the year will generate estimated net interest charges of £8.881m, of this £8.778m 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 2017/18 it is estimated that the following requirement will be needed in respect of the general fund:-

	£m
Capital expenditure (financed by loan)	33.775
Loans maturing	<u>5.096</u>
	38.871
Less Debt repayments	<u>-5.260</u>
Total potential borrowing requirement	<u><u>33.611</u></u>

9.6 Therefore it is estimated that there will be an additional borrowing requirement during 2017/18 of £33.611m

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

10.1 Unlike Tameside 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 for cashflow purposes.

10.2 At 31 March 2016 it is expected that the fund will have the following outstanding debt:

	£millions
PWLB	99.926
Other Balances	<u>9.681</u>
Total Debt	<u><u>109.607</u></u>

10.3 The fund's borrowing requirement for 2016/17 is estimated to be:

	£millions
Long term debt maturing	
PWLB	31.963
Other	<u>0.032</u>
	31.995
Less principal repayments	<u>-16.072</u>
	<u><u>15.923</u></u>

- 10.4 During 2016/17 it is estimated that the total interest payments will be £5.622m at an average interest rate of 5.13%. This compares with 5.58% in 2013/14, 5.73% in 2014/15 and a revised estimate of 5.30% in 2015/16.
- 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 themselves.

11. BORROWING STRATEGY

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

	Annual Requirement (£m)	Total Required (£m)	Estimated Annual Cost* (£m)
Pre 2014/15		54.430	1.606
Actual 2014/15	1.429	54.859	1.618
Estimate 2015/16	32.680	87.539	2.582
Estimate 2016/17	31.575	119.114	3.514
Estimate 2017/18	33.611	152.725	4.505

*calculated as annual interest charge on total requirement if borrowing taken up at estimated March 2016 25 year PWLB rate (3.40%), less current interest rate on investments (0.45%).

The GMMDAF has a borrowing requirement of £6.836m for 2015/16 and an estimated requirement of £15.923m for 2016/17.

- 11.2 As shown above, the Council is currently maintaining an under-borrowed position estimated to be £87.539m at 31st March 2016. 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, currently in the process of being set up, 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 would 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.

	Mar-16	Jun-16	Sep-16	Dec-16	Mar-17	Jun-17	Sep-17	Dec-17	Mar-18	Jun-18	Sep-18	Dec-18	Mar-19
Bank rate	0.50%	0.50%	0.50%	0.75%	0.75%	1.00%	1.00%	1.25%	1.25%	1.50%	1.50%	1.75%	1.75%
5yr PWLB rate	2.00%	2.10%	2.20%	2.30%	2.40%	2.50%	2.60%	2.70%	2.80%	2.90%	3.00%	3.10%	3.20%
10yr PWLB rate	2.60%	2.70%	2.80%	2.90%	3.00%	3.10%	3.20%	3.30%	3.40%	3.50%	3.60%	3.60%	3.70%
25yr PWLB rate	3.40%	3.40%	3.50%	3.60%	3.70%	3.70%	3.80%	3.90%	4.00%	4.00%	4.10%	4.10%	4.10%
50yr PWLB rate	3.20%	3.20%	3.30%	3.40%	3.50%	3.60%	3.70%	3.80%	3.90%	3.90%	4.00%	4.00%	4.00%

- 12.2 UK GDP growth rates in 2013 of 2.2% and 2.9% in 2014 were the strongest growth rates of any G7 country; the 2014 growth rate was also the strongest UK rate since 2006 and although the 2015 growth rate is likely to be a leading rate in the G7 again, it looks likely to disappoint previous forecasts and come in at about 2%. The November Bank of England Inflation Report included a forecast for growth to remain around 2.5 – 2.7% over the next three years, driven mainly by strong consumer demand as the squeeze on the disposable incomes of consumers has been reversed by a recovery in wage inflation at the same time that CPI inflation has fallen to, or near to, zero since February 2015. Investment expenditure is also expected to support growth. However, since the August Inflation report was issued, most worldwide economic statistics have been weak and financial markets have been particularly volatile. The November Inflation Report flagged up particular concerns for the potential impact of these factors on the UK.
- 12.3 The weakening of UK GDP growth during 2015 and the deterioration of prospects in the international scene, especially for emerging market countries, have consequently led to forecasts for when the first increase in Bank Rate would occur being pushed back to quarter 4 of 2016. There is downside risk to this forecast i.e. it could be pushed further back.

- 12.4 The American economy made a strong comeback after a weak first quarter's growth at +0.6% (annualised), to grow by no less than 3.9% in quarter 2 of 2015, but then pulled back to 2.0% in quarter 3. The run of strong monthly increases in nonfarm payrolls figures for growth in employment in 2015 prepared the way for the Fed. to embark on its long awaited first increase in rates of 0.25% at its December meeting. However, the accompanying message with this first increase was that further increases will be at a much slower rate, and to a much lower ultimate ceiling, than in previous business cycles, mirroring comments by our own MPC
- 12.5 The current economic outlook and structure of market interest rates and government debt yields have several potential treasury management implications. These will be carefully monitored with our treasury management advisors.
- 12.6 Investment returns are considered likely to remain relatively low during 2016/17 and beyond, and it is likely that there will remain a cost of carry to any new borrowing which causes an increase in investments as this will incur a revenue loss between borrowing costs and investment returns.
- 12.7 Borrowing interest rates have been highly volatile during 2015 as alternating bouts of good and bad news have promoted optimism, and then pessimism, in financial markets. Gilt yields have continued to remain at historically phenomenally low levels during 2015. 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 new capital expenditure and/or to refinance maturing debt;
- 12.8 As documented in previous reports, the Council has recently taken part in a Greater Manchester wide collaborative tender for banking services, led by Bury MBC, following the Co-operative Bank's decision to leave the Local Authority market. The successful tenderer was Barclays Bank, and Tameside has moved to Barclays from 1st December 2015.

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 adverse 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	0.081%	0.198%	0.371%	0.554%	0.772%

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 short durations. 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 Capital Strategy and Programme 2016/17 - Prudential Indicators and Limits (**Appendix 3**). Any strategic investments would only be placed with UK based banks with the highest credit rating or other UK Local Authorities.
- 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.

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 2014/15 the Council achieved a return of 0.47% versus a LIBID of 0.35%. This equated to £694k of interest, against £514k at LIBID, a difference of £180k. If all of the Council's cash had simply been placed with the DMO then only an estimated £367k of interest would have been earned.

14 TREASURY MANAGEMENT ADVISORS

14.1 The Council uses Capita as its treasury management advisors. The company 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.

14.2 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.

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

15. RECOMMENDATIONS

15.1 As set out on the front of the report.

APPENDIX A

ANNUAL INVESTMENT STRATEGY: FINANCIAL YEAR 2016-17

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:

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.

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 2015 has been estimated at £41.0m (£36.7m as at 31 March 2014).

Dividends of £3m were received in 2015/16 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 2016/17 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 (Capita) investment recommendations.

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%	0.09%	0.17%	0.25%	0.34%
AA	0.03%	0.06%	0.11%	0.22%	0.33%
A	0.08%	0.20%	0.37%	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 0.08% of the total investment (e.g. for a £1m investment the average loss would be £800). 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	0.081%	0.198%	0.371%	0.554%	0.772%

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.

**2015/16 Counterparty List
1 January 2016**

APPENDIX D

Current Lending List

Australia & New Zealand Banking Group
Bank of Montreal
Bank of Nova Scotia
Barclays Bank Plc
Canadian Imperial Bank of Commerce
Commonwealth Bank of Australia
Development Bank of Singapore (DBS)
HSBC
Lloyds TSB
National Australia Bank
National Westminster Bank
Royal Bank of Canada
Royal Bank of Scotland
Svenska Handelsbanken
Toronto-Dominion Bank
Westpac Banking Corporation

Money Market Funds: -

Blackrock MMF
Blackrock Govt MMF
Fidelity MMF
Goldman Sachs MMF
DB Advisors MMF
Federated MMF
HSBC MMF
Insight Investment MMF
Invesco Aim (STIC) MMF *
JP Morgan MMF
LGIM MMF
Morgan Stanley MMF
Royal Bank of Scotland Global Treasury
Funds MMF
Standard Life MMF
State Street Global Advisors MMF

Report to :	EXECUTIVE CABINET
Date :	10 February 2016
Executive Member / Reporting Officer:	Councillor Gerald P. Cooney - Executive Member (Working and Healthy) Emma Varnam – Head of Stronger Communities
Subject :	SUPPORTING PEOPLE: REDUCTIONS IN 2016-17
Report Summary :	<p>This report proposes a significant reduction in spending in 2016/17 and the years following, on supported housing services funded through the former Supporting People programme. Due to continued cuts in Government financial support to local authorities the Council is considering a range of service cuts to enable a balanced budget. The proposals to reduce funding under the Supporting People programme are within the set of proposals for reductions to Stronger Communities funding.</p> <p>The proposed reduction in funding will result in substantially reduced contract values for 3 organisations, Greystones, Threshold and Foundation Housing that are contracted to provide accommodation based supported housing for homeless people. It will lead to the closure of 8 schemes, and a reduction of 59 units of accommodation. This will leave just 47 units of supported housing for single homeless people compared with 134 in 2014/15, a reduction of 65% in 2 years.</p> <p>It will result in a substantially reduced contract value for Adullam Homes Housing Association that provides tenancy support services, and a termination in funding for the Tameside MBC Disability Housing Support Service.</p> <p>The reduction will also result in the termination of funding for 12 Registered Providers that provide housing services for older people.</p> <p>The report describes the services that are currently provided and the impact that a funding reduction will have on service delivery, and on the service users affected. The report includes a summary of the consultation process, the full findings are detailed in paragraph 7. Further details of the consultation exercise are attached at Appendix 3 and Appendix 4. It also explores the impact on the Council's strategic objectives.</p>
Recommendations :	<p>That Executive Cabinet agree to the proposal to implement the following:</p> <ol style="list-style-type: none">1) Contract variations up to 31 March 2018 are issued that will reduce annual funding to Greystones from £149,500 to £113,333, to Threshold Great Moves from £323,000 to £117,780 and Foundation Housing Complex Needs Service from £322,000 to £133,887 (full year effect).2) A contract variation up to 30 June 2018 is issued that will reduce annual funding to Adullam Homes from £389,000 to £225,000 (full year effect).3) The annual funding of £130,590 to the Tameside Disability Housing Support service is terminated with effect from 11 May 2016.

- 4) Contracts with 12 Registered Providers of housing services for older people, to the value of £95,000 per annum, are terminated with effect from 11 May 2016

Links to Sustainable Community Strategy :

One of the 6 aims of the Tameside Community Strategy 2012-22 is to support people to live independent and healthy lives in strong communities.

Policy Implications :

A reduction in the supply of supported housing has implications for the achievement of a number of the Council and its partner's strategic priorities. These include priorities within the Homelessness Prevention Strategy, the Substance Misuse Strategy and the Health and Well Being Strategy.

**Financial Implications :
(Authorised by the Section 151)**

Section 4 of the report provides details of the reductions or cessation of various supporting people contracts (table 4, section 4.4 refers).

Contract values have reduced in the current financial year which has delivered a saving of £ 0.289 million in 2015/16 and on a recurrent basis thereafter.

The report proposes further contract value reductions from 1 June 2016 which will deliver additional recurrent efficiency savings of £ 0.819 million on an annual basis (£0.683 million part year in 2016/17).

A total recurrent saving of £ 1.108 million will be delivered from 1 April 2017 if the recommendations are approved.

It should be noted that these savings will contribute towards the requirement to reduce annual expenditure within the Stronger Communities Service by £ 3.1 million during 2015/16 and on a recurrent basis thereafter.

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

The Council has a statutory duty to deliver services in the most effective and efficient way possible. It is important that when subject to significant reductions in budget that the Council reviews all its functions and the way they are undertaken.

The service has undertaken consultation and engagement with those currently affected as set out in the report. The decision taker will need to consider and take into account any feedback which may affect the making of the decision or require moderation, and consider any equality impact.

The decision taker will also need to ensure they read and take into account the Equality Impact Assessment before making their decision, as case law now requires them to do so to mitigate the risk of challenge. It is not sufficient to simply read the summary.

Risk Management :

An appraisal of the level of risk associated with this decision is detailed at Section 8 of this report.

Access to Information :

The background papers relating to this report can be inspected by contacting the report author, Diane Barkley, Poverty and Prevention Manager.

e-mail diane.barkley@tameside.gov.uk

tel. 0161 342 3110

1. INTRODUCTION

- 1.1 Due to continued cuts in Government financial support to local authorities the Council is considering a range of service cuts to enable a balanced budget. This report proposes a significant reduction in spending in 2016/17 and the years following, on supported housing services funded through the former Supporting People programme. The proposals to reduce funding under the Supporting People programme are within the set of proposals for reductions to Stronger Communities funding.
- 1.2 The proposals if implemented would reduce the total funding for these services by 58% and provide a full year saving to the Council of £0.820m. They will affect 16 organisations that the Council contracts with and 1500 local people who use the services.
- 1.3 The proposals relate to 3 types of supported housing services, accommodation based services, tenancy support services and sheltered housing services. The accommodation based and tenancy support services are provided for people of all ages who are at risk of or are experiencing homelessness. Sheltered housing services are provided for older people, usually aged 55+ years.
- 1.4 The term accommodation-based services is used throughout this report to describe support services provided to people living in particular accommodation by staff that work on site. The accommodation is provided temporarily until the service user moves onto permanent accommodation. The Council's financial support pays for staffing costs, it is not spent on the costs of providing or maintaining the property which is funded by rent (often via housing benefit). Each resident has an individual needs and risk assessment and a support plan that includes short and long term actions leading to greater independence.
- 1.5 The term tenancy support is used throughout this report to describe support services for people who are finding it difficult to manage and are at risk of losing their home, or who are moving into a new tenancy, following a period of unsettled living or homelessness and need some help to do this. The people that receive help may be living in a social or a private tenancy. Although the term tenancy is used in this report, owner occupiers may also receive support if they are at risk of losing their home.
- 1.6 The term sheltered housing is used throughout this report to cover the whole range of social rented retirement housing schemes of self-contained, purpose-built accommodation units for older people. These are units with or without a scheme manager, with or without communal areas and with or without additional services¹.
- 1.7 The purpose of sheltered housing is to provide preventative services, reducing the need for more acute and costly interventions. Housing management services in sheltered housing are targeted to assist people to live an active and fulfilling life. The benefits can be seen in tenancy sustainment, maintenance of independence, the prevention of accidents and poor health and improvements to physical and mental health. Sheltered housing can prolong independence and self-care by providing a range of low-level services and by helping people to access more intensive services as and when they need them.
- 1.8 The report describes the services that are currently provided and the impact that a funding reduction will have on service delivery, and on the service users affected. It describes the consultation process and its findings. It also explores the impact on the Council's and its partner's strategic objectives.

¹ National Housing Federation (2010) More than just a few kind words. Reshaping housing support in Sheltered Housing: a good practice guide for housing providers and local authorities

- 1.9 The Equality Impact Assessment in **Appendix 1** explores the impact on people with the protected characteristics and other vulnerable groups. **Appendix 2** lists the Registered Providers of sheltered housing. **Appendix 3** is the questionnaires used for consultation on the Big Conversation. **Appendix 4** is the text of the responses to the free questions in the Big Conversation survey.

2. BACKGROUND

Accommodation based services

- 2.1 The proposal to reduce funding affects 3 accommodation based services for single homeless people provided by Threshold, Foundation and Greystones.
- 2.2 On 14 March 2012 a Key Decision was approved to implement a new model of Supporting People accommodation based services for homeless people from April 2013. This incorporated an aggregated service structure, new ways of working, and the provision of structured activities, a single access point, and personalisation approaches. The model is based on a 'whole system' approach so that these services integrate with homelessness prevention services and services for those at risk of sleeping rough.
- 2.3 The Key Decision gave authority for a new contract to be issued to Greystones Ltd to continue to provide supported housing for men with alcohol problems without subjecting the service to a competitive tender process. It also gave authority for a tender exercise to enable the procurement of services to deliver the new model. The tender was split into 3 lots.
- Lot 1: A short term accommodation based support service for predominantly younger clients (under 30) at a range of properties. A maximum contract price of £370,000 per annum was allocated for this service.
 - Lot 2: A short term accommodation based support service for predominantly older clients (over 30) with longer term and more enduring, complex and entrenched support needs. A maximum contract price of £420,000 per annum was allocated for this service.
 - Lot 3: A service providing structured activities for service users of Lots 1 and 2 directed at improving their prospects of achieving successful move on. A maximum contract price of £200,000 per annum was allocated for this service, along with an additional budget of £60,000 per annum for personalised approaches.
- 2.4 Threshold was awarded contracts to provide Lots 1 and 3 and Foundation Housing was awarded a contract to provide Lot 2. The Key Decision authorised the award of 3 year contracts, with the option to extend for up to 2 years, followed by another up to 2 year period.
- 2.5 On 4 February 2015 a Key Decision agreed a £100,000 reduction in funding for Lots 1 and 2. The reduction was allocated pro-rata between the 2 contracts so that Threshold Great Moves (Lot 1) contract was reduced by £47,000 to £323,000 and Foundation Housing Complex Needs (Lot 2) contract was reduced by £53,000 to £367,000. The funding reduction resulted in a reduction of 17 bedspaces available to homeless people. A subsequent contract variation agreed with Foundation Housing resulted in a further reduction in value of £45,000 (full year effect) and a reduction of a further 6 spaces.
- 2.6 On 24 March 2015 a Head of Service report gave authority to vary the contract with Greystones Ltd following a value for money assessment. The contract value was reduced from £170,554 per annum to £149,500 per annum. The number of units to be supported was also reduced from 26 to 20 units.
- 2.7 In summary during 2015/16 the contract value of accommodation based services for single homeless people was reduced by £166,054 (17%) and the number of supported bedspaces by 29 (22%).

Tenancy support services

- 2.8 The proposal to reduce funding affects 2 tenancy support services, provided by Adullam Homes Housing Association and the Disability Housing Support Service provided by the Council's Adult Services.
- 2.9 On 13 October 2014 a Head of Service report gave authority to align 2 existing services, Tameside Floating Support Service (TFSS) provided by Adullam Homes Housing Association and the Great Lives service provided by Threshold Housing Project (Lot 3 referred to above in 2.3) so that the contracts ended on 30 June 2015. The purpose was to enable the 2 services to be tendered as a single service and to achieve a full year saving of £200,000, a 31.5% reduction compared to the combined costs of the 2 separate services.
- 2.10 The new service would combine the core elements of tenancy support and the provision of group work, training and activities for people at risk of homelessness. A competitive tendering process was won by Adullam Homes Housing Association and the new service commenced on 1 July 2015.
- 2.11 The Disability Housing Support Service (DHSS) is provided by a team based with the Councils Adult Services. The service has been in place since April 2003 and has been subject to limited funding reductions over the last 12 years.

Sheltered housing

- 2.12 On 25 June 2014 a Key Decision gave authorisation to issue 3 months' notice to Regenda and Your Housing to modify Supporting People contracts for sheltered housing to reduce funding levels and to vary the service specification with effect from 1 October 2014. It also gave authorisation to issue 3 months' notice to New Charter Housing Trust to terminate the Supporting People funding for sheltered housing with effect from 1 October 2014. The report also noted that allowable contract variations had enabled the reduction of Supporting People funding for sheltered housing with Accent Group, Guinness Northern Counties, Johnnie Johnson Housing Trust and Riverside English Churches Housing Group.
- 2.13 The net effect of these changes is that since October 2014 the Council no longer contributes funding towards the cost of providing scheme managers, or co-ordinators in sheltered housing schemes. This provided a full year saving to the Council of £0.520m in 2015/16, when compared to spending on these services in 2013/14.
- 2.14 In most cases Registered Providers have continued to provide on-site managers, in some cases at reduced hours, whose role is to provide intensive housing management services, rather than support services as previously provided.

3. CURRENT SERVICE PROVISION

Accommodation based services

- 3.1 In 2015/16 the Council provides a total of £795,000 in revenue funding for the provision of supported accommodation based services for single homeless people. This provides 106 bedspaces delivered by 3 contracts with 3 organisations, Threshold, Foundation and Greystones Ltd. Each contract is a 3 year contract, with an option to extend for up to 2 years. Each one commenced on 1 April 2013, and each will end its first 3 year period on 31 March 2016.
- 3.2 Threshold provides 47 units of supported housing at a range of addresses as detailed in **Table 1**. The service is delivered using a hub and spoke model with 1 building staffed for 24 hours per day and the others staffed on a flexible and responsive basis depending on the profile and needs of service users. Threshold manages an additional 22 units that are not

funded by the Council contract, but that are available to service users as move-on accommodation.

Table 1: Threshold Great Moves (Lot 1)

Scheme name	Units	Gender	Staffing
Enville (Hub)	10	Mixed	24 hours with security provision over night
Stamford Villa	13	Men	Flexible day time / visiting night service
Vernon House	11	Women	Flexible day time / responsive night service
Wickham	13	Mixed	Flexible day time / responsive night service
Total	47		
Current contract value	£323,000 per annum		

3.3 Threshold leads a partnership approach to the delivery of this contract, along with New Charter Housing Trust and Tameside, Oldham and Glossop MIND. The aim of the service is to promote responsibility for self, a commitment to recovery and motivation to change.

3.4 Foundation Housing provides 39 units of supported housing for single homeless people at a range of addresses as detailed in **Table 2**.

Table 2: Foundation Complex Needs (Lot 2)

Scheme name	Units	Gender	Staffing
Mottram Road	5	Mixed	Flexible visiting
Westbrook	12	Men	Flexible visiting
Ambleside	4	Women and children	Flexible visiting
Newton Street	4	Mixed	Flexible visiting
Fairfield Avenue	6	Mixed	Flexible visiting
Whiteacre	4	Mixed	Flexible visiting
Bentinck Terrace	2	Mixed	Flexible visiting
Community based	2	Mixed	Flexible visiting
Total	39		
Current contract value	£322,000 per annum		

3.5 Foundation Housing have developed partnerships with a range of organisations to enhance the housing support process, in particular the Spotlight Team (Police and Probation Services) and local substance misuse providers including Lifeline, Alcohol and Drugs Services and Pennine Care.

3.6 Greystones Ltd provides 20 units of supported accommodation based services for men who are aged over 35 years and who are homeless and who have alcohol problems (harmful drinking and alcohol dependence). The current contract value is £149,500 per annum.

3.7 Greystones manage the accommodation based service that the Council commissions alongside a service for people who are at risk of, or sleeping rough and a commercial bed and breakfast. The service manages people with highly complex and challenging issues and Greystones have forged close working relationships with the police and make a significant contribution to the management of crime, disorder and anti-social behaviour.

Who uses the accommodation based services

3.8 In 2014/15 161 new people moved into Threshold, Foundation and Greystones services. 104 (65%) of them were men and 57 (35%) were women. 92% were White British, the second largest ethnic group are Black/Black British. The service accommodate people aged between 18 and 69, with the largest single group (35%) aged between 18-21 years. 23% of people identify that they have a disability.

Tenancy support services

- 3.9 In 2015/16 the Council provides £520,000 of revenue funding for tenancy support services that support up to 274 people at any one time.
- 3.10 The new service that combines the former Tameside Floating Support Service (TFSS) and Great lives activities programme is called Unlocking Potential, it is provided by Adullam Homes Housing Association, it commenced on 1 July 2015. It is part of the whole system of homelessness prevention services; it is a generic service for people who have experienced or who are at risk of homelessness and is not targeted at any specific client group. It provides support and activities for people living in and moving on from accommodation based services to enable them to settle into new accommodation. It also provides support to people in the community who are struggling to maintain existing tenancies. The current contract value is £389,000 per annum.
- 3.11 When delivering the TFSS, Adullam Homes Housing Association developed innovative and sustainable methods for delivering support and promoting independence which continue in the new service. Opportunities for service users include access to accredited training to become peer mentors, and a social enterprise that provides employment opportunities.
- 3.12 The Disability Housing Support Service (DHSS) is provided by a team of 4 staff based with the Councils Adult Services. The service provides housing advice and support to Tameside residents who have disabilities and require additional support to live independently in the community. The aim of the service is to provide practical help, support and assistance to ensure that people with disabilities receive the housing advice and support that they need. This service also provides support to people who do not meet access eligibility criteria under the Care Act 2014 so provides an important early intervention and prevention function. The revenue funding allocated from Supporting People to this service is £131,000 per annum.

Who uses tenancy support services?

- 3.13 In 2014/15 287 new people started to receive support from TFSS and the DHSS. There are more women 151 (52.5%) than men 136 (47.5%) using these services. The age range is from 16 to 80+, with the largest single group aged between 46-55 years. 89% of users are White British, with Asian/Asian British as the next largest ethnic group. 68% of users identify that they have a disability.

Sheltered Housing

- 3.14 Since October 2014 the Council has provided revenue funding via the Supporting People programme towards the costs of alarm and response services to sheltered housing services in Tameside. If the alarm is activated it goes through to a control centre. Staff at the control centre will provide advice and reassurance, call the emergency services or send a support officer to respond.
- 3.15 The services affected by the proposal are listed in **Appendix 2**. These include services with and without scheme managers or co-ordinators on site. Similar services provided by New Charter Housing Trust are funded by a different funding mechanism. Proposals for these services are covered by a separate report submitted by Adult Services.
- 3.16 On average 70% of tenants in sheltered housing in Tameside are in receipt of Housing Benefit to cover the costs of receiving housing management services. The Supporting People funding paid to the service contributes to the cost of providing the emergency alarm for these tenants. The remaining 30% of tenants pay the full cost themselves. All tenants must pay a service charge that is not covered by either Housing Benefit or Supporting People funding.

Who uses sheltered housing?

- 3.17 45% of tenants moving into sheltered housing in Tameside are men and 55% are women. This is in line with the current gender split in the over 65 year's population in Tameside.

3.18 The majority of tenants are aged over 75 years on admission to sheltered housing in Tameside:

- 39% are aged over 75 years on admission;
- 25% are aged over 80 years on admission;
- 13% are aged over 85 years on admission.

The profile of the ages of tenants indicates that living in sheltered housing may help people to live longer. Over 58% of tenants are aged over 75 years, 40% are aged over 80 years and 24% are aged over 85 years.

3.19 The ethnicity of new residents is mainly White British at 96.5%, with small numbers of admissions of Irish, Caribbean, White and Black African and Pakistani.

4 PROPOSAL TO REDUCE FUNDING IN 2016-17

4.1 Due to continued cuts in Government financial support to local authorities the Council is considering a range of service cuts to enable a balanced budget. The proposals to reduce funding under the Supporting People programme are within the set of proposals for reductions to Stronger Communities funding.

4.2 The recommendation in this report is part of a package of reductions to Supporting People spending. As well reducing funding for accommodation based and tenancy support services to prevent homelessness and ending funding for services for older people, the proposals include reducing funding for outreach and day services for rough sleepers.

4.3 The Council has chosen to select specific services for funding cuts, rather than apply an across the board reduction to all services funded within the overall programme. This is to protect those services that are delivered as part of the Council's statutory obligations. These services include temporary supported housing services for homeless households and the refuge accommodation for people fleeing domestic abuse.

4.4 Some financial efficiencies have already been implemented and an ongoing full year saving of £0.289 has been achieved in 2015/16. Further proposals are currently being considered which would achieve additional ongoing full year saving of £1.108m. The Council is proposing the following level of funding reduction with effect from 2016/17.

Table 4: Proposed funding reductions

	Current funding	Proposed funding	Reduction	Reduction %
Accommodation based services	£795,000	£365,000	-£429,000	- 54%
Tenancy support services	£520,000	£225,000	-£295,000	- 57%
Sheltered housing	£95,000	£0	-£95,000	-100%
Total	£1,409,000	£590,000	-£819,000	- 58%

5. PROPOSALS TO MANAGE THE FUNDING REDUCTION

Accommodation based services

5.1 The options available to the Council to achieve this level of reduction are to give notice on all or some contracts and commission a new service or services, or to agree negotiated reductions as allowed within the terms of the contract.

- 5.2 Initial discussions with the accommodation based providers in August 2015 indicated a willingness by them to work together to jointly agree a negotiated reduction in service and contract value. In September 2015 the providers jointly submitted an initial proposal that would ensure that all 3 organisations continue to provide services in Tameside, delivering around 47 bedspaces, compared to the current provision of 106 bedspaces.
- 5.3 In total the 3 organisations will reduce staffing by 14 full time equivalent staff posts, this reduces the supply of employment opportunities in Tameside and directly affects local people who are currently employed in those posts.
- 5.4 The contracts that the Council holds with Threshold, Foundation Housing and Greystones for the provision of these services allows for the modification of the contract by agreement of both parties. The Council has held further meetings with the providers collectively and individually to further explore the proposals. The service providers have developed the proposals further.
- 5.5 This report proposes that the Council agrees to progress the achievement of the funding reduction via a series of contract variations as this will be quicker and less disruptive to service delivery than a tendering exercise. It also enables the continuation of diversity in service provision. The changes required within each organisation are however of an order that some disruption in service delivery will occur that extends beyond the contractual 3 month notice period.
- 5.6 The report proposes that the option to extend each contract by up to 2 years from 1 April 2016 to 31 March 2018 is implemented and that the funding reduction will apply during these 2 years. At the end of that period the Council will tender for a new service.

Summary of proposals by organisation

- 5.7 Threshold propose to reduce the number of bedspaces in management from 47 to 16. Threshold will reduce the staffing hours available for support to service users by the equivalent of 7 full time equivalent posts. With such a reduced number of staff available Threshold are not in a position to safely manage the risks posed by accommodating people in large groups in some of their existing schemes. Rather Threshold propose to provide support in a range of smaller units located across the borough. This will require them to give notice to their landlords that they propose to hand back the buildings detailed in **Table 5**.

Table 5: Proposals for Threshold schemes

Property	No of bedspaces	Proposal	Notice required period
Enville Place	10	Close	6 months
Stamford Villa (97 Manchester Road)	10	Close	6 months
95 Manchester Road	3	Close	6 months
Wickham House	13	Close	3 months
Vernon House	11	Close	6 months

- 5.8 Threshold’s aim is to provide good quality accommodation in locations which enables social integration into the community with access to services and amenities.
- 5.9 Foundation propose to reduce the number of bedspaces in management from 39 to 16. This will reduce the staffing hours available for support to service users by the equivalent of 5 full time equivalent posts. The reduction in the number of bedspaces in management will require Foundation to give notice to their landlords on the some of the buildings they currently manage:

Table 6: Proposals for Foundation's schemes

Scheme name	No of bedspaces	Proposal	Notice period required
Mottram Road	5	Close	2 months
Westbrook	12	Close	6 months
Fairfield Avenue	6	Close	1 month
Newton Street	4	Retain	
Ambleside	4	Retain	
Whiteacre	4	Retain	
Bentinck Terrace	2	Retain	
Community based	2	Retain	
Total	39		

5.10 Both organisations require a transitional period to phase in the service reduction. This is likely to involve decanting customers into alternative accommodation based on detailed risk assessments and discussions with the affected customers. The most affordable option for Threshold and Foundation is to commence the process of winding down the properties they propose to hand back prior to the proposed contract change, and to be operating at the agreed reduced numbers by the commencement of the new contract. It is likely that this will result in reduced availability to take on new referrals from early in the New Year.

5.11 Greystones propose to reduce the number of service users on a formal support plan from 20 to 15. They propose to reduce staffing by 2 posts. The funding reduction will not result in the closure of units managed by Greystones as the organisation will continue to provide the same number of accommodation units but fewer residents will have full support plans.

Tenancy support

5.12 The proposal to manage this reduction is to end the funding for the Disability Housing Support Service (DHSS) and to agree a negotiated reduction of contract value, as allowed within the terms of the contract, with Adullam Homes Housing Association.

5.13 The proposal to end the funding for the Council service involves consultation with staff as well as consideration of the options for withdrawing or providing alternative sources of support for service users. It is proposed that consultation will be formally commenced with those affected following 8 February 2016 when a report is presented to the Employee Consultation Group. This report is concerned with service delivery processes, rather than staffing.

5.14 During the consultation process the service has assessed the needs of people on its current caseload to determine their status with regard to any statutory requirements, or otherwise. The assessment has also taken account of the needs of the service users. As with the accommodation based services this DHSS requires a transitional period to phase in the service withdrawal.

5.15 The transitional phase will include identifying which existing service users may be safely exited from the service by the time the notice period for ending the funding expires. Those service users who need ongoing housing related support and who are not eligible for statutory support will with their consent be transferred to Adullam Homes at the end of the notice period. Those who are eligible for statutory support will continue to be supported within Adult Services. The transitional period is likely to include reduced availability to accept new referrals from January 2016.

5.16 At the start of the process Adullam Homes indicated a willingness to negotiate a reduction in the contract value of the current service and submitted an initial proposal to terminate specific staffing posts within the current service. During the consultation period Adullam have developed this process and commenced formal consultation with staff about the changes.

Sheltered Housing

- 5.17 In considering options for managing the withdrawal of funding for alarm services in sheltered housing, the Council identified the following options open to the 12 RPs affected by the proposal to end funding for alarm provision in sheltered housing
- RPs will review their charging policies and charge all tenants for the provision of an alarm and response service (charges vary between £1-2 per week);
 - Tenants will opt out of the service;
 - RPs will terminate the provision of an alarm and response service.
- 5.18 Members should note that RPs are restricted by tenancy legislation in their ability to levy additional charges on tenants. Service charges and rents may only be increased at the annual rent review, and tenants must be given notice of such changes. The RPs that work in Tameside have varying dates for their rent reviews, they are not automatically co-terminus with the financial year.
- 5.19 At a meeting on 28 September 2015 with the RPs affected, the Council agreed that each organisation would provide the Council with a summary of their proposed response to the funding withdrawal as well as a summary of the consultation process with tenants and its results.
- 5.20 The RPs have reported that they propose to manage the reduction by advising tenants on the potential withdrawal of Council funding for the alarm provision, asking tenants to identify if they wish to retain the service and advising tenants of the cost if they wish to do so.

6. THE CONSULTATION PROCESS

- 6.1 An Executive Decision dated 23 September 2015 gave permission to progress with a consultation process about cuts to sheltered housing services. An Executive Decision dated 14 October 2015 gave permission to commence a consultation process about cuts to accommodation based services and tenancy support services.
- 6.2 The consultation process included focus group meetings with affected service users, meetings with strategic stakeholders, meetings with service providers and written consultation via the Big Conversation. The nature of the consultation exercise and the responses are detailed in paragraph 7.

Table 7: Main activities undertaken during the consultation period

With who	date	Participants
Threshold	7/8/15	Chief Executive
Foundation	10/8/15	Service Manager
Greystones	12/8/15	Manager and Deputy Manager
Adullam	13/8/15	Regional Manager, Service Manager
Disability Housing Support	2/9/15	Service Unit Manager
Accommodation based providers	24/9/15	Development Manager, Foundation, Chief Executive and Operations Manager, Threshold, Manager and Deputy Manager Greystones
Adullam Homes	25/9/15	Head of Housing and Support Services
Providers of older peoples services	28/9/15	Accent, Johnnie Johnson, Guinness Northern Counties, Your Housing, Riverside, Regenda, Peak Valley Housing Association and Mosscafe

Public consultation	5/10/15-20/11/15	Big Conversation about sheltered housing
Registered Providers Forum	14/10/15	Ashton Pioneer Homes, New Charter Housing Trust, Regenda, Your Housing, Peak Valley, GM Fire and Rescue Service, Places for People, Sanctuary
Public consultation	19/10/15-27/11/15	Big Conversation about tenancy support services and accommodation based services
Tameside Poverty Action Group	20/10/15	Community and Voluntary Action Tameside, Minted, Foundation, Citizens Advice Bureau, Homestart, University of Salford, TMBC Debt Advice, TMBC Policy Team, Tameside Hospital, Hyde Community Action, Emmaus, Pennine Care, Greater Manchester Poverty Action Group, New Charter Housing Trust
NCHT Housing Advice	20/10/15	Tameside Housing Advice Manager and Director of Communities
Bridges	22/10/15	Bridges Operational Manager and Head of Commercial and Partnership Services
Preventing Homelessness Forum	28/10/15	Foundation, Threshold, Greystones, New Charter, APH, Peak Valley, Your Housing
Ogden Court, Your Housing	6/11/15	21 older people, Scheme Manager, Regional Manager
Pennine Care	9/11/15	Team Manager
Stakeholder Consultation	10/11/15	Community Rehabilitation Company, National Probation Service, Pennine Care, Public Health Drug and Alcohol Commissioner, CAB, MIND, Welfare Rights
Accommodation Providers	11/11/15	Threshold, Foundation, Greystones
Threshold customers	12/11/15	12 customers of Threshold and 4 front line staff at Enville Place
CVAT voluntary sector summit	13/11/15	Briefing paper on reductions to homelessness services circulated to 37 attendees from Homestart, Greater Manchester Police, Noah's Ark, Our Kids Eyes, The Hippodrome, Helping Hand, Off the Record, The Stroke Association, Cloverleaf, St Peter's Partnership, MIND, Europaia, Water Adventure Centre, Active Tameside, Khush Amdid, Adullam, Tameside CAB, Wooden Canal Boat Society
Foundation customers	16/11/15	4 customers of Foundation and 1 front line staff member (customers also completed the Budget Simulator)
Foundation	24/11/15	Service Manager and Area Manager (NW)
Threshold	25/11/15	Head of Operations
Pennine Care	26/11/15	Housing Officers
Greater Manchester Police	04/12/15	Chief Inspector
Adult Services	08/12/15	Head of Service
Lifeline	09/12/15	Senior Contract Executive

6.3 In delivering supported and sheltered housing the service providers are engaged in a series of legal agreements. These include a contract with the Council for the provision of support, employment contracts with staff, management agreements with landlords and licence or

tenancy agreements with service users. In this case each service provider has undertaken their own consultation process with landlords, staff and service users.

7. RESULTS OF THE CONSULTATION PROCESS

The Big Conversation

- 7.1 The Council undertook 3 consultation exercises via the Big Conversation on each of the service types affected. **Table 8** details the responses received for each. This section summarises the content of the consultation and the main themes identified in the responses. **Appendix 4** reproduces the responses to the free text questions in each consultation.

Table 8: Big Conversation: number of responses

Supported housing service type	Responses
Accommodation based	120
Tenancy support	33
Sheltered housing	221
Total	374

Summary of responses to the consultation on Accommodation Based Services

- 7.2 The consultation on the proposals for reductions to the Accommodation Based Services opened on 19 October 2015 and closed on 27 November 2015. The questionnaire used in the Big Conversation is attached at **APPENDIX 3**.
- 7.3 There were 120 responses to the consultation, of these 61 were current or former users of the services affected by the proposals. This represents 51% of affected users. 70.4% of the respondents were men and 29.6% were women. **Table 9** details the age ranges of the respondents, the highest group being the 40 to 49 age group.

Table 9: Age of respondents

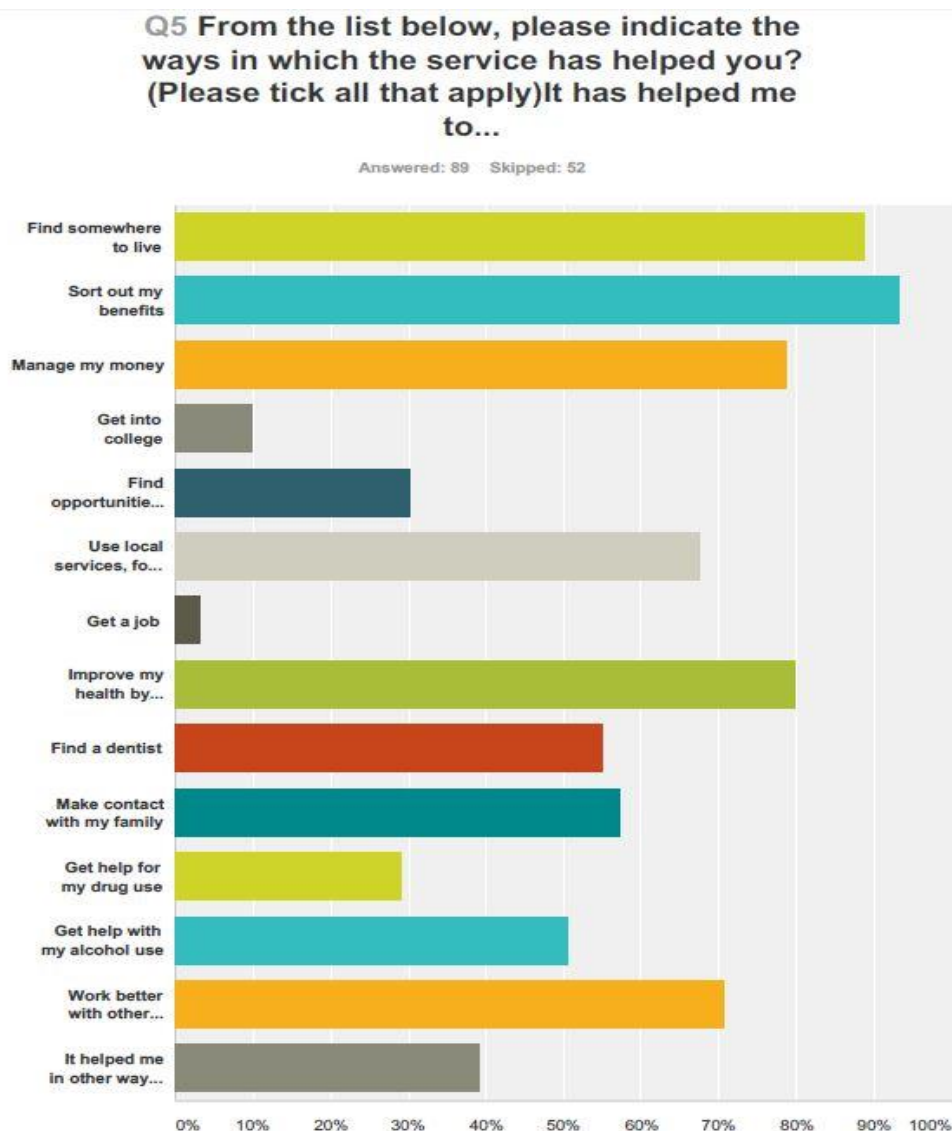
Age Group	No.	%
29 and under	22	18.3
30 to 39	18	15.0
40 to 49	42	35.0
50 to 59	26	21.7
60 +	12	10.0

- 7.4 The majority (59%) of respondents were current users of the affected services. **Table 10** details the reason for interest in the affected services.

Table 10 Reason for interest

Reason for interest	Number	%
Resident of Greystones, Foundation or Threshold	83	59
Resident of another homelessness project	3	2
A former resident of a homelessness project	3	2
A member of the public	6	4
A Tameside Council Employee	3	2
An employee of Greystones, Foundation or Threshold	12	8
A community or voluntary organisation	4	3
A partner organisation	13	9
Other	13	9

7.5 The questionnaire asked respondents who were current or previous residents of the services affected to describe the ways they had been helped. The responses illustrate that the services provide more than just a temporary place to stay.



7.6 The top 5 ways selected from the list provided that services had helped respondents were to:

- sort out their benefits
- find a place to stay
- improve their health by registering with a GP
- work better with other services, for example Lifeline, Probation, Social Services
- manage their money

7.7 34 respondents provided more detail where they had indicated that the service had helped them in other ways than those listed. Most striking in these responses are the 11 (32%) references to the service helping respondents to build confidence, independence or self-esteem. The next most frequently mentioned benefit of using the supported housing services was the assistance they provided respondents with improving social interaction. This was cited by 5 (15%) respondents.

7.8 The questionnaire asked respondents to describe how a reduction in funding for supported housing services might affect them or other people. 110 respondents provided comments in this section, this included comments by service users, staff in the affected services and staff in other interested agencies. **Table 11** lists the key themes identified by respondents.

Table 11: Impact of a reduction in funding

Impact	Number of mentions	%
Increase in homelessness, including rough sleeping and sofa surfing	64	58%
Damage family relationships, including causing worry for family members and reduction in access to and contact with children	28	25%
Negative impact on recovery from drugs and alcohol and an increased likelihood of relapse	20	18%
Negative impact on mental health, including an increase in anxiety and depression	17	15%
Negative impact on physical health	13	12%
Increase in likelihood of crime and anti-social behaviour	13	12%
Increase in risk of premature death, including suicide	9	8%

7.9 A recurring theme in this section was that a reduction in funding will lead to a reduction in services and hence to an increase in the number of homeless people in Tameside. Many respondents said that as a consequence there would be an increase in the number of people sleeping rough and sofa surfing. This could have other consequences, such as an increase in crime and substance misuse which is more costly than continuing to fund the accommodation services:

“The money that can be saved by housing someone when they are rough sleeping and have issues, far outweighs the money that would be spent on crime, health etc.”

7.10 Many respondents illustrated their comments with personal experience and talked about what they fear they would lose without the support of the services provided within the accommodation based schemes:

“I would not be able to have access to my daughter. I would be at risk of re offending I would be at risk of disengaging with services I would be at risk of disengaging with college My life has really turned around since I have been with ... as they focus on my strengths not what has gone wrong”.

7.11 Respondents who have previously experienced homelessness talked about their fears of being in this situation again, to the extent that they would contemplate suicide or self-harm to avoid it.

7.12 The questionnaire concluded with an open question to provide respondents with an opportunity to make further comments about the proposals. 112 respondents completed this section. **Table 12** lists the key issues that respondents mentioned.

Table 12: Other comments on the future of supported housing

Comment	Number	%
Reducing supported housing will be harmful to the whole Tameside community	37	33%
Supported housing provides a vital preventative service for people with complex problems with stability and helps them to access jobs and housing	31	27%
Reductions in these services will impact on the most vulnerable people in the community	25	22%
Supported housing services are already under resourced and there is a need for more, not fewer services	20	18%
These reductions will result in higher costs elsewhere in the system	9	8%

7.13 Council staff held 2 focus groups with residents from Threshold and Foundation services. These were attended by 16 services users and 5 front line staff. The service user's views echoed those expressed within the Big Conversation responses - that they feared that a reduction in services could result in an increased risk of them getting involved in harmful activities.

7.14 They also said that losing the support they currently receive would result in lost opportunities and damage their relationships, for example they wouldn't have a stable place to stay and this could result in them losing their place in college.

"It goes right to the core of the community Without supported housing I'm not going to my doctors so not taking my antidepressant and I'm back to being suicidal, I'm offending to fund my drugs habit, I'm a worry to my family. In supported housing I have a sense of worth and belonging -I can wash my clothes so my self-esteem goes up, I have facilities to wash and cook, I work with services and I have for once in my life a good support network. I am actually moving on in a planned positive way TODAY and that is all down to supported housing and ME"

Summary of responses to the consultation on tenancy support services

7.15 The consultation on the proposals for reductions to the Tenancy Support Services opened on 19 October 2015 and closed on 27 November 2015. The questionnaire used in the Big Conversation is attached at **APPENDIX 3**.

7.16 There were 33 completed responses to this consultation. This represents 11% of affected service users. 61% of the respondents were women and 39% were men. **Table 13** details the age ranges of the respondents, the highest group being the 30 to 49 age group.

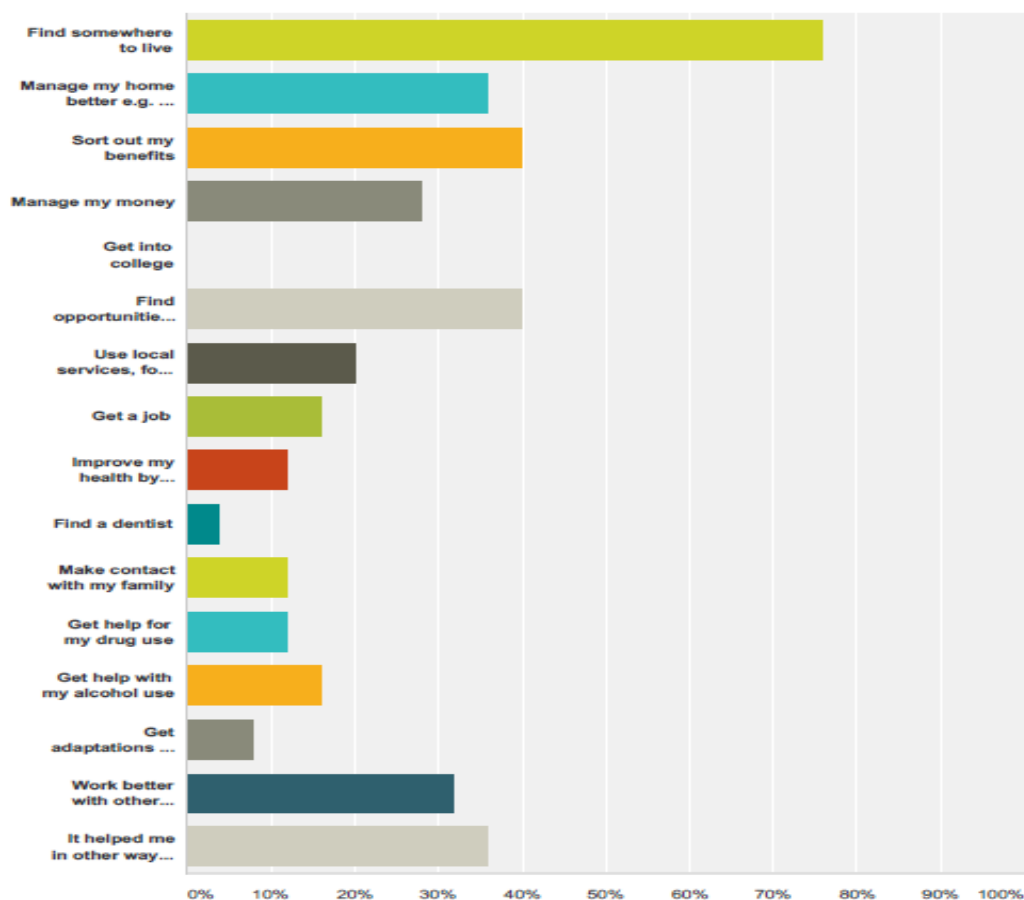
Table 13: Age of respondents

Age Group	No	%
18 – 29	7	21%
30 – 49	21	63.5%
50 +	5	15%

7.17 The majority (30) of respondents were current or former users of Adullam Homes or the Disability Housing Support Services. The questionnaire asked respondents to explain how the service had helped them using a pre-selected list.

Q5 From the list below, please indicate the ways in which the service has helped you? (Please tick all that apply)It has helped me to...

Answered: 25 Skipped: 10



7.18 The results illustrate the range of support that is provided. The top 5 ways selected from the list provided that services had helped respondents were to:

- find a somewhere to live
- find opportunities to volunteer
- sort out their benefits
- manage their home
- other ways

7.19 8 respondents provided more detail where they had indicated that the service had helped them in other ways than those listed. 4 of the respondents commenting here work for other agencies and all say that both services have assisted with homelessness prevention. The service users who responded commented on the help the service had given them to settle into a new house and new community.

7.20 The questionnaire asked respondents to describe how a reduction in funding for tenancy support services might affect them or other people. 24 respondents provided comments in this section, this included comments by service users, staff in the affected services and staff in other interested agencies. **Table 14** lists the key themes identified by respondents.

Table 14: impact of a reduction in funding for tenancy support services

Impact	Number of mentions	%
It would be more difficult to access and keep housing without the support	12	50%
There will be an increased risk of becoming homeless again	6	25%
Reducing the services will impact on homelessness prevention	4	20%

7.21 The response shows that value placed on the services in reducing homelessness, both by service users and by other agencies.

7.22 25 respondents completed the free text question on how a reduction in funding would affect them. **Table 15** lists the key themes identified by respondents.

Table 15: Other comments on the future of tenancy support services

Comment	Number	%
Impact on homelessness prevention / lead to an increase in homelessness	9	36%
Reductions in these services will impact on the most vulnerable and the wider community	9	36%
Reductions will inhibit the rehabilitation process / lead to an increase in crime	4	11%

7.23 The main theme related to respondents fearing an increase in homelessness which would have a negative impact on the most vulnerable in the community. 2 respondents talked about how the service had helped them take up volunteering opportunities to give something back to society.

Responses to the consultation on sheltered housing services

7.24 To take account of the specific needs of older people the process included the delivery of paper copies of the Big Conversation questionnaire to individual tenants and the supply of pre-paid envelopes for their return. The questionnaire is attached at **APPENDIX 3**

7.25 There were 220 complete responses to the consultation, this represents 22% of people affected by the proposed funding reduction. 65% of respondents were women and 35% were men. Over 25% of them were aged over 80.

Table 16: Age of respondents

Age Group	No.	%
59 or under	16	7.2%
60 to 69	59	26.7%
70 to 79	89	40.3%
80 to 89	42	19.0%
90 +	15	6.8%

7.26 The respondents were tenants of 10 of the 12 Registered Providers listed in **APPENDIX 2**.

Table 17: Respondents by landlord

Registered Provider	Number	Percentage
Accent	71	31%
Contour	2	1%

Guinness Northern Counties	25	11%
Housing 21	2	1%
Irwell Valley	1	0.5%
Johnnie Johnson Housing Trust	18	8%
Peak Valley	50	22%
Regenda	16	7%
Riverside ECHG	5	2%
Your Housing	40	17%

7.27 The questionnaire asked respondents to comment on the proposals to withdraw funding for the alarm and response provision using a free text box. 150 respondents commented in this section. Overall the responses fall into 4 broad categories:

Table 18: Comments on the proposal

Comments	Number	%
Don't agree with the proposals to withdraw funding because cuts shouldn't be focussed on the elderly and vulnerable. Respondents also argued that the provision of the alarm service was the reason for them moving into their home and they shouldn't be forced to move out.	60	40%
Don't agree with the proposals because the alarm was very important to them and that they will pay for it in future. Many of this group expressed concern that while they may be able to afford it now, this may prove difficult in the future.	60	40%
Don't agree with the proposals because the alarm is important to them but they can't afford to pay.	16	11%
Don't object to the proposal because they don't wish to keep the service as they don't need or use it.	14	9%

7.28 Council staff held a focus groups with residents at Ogden Court. This was attended by 21 tenants and 3 staff members. The service user's views echoed those expressed within the Big Conversation responses with comments falling into 2 broad categories, firstly a concern about the cost of the service without the Supporting People funding and secondly a concern that people may do without the service and come to harm as a result.

Strategic Stakeholder Feedback

7.29 The consultation with strategic stakeholders identified that a reduction in the availability of housing support services may have a negative impact on the achievement of other strategic priorities, in particular those that relate to crime reduction and health. This section includes comments on reductions to both types of services for homeless people.

7.30 Many professionals that contributed to the discussion via the Big Conversation commented on the multiple and complex issues that can characterise people experiencing homelessness. That homeless people are already among the most vulnerable in society and a reduction in supported housing services will have a detrimental effect on the borough.

"Often people with the most complex needs end up rough sleeping and on the margins of society. This in turn can cause untold harm not only to the person but the community in general. If we are trying to build strong communities in Tameside we need to help people get back into the community and play their part".

Criminal Justice Agencies

7.31 The consultation included discussions with the Probation Service, the Community Rehabilitation Company and Greater Manchester Police. These agencies identified 2 main areas of concern, firstly that the provision of stable accommodation is essential to the rehabilitation process:

“I represent the Cheshire & Greater Manchester Community Rehabilitation Company (CGM CRC). We supervise offenders in the community who pose a low or medium risk. Many ... access both the Floating Support Services and the Accommodation Based Services. ... We predict with confidence that cuts to these services will impact on other acute public services. Specifically in criminal justice, accommodation is the single most important factor in preventing someone reoffending and going on to live a pro-social life. Without access to accommodation, or a service that assists individuals to maintain accommodation, they will resort to further criminal activities to support their complex and multiple needs, [this]... invariably leads to further prosecution or indeed recall to prison”.

7.32 The second concern is that the reduction of funding for prevention services seems to be regressive and contrary to Tameside’s progressive work around public service reform. Greater Manchester Police in particular expressed a concern that a reduction in supported housing services could undermine the work of the Public Service Reform hub in Denton and hinder the development of neighbourhood support via the Place Based Integration Model.

7.33 Greater Manchester Police commented in particular on the value they accord to the service provided by Greystones in contributing to a reduction in anti-social behaviour and street based crime.

Health

7.34 The consultation included discussions with Public Health, MIND, Lifeline and the Community Mental Health Team. These agencies expressed concern that the funding reductions would have a detrimental effect on the achievement of health priorities. They echoed the concerns of the criminal justice agencies, that the availability of stable accommodation is essential to the recovery process. This is particularly pertinent for service users addressing substance misuse issues.

7.35 National research conducted by Homeless Link in 2010 and 2014² highlights the extent to which people who are homeless experience some of the worst health problems in society. The report uncovers the barriers faced by homeless people in getting treatment as well as the impact of demand on NHS A&E, hospital and substance misuse services. **Table 19** identifies the reports’ relevant findings which are:

Table 19: Health risks and homelessness

Physical health	73% reported problems	41% said it was a long term problem
Substance misuse	39% reported problems with drug use	27% reported problems with alcohol use
Mental health	80% reported some form of mental health issue	45% had been diagnosed with a mental health issue
Hospital	35% had been to A and E over the past 6 months	26% had been admitted to hospital in the past 6 months

Housing

7.36 The consultation included discussions with the main Registered Providers in the borough and with Tameside Housing Advice. These organisations are particularly concerned about the reduction to tenancy support services as these are seen as providing essential support to ensure sustainable tenancies.

² Homeless Link (2014) The unhealthy state of homelessness. Health audit results 2014

"I have referred into tenancy support services, they have helped people retain their tenancies or supported people to cope with move into a tenancy. I feel both disability support and Adullam floating support have been instrumental in homelessness prevention, this has in turn been a financial gain to TMBC by reducing the cost of dealing with a homelessness application including temporary accommodation costs etc."

- 7.37 Another area of concern relates to the impact on the operation of the Tameside Housing Register of the withdrawal of funding from the Disability Housing Support Service (DHSS). The DHSS staff currently provide support to people with a disability applying to the Housing Register. The support ensures that applications are made accurately and that properties offered to applicants are suitable to their needs.
- 7.38 The DHSS work with the register also ensures that best use is made of properties with existing aids and adaptations in place by matching these with the needs of applicants. This reduces the need to remove adaptations once a tenant has moved on. It also reduces the cost of new installations. A cost benefit analysis of this has shown that savings of £939,950 were generated between April 2007 and March 2013.

Conclusion

- 7.39 The outcome of the consultation shows an overwhelming level of concern that the proposed cuts in funding in each of the 3 areas of service will have a potential range of negative impacts with strategic, personal, and organisational consequences. Section 8 examines the risks of this impacts and the proposed mitigations

8 RISKS

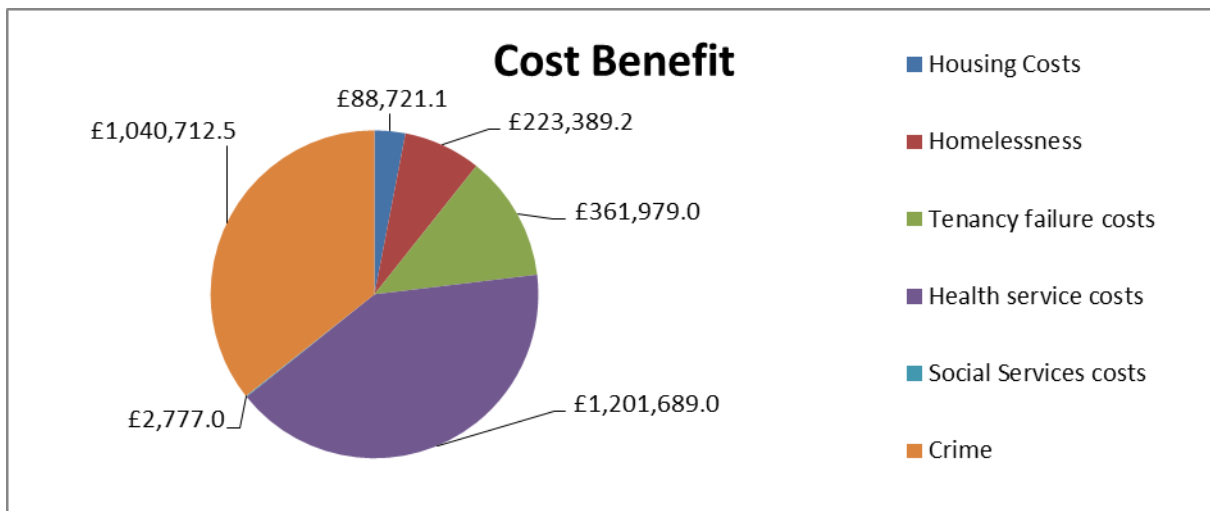
Strategic impact

- 8.1 The local authority has a statutory duty to prevent homelessness, this may be achieved in a variety of ways, including the provision of advice, assistance and information to help people to stay in their own home, as well as the securing of alternative accommodation. Tameside Homelessness Prevention Strategy says that "the Supporting People funded provision in Tameside remains an important tool in both tackling homelessness when it does occur and assisting in minimising the risk of future homelessness". In addition one of its 4 themes is achieving positive and sustainable move on from temporary to permanent housing, the tenancy support services play a key role in this process.
- 8.2 Feedback from Strategic Stakeholders described in paragraphs 7.32 to 7.36 above demonstrates the range of strategic priorities that may be negatively impacted by the reduction. These include the prevention and reduction of crime, the reduction of substance misuse and the promotion of recovery pathways, the promotion of health and well-being and the promotion of Public Service Reform.

Loss of Cost Benefit

- 8.3 An analysis of the group of 245 service users that left services provided by Foundation, Threshold and Greystones in 2014/15 with a positive outcome illustrates the cost benefit of these services. The cost data is based on the total contracted values of these services of £963,156 in 2014/15. The analysis shows that for the £963,156 that was spent on these services in 2014/15, there was financial benefit of £1,956,111. In other words for every £1 spent on supported housing services in 2014/15 there was a financial benefit of £2, with the greatest benefits gained in health service and crime costs How has the cost benefit been calculated?
- 8.4 The analysis is based on an updated version of work commissioned by Government from Cap Gemini. The financial model enables comparison of the total costs of supporting the main client groups that use services under existing arrangements with the cost that would arise if they were supported using the most appropriate alternatives. It enables an estimate of the cost of adverse events if the service was not to be provided. The difference, is considered to be the financial

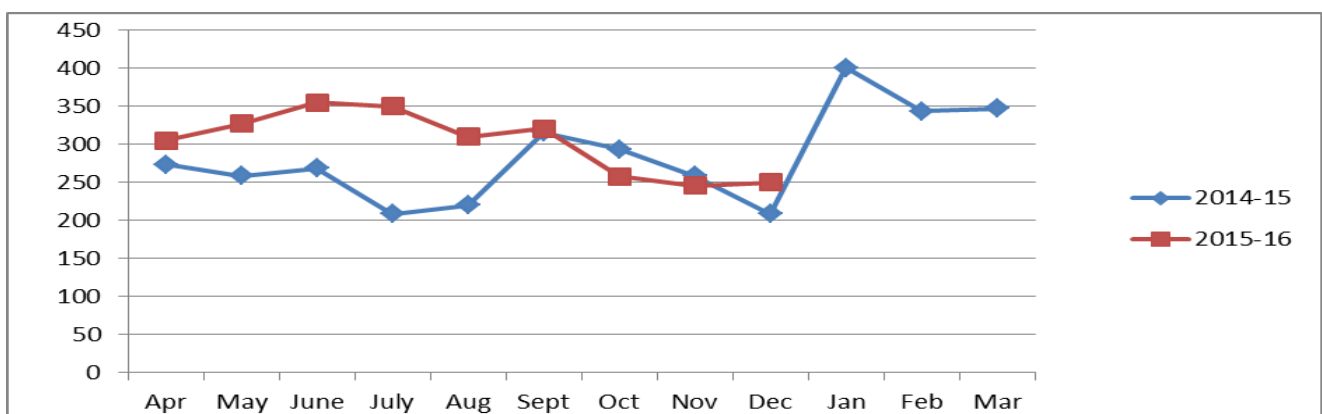
benefit of the services, i.e. the financial benefits of supporting the individual were higher than, and outweighed, the costs of doing so.



Increase in homelessness and rough sleeping

- 8.5 The key risk of the reduction in spending on supported housing for homeless people is that the Council will be able to assist at least 118 fewer homeless people per annum. This will increase waiting times for spaces and may result in an increase in people at risk of sleeping rough or “sofa surfing”.
- 8.6 The local supply of supported housing will reduce from 106 to 47 units, a loss of 59 bedspaces. The reduction in the number of bedspaces in management means that 7 accommodation schemes will close. This reduction is in addition to the loss of 29 units and the closure of 2 schemes in 2015/16. It brings the total reduction in supported units for non-statutory homeless people to 87 or, 65% in just 2 years.
- 8.7 This reduction comes at a time when homelessness is increasing nationally and locally. The official homelessness statistics published by the Government since quarter 4 2014/15 show an increase in homelessness nationally. This trend is reflected in Tameside, where key data for 2014/15 see below shows an increase in demand in quarter 4, continuing into 2015/16.
- 8.8 This increase in demand in the latter part of 2014/15 pre-dates a significant judgement on vulnerability assessments in the Supreme Court in May 2015. The Homelessness Monitor: England 2015, a longitudinal study of the impact on homelessness of economic and policy changes says that a combination of welfare cuts, policy changes and pressure on the housing market has left growing numbers of people struggling to keep a roof over their head.

Numbers attending Tameside Housing Advice



8.9 Every year the Department for Communities and Local Government (DCLG) requires each local authority to submit a return showing the numbers of people sleeping rough in the borough. This is based on a count or an estimate, using a prescribed methodology, of a snapshot of people sleeping rough on a given night. The Tameside estimate for 2015/16, based on 19 November 2015 shows 14 people sleeping rough, compared with 7 in 2014/15.

Impact on vulnerable people:

8.10 There is a risk that the reduction in services will impact on some of the most vulnerable and marginalised groups in the borough. This is further explored in the Equality Impact Assessment at **APPENDIX 1**.

8.11 The Lankelly Chase Foundation³ has developed the concept of severe and multiple disadvantage (SMD) to define those living on the **extreme margins** of social disadvantage. This includes people who have experienced combination of homelessness, offending and substance misuse. The extreme nature of SMD lies in the multiplicity and interlocking nature of the issues and their cumulative impact. The experience of SMD can push people to the edge of mainstream society. The association with perceived behavioural deviance or transgression means that a particularly high level of stigma is attached to people with these characteristics.

8.12 The data on new service users in 2014-15 shows that 77% had multiple issues that would place them in the category of SMD:

Table 20: Key Support Issues: accommodation based services

Support issue	Number	%
homelessness and substance misuse	73	45%
homelessness and offending	20	12%
homelessness and substance misuse and offending	32	20%
Homelessness and other issues	36	23%

8.13 The withdrawal of funding from the DHSS in particular impacts on people within the protected characteristic group of disability. While the withdrawal of funding for sheltered housing impacts on older people in particular, some of whom will not be able to afford the charge for support.

Mitigation

8.14 Maintaining and improving throughput levels in the accommodation based services may mitigate some of the risk of increased homelessness, if services are able to assist people to move through services quicker and still retain a positive result. However, it should be noted that 245 people moved through these services and achieved a positive outcome in 2014/15, this level of performance will not be achievable from 47 spaces.

8.15 The Council proposes that all referrals and assessments should continue to be managed by the Single Point of Access based at Housing Advice. This ensures that all people referred for supported housing have access to the full range of housing and support options available and that vacancies are filled quickly and appropriately. It should also ensure a fair distribution of risk between services.

³ Lankelly Chase Foundation, Hard Edges pub 2015

- 8.16 Maintaining the Single Point of Access enables a comparison of demand over time. This will help the Council to assess the impact of the changes and the extent and type of unmet need it creates.
- 8.17 The Council proposes to work with Threshold, Foundation and Greystones to develop a case management system to ensure that any barriers to progress for service users are addressed and overcome by a multi-agency approach. A case management approach will also ensure that most vulnerable service users are not excluded from services.
- 8.18 The Council has also committed to continue providing the Tameside Resettlement Scheme which provides packages of essential household items to households moving out of temporary accommodation, supported housing and from insecure living situations. The scheme may also provide rent in advance and removal costs. This support helps to speed up the move on process.
- 8.19 The Council proposes that Unlocking Potential will continue to provide housing related support to all client groups, including those with physical and sensory disability, who are not eligible for services under the Care Act. This group may also receive low level support and assistance by the Council's Health and Well-Being team.

Organisational impacts

- 8.20 The process for closing supported housing schemes means that Threshold and Foundation Housing will lose rental income that was previously available to support service delivery. This is because the schemes must be gradually emptied of residents before they can be returned to the landlords. In traditional operational periods void levels are low for example, 1% but during the transition period schemes may carry very high void levels
- 8.21 Foundation calculate that the closure of Westbrook project will result in a loss of up to £60,000 in potential rental income. Threshold estimate the closure of Stamford Villa, Enville Place, Wickham House, Vernon House and will result in a loss of up to £150,000 in potential rental income during the transitional period.
- 8.22 There is a risk that the impact of this funding reduction and the associated reduction in rental incomes following scheme closures, will affect the long term financial viability of Threshold and Foundation Housing.

Mitigation

- 8.23 This report proposes a transitional period to enable the organisations to manage this process over a longer time period than the contractual 3 month notice period. The Council has responded to the request of the affected organisations that the funding reduction is progressed by a negotiated process, rather than giving notice on all contracts and tendering for a new single service as originally considered.
- 8.24 This report also proposes that the 2 year extension to the contracts between the Council and Threshold, Foundation and Greystones is confirmed as part of these reductions. This will provide a small degree of stability to organisations that have sustained reductions to contract values in the last 2 years. Notwithstanding the contract end date all contracts will include a 3 month termination clause.

Sheltered housing

- 8.25 The key risk of the withdrawal of funding for sheltered housing is that some older people are unable to afford to pay for the provision of the alarm service for themselves. This may result in them opting out of the service.
- 8.26 Members should note that the Council agreed in 2014/15 to continue to fund the provision of emergency alarm and response services to mitigate the impact of the withdrawal of Council funding for the provision of scheme managers in sheltered schemes.

8.27 A final risk is to the reputation of the Council which has a history of providing supported housing services to an excellent standard.

9 OTHER OPTIONS CONSIDERED

9.1 Option 1: Don't make any cuts to funding: The Council is legally obliged to set a balanced budget therefore this option is only possible if financial reductions are made elsewhere within the Council expenditure.

9.2 Option 2: Spread the funding cuts across all supported housing and homelessness services: This option is not strategic. The Council has chosen to select specific services for funding cuts, rather than apply an across the board reduction to all services funded within the overall programme. This is to protect those services that are delivered as part of the Council's statutory obligations. These services include temporary supported housing services for homeless households and the refuge accommodation for people fleeing domestic abuse.

9.3 Option 3: Retain the current number of supported units: this option is not viable because the reduction in funding will result in a reduction in staffing levels in all organisations. The current staffing levels are already low as a consequence of previous reductions in funding levels. To continue to attempt to manage the same number units across the range of properties would reduce staff to tenant ratios to an unacceptably low level. This would reduce the quality of the support provided and put staff and service users at risk of harm.

9.4 Option 4: Retain the current number of supported units and seek replacement funding: this option is not viable in the time available if the Council needs to make the reduction in funding by June 2016.

10 EQUALITIES

10.1 An Equality Impact Assessment (EIA) has been carried out on these proposals and is attached at **APPENDIX 1**.

10.2 The EIA shows that people in 3 of the protected characteristics may be negatively affected by the proposed funding reductions. These are older people, people with a disability and women. The reductions may also impact on other vulnerable groups, these are homeless people, people affected by substance misuse and offenders and ex-offenders. The EIA describes the steps the Council proposes to mitigate these impacts.

10.3 Before approving these proposals, Members need to consider and be satisfied that the assessment has been carried out properly and meaningfully in order to discharge their public sector duty under S149 of the Equalities Act 2010.

11 CONCLUSION

11.1 The report sets out the Council's proposals to reduce funding on supported housing services by £1.1m (full year effect) in 2016/17. The proposals if implemented would reduce the total funding for these services by 58% and provide a full year saving to the Council of £0.820m.

11.2 The reductions will affect 16 organisations that the Council contracts with and 1500 local people who use the services. They will lead to the closure of 8 schemes, and a reduction of 59 units of accommodation. This will leave just 47 units of supported housing for single homeless people compared with 134 in 2014/15, a reduction of 65% in 2 years.

11.3 The reductions will result in a substantially reduced contract value for Adullam Homes Housing Association that provides tenancy support services, and a termination in funding for the Councils Disability Housing Support Service. The reduction will also result in the termination of funding for 12 Registered Providers that provide housing services for older people.

12 **RECOMMENDATIONS**

12.1 As detailed on the front of this report.

	APPENDIX 1
Subject / Title	Equality Impact Assessment Supporting People: Reductions in Funding

Service Unit	Service Area	Directorate
Customer Care and Advocacy	Stronger Communities	People

Start Date	Completion Date
August 2015	10 December 2015

Lead Officer	Diane Barkley
Service Unit Manager	Diane Barkley
Assistant Executive Director	Emma Varnam

EIA Group (lead contact first)	Job title	Service
Diane Barkley	Poverty and Prevention Manager	Customer Care and Advocacy
Linsey Bell	Planning and Commissioning Officer	Adult Services
Jody Stewart	Policy, Research and Improvement Manager	Policy and Communications
Colm Obrien	Senior Housing Strategy Officer	Customer Care and Advocacy

PART 1 – INITIAL SCREENING

An Equality Impact Assessment (EIA) is required for all Key Decisions that involve changes to service delivery. All other changes, whether a Key Decision or not, require consideration for the necessity of an EIA.

The Initial Screening is a quick and easy process which aims to identify:

- *those projects, policies, and proposals which require a full EIA by looking at the potential impact on any of the equality groups*
- *prioritise if and when a full EIA should be completed*
- *explain and record the reasons why it is deemed a full EIA is not required*

A full EIA should always be undertaken if the project, policy or proposal is likely to have an impact upon people with a protected characteristic. This should be undertaken irrespective of whether the impact is major or minor, or on a large or small group of people. If the initial screening concludes a full EIA is not required, please fully explain the reasons for this at 1e and ensure this form is signed off by the relevant Service Unit Manager and Assistant Executive Director.

1a.	What is the project, policy or proposal?	Proposal to reduce Supporting People funded services by a total of £1.1m. This affects services for homeless people by £874,000, for older people by £95,000 and people with a physical and sensory disability by £131,000
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1b.	What are the main aims of the project, policy or proposal?	To enable the Council to achieve a balanced budget in 2016/7
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**1c. Will the project, policy or proposal have either a direct or indirect impact on any groups of people with protected equality characteristics?
Where a direct or indirect impact will occur as a result of the policy, project or proposal, please explain why and how that group of people will be affected.**

Protected Characteristic	Direct Impact	Indirect Impact	Little / No Impact	Explanation
Age	x			There is a proposal to end funding for the provision of alarms and response services for 1000 older people living in sheltered housing. Almost 50% of people using accommodation based services are aged less than 25 years.
Disability	x			There is a proposal to end funding for provision of housing support for people with a physical and sensory disability
Ethnicity		x		11% of people using tenancy support services and 8% of people using accommodation based services are non-White British
Sex / Gender	x			There are more women than men affected by the proposals to cut funding to services for older people and tenancy support services. There are more men than women using accommodation based services.
Religion or Belief			x	There is no evidence from current data sources of any impact on religion or belief
Sexual Orientation			x	There is no evidence from current data sources of any impact on religion or belief
Gender Reassignment			x	There is no evidence from current data sources of any impact on religion or belief
Pregnancy & Maternity			x	There is no evidence from current data sources of any impact on religion or belief
Marriage & Civil Partnership			x	There is no evidence from current data sources of any impact on religion or belief

Are there any other groups who you feel may be impacted, directly or indirectly, by this project, policy or proposal? (e.g. carers, vulnerable residents, isolated residents)

Group (please state)	Direct Impact	Indirect Impact	Little / No Impact	Explanation
People who are experiencing or who are at risk of homelessness	x			The funding reduction will result in the closure and reduction of services for non-statutory homeless people. The total reduction of spaces will be 65%.
People affected by substance misuse	x			45% of users of accommodation based services for homeless people are affected by substance misuse. These 2 factors result in them experiencing social disadvantage

Offenders	x			20% of users of accommodation based services for homeless people are offenders or ex-offenders. These 2 factors result in them experiencing social disadvantage
People experiencing poverty	x			The majority of people using SP funded services are in receipt of out of work benefits. Their poverty and homelessness result in them experiencing social disadvantage.

Wherever a direct or indirect impact has been identified you should consider undertaking a full EIA or be able to adequately explain your reasoning for not doing so. Where little / no impact is anticipated, this can be explored in more detail when undertaking a full EIA.

1d.	Does the project, policy or proposal require a full EIA?	Yes	No
		x	
1e.	What are your reasons for the decision made at 1d?	3 of the groups with the protected characteristics will experience a direct and negative impact as a result of the funding reduction. Other disadvantaged groups as described in 1c will also experience a direct and negative impact.	

If a full EIA is required please progress to Part 2.

PART 2 – FULL EQUALITY IMPACT ASSESSMENT

2a. Summary
<p>Due to continued cuts in Government financial support to local authorities the Council is considering a range of service cuts to enable a balanced budget. A report to Executive Board on 13 January 2016 proposed a significant reduction in spending in 2016/17 and the years following, on supported housing services funded through the former Supporting People programme. The proposals to reduce funding under the Supporting People programme are within the set of proposals for reductions to Stronger Communities funding</p> <p>The proposals if implemented would reduce the total funding for these services by 58% and provide a full year saving to the Council of £0.820m. They will affect 16 organisations that the Council contracts with and 1500 local people who use the services.</p> <p>The proposals relate to 3 types of supported housing services, accommodation based services, tenancy support services and sheltered housing services. The accommodation based and tenancy support services are provided for people of all ages who are at risk of or are experiencing homelessness. Sheltered housing services are provided for older people, usually aged 55+ years.</p> <p>The proposed reduction in funding will result in substantially reduced contract values for 3 organisations, Greystones, Threshold and Foundation Housing that are contracted to provide accommodation based supported housing for homeless people. It will lead to the closure of 8 schemes, and a reduction of 59 units of accommodation. This will leave 47 units of supported housing for single homeless people compared with 134 in 2014/15, a reduction of 65% in 2 years.</p> <p>It will result in a substantially reduced contract value for Adullam Homes Housing Association that provides tenancy support services, and a termination in funding for the Tameside MBC Disability Housing Support Service. The reduction will also result in the termination of funding for 12</p>

Registered Providers that provide housing services for older people.

These reductions will potentially impact negatively on people within the identified protected characteristic groups, including women, older people and people with a disability. The reductions will also impact negatively on other groups such as homeless people and people with a history of substance misuse and offending who are not within the identified protected characteristics groups but who are nevertheless vulnerable and who experience social disadvantages.

2b. Issues to Consider

A) Accommodation based services:

1. Users within the protected characteristics groups:

Disability: The data below shows that accommodation based services targeted at preventing or alleviating homelessness are used by relatively high proportions of people with a disability. 23% of people using accommodation based services that provide temporary housing with support. This compares with 20.9% of Tameside residents overall reported that their activities were limited due to health problems (Census 2011).

Age: The data for accommodation based services shows that almost 50% of service users are aged less than 25 years.

Gender: There are more men (65%) than women (35%) using these services.

Table 1 : profile of new users: accommodation based services

Gender		
Men	104	65%
Women	57	35%
Age		
16/17	0	0
18-21	56	35%
22-25	18	11%
26-35	21	13%
36-45	33	20%
46-55	27	17%
56-69	6	4%
70 +	0	0
Ethnicity		
Asian/Asian British	2	1%
Black/Black British	4	2.5%
Gypsy/Traveller	0	0
Mixed	1	0.5%
Other	2	1%
Refused	4	2.5%
White British/Irish/Other	148	92%
Disability	37	23%

2. Users with other vulnerabilities:

There is a risk that the reduction in services will impact on some of the most vulnerable and marginalised groups in the borough.

The Lankelly Chase Foundation⁴ has developed the concept of severe and multiple disadvantages (SMD) to define those living on the **extreme margins** of social disadvantage. This includes people who have experienced combination of homelessness, offending and substance misuse. The extreme nature of SMD lies in the multiplicity and interlocking nature of the issues and their cumulative impact. The experience of SMD can push people to the edge of mainstream society. The authors argue that “The association with perceived behavioural deviance or transgression means that a particularly high level of stigma is attached to people with these characteristics”.

The data on new service users in 2014-15 (Table 3) shows that 77% had multiple issues that would place them in the category of SMD:

Table 2 : Key Support Issues: accommodation based services

Support need	Number of service users	Percentage of service users
homelessness and substance misuse	73	45%
homelessness and offending	20	12%
homelessness and substance misuse and offending	32	20%
Homelessness and other issues	36	23%

3. Cumulative impact of funding reductions.

The funding reductions that are proposed for 2016/17, follow cuts to the funding of the same services in 2015/16. During 15/16 the contract value of accommodation based services for single homeless people was reduced by £166,054 (17%) and the number of supported bedspaces by 29 (22%).

B) Tenancy Support Services

1. Users within the protected characteristics groups

Note that the data below refers to a generic service and a specialist service for people with a physical and sensory disability.

Disability: The data below shows that tenancy support services targeted at preventing or alleviating homelessness are used by relatively high proportions of people with a disability. 68% of people using tenancy support services that assist people to maintain or access housing identify themselves as having a disability. This compares with 20.9% of Tameside residents overall reported that their activities were limited due to health problems (Census 2011)

Gender: There are more women (52.5%) than men (47.5%) using tenancy support services

Table 3: profile of new service users – tenancy support services

Gender		
Men	136	47.5%
Women	151	52.5%
Age		
16/17	2	0.5%
18-21	15	5%
22-25	36	12.5%
26-35	53	18.5%

⁴ Lankelly Chase Foundation, Hard Edges pub 2015

36-45	53	18.5%
46-55	66	23%
56-69	40	14%
70-79	12	4%
80+	10	3.5%
Ethnicity		
Asian/Asian British	16	5.5%
Black/Black British	6	2%
Gypsy/Traveller	0	0
Mixed	3	1%
Other	5	2%
Refused	1	0.3%
White British/Irish/Other	256	89%
Disability	195	68%

2) Cumulative impact of funding reductions.

The funding reductions that are proposed for 2016/17, follow cuts to the funding of the same services in 2015/16. During 15/16 there was a cut of £200,000, a 31.5% reduction to the tenancy support services.

C) Sheltered Housing for Older People

1) Users within the protected characteristics groups

Table 3: profile of users of Sheltered Housing

Gender: The data on who uses sheltered housing shows that a funding withdrawal will impact on women and on older people. The gender split is in line with the over 65 year's population in Tameside

Age: Sheltered housing services are targeted at people aged 55 years and above. The data shows that 58% of tenants are aged over 75 years.

Gender	
Men	45%
Women	55%
Age	
75+	58%
80+	40%
85+	24%
Ethnicity	
Other	3.5%
White British/Irish/Other	96.5%

2) Cumulative impact of funding cuts

In 2014 the Council ended its funding towards the cost of providing scheme managers, or co-ordinators in sheltered housing schemes. This provided a full year saving to the Council of £0.520m in 2015/16, when compared to spending on these services in 2013/14.

2c. Impact

A) Accommodation based services

1) *Increase in homelessness, rough sleeping and sofa surfing*

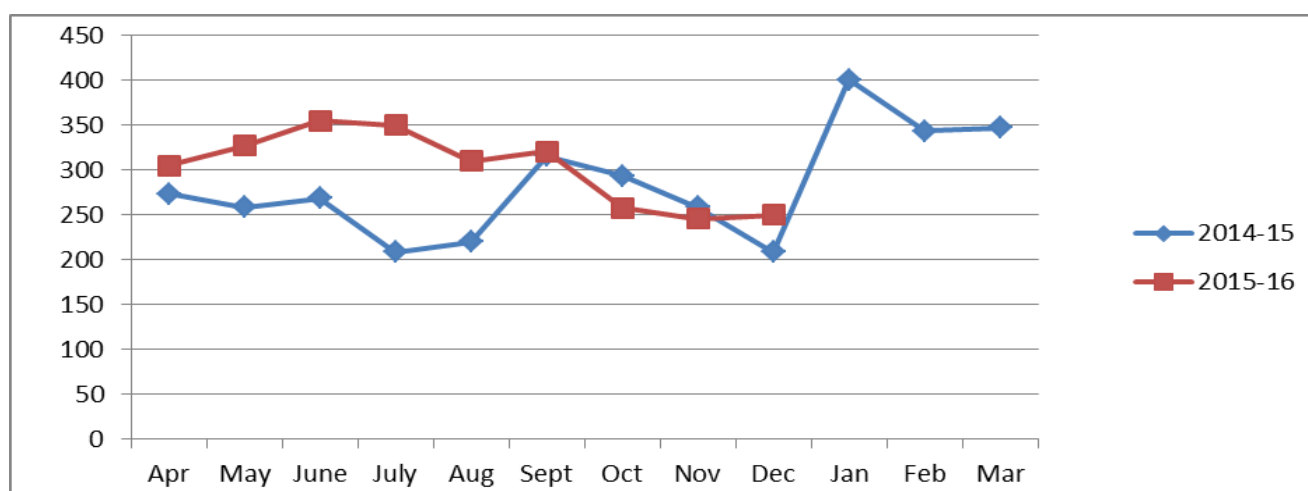
The key risk of the reduction in spending on supported housing for homeless people is that the Council will be able to assist at least 118 fewer homeless people per annum. This will result in a negative impact on people experiencing and at risk of homelessness by increasing waiting times for spaces. It may result in an increase in people at risk of sleeping rough or “sofa surfing”.

The local supply of supported housing will reduce from 106 to 47 units, a loss of 59 bedspaces. The reduction in the number of bedspaces in management means that 7 accommodation schemes will close. This reduction is in addition to the loss of 29 units and the closure of 2 schemes in 2015/16. It brings the total reduction in supported units for non-statutory homeless people to 87 or, 65% in just 2 years.

This reduction comes at a time when homelessness is increasing nationally and locally. The official homelessness statistics published by the Government since quarter 4 2014/15 show an increase in homelessness nationally. This trend is reflected in Tameside, where key data for 2014/15 see graph below shows an increase in demand in quarter 4, continuing into 2015/16.

This increase in demand in the latter part of 2014/15 pre-dates a significant judgement on vulnerability assessments in the Supreme Court in May 2015. The Homelessness Monitor: England 2015, a longitudinal study of the impact on homelessness of economic and policy changes says that a combination of welfare cuts, policy changes and pressure on the housing market has left growing numbers of people struggling to keep a roof over their head.

Numbers attending Tameside Housing Advice



Every year the Department for Communities and Local Government (DCLG) requires each local authority to submit a return showing the numbers of people sleeping rough in the borough. This is based on a count or an estimate, using a proscribed methodology, of a snapshot of people sleeping rough on a given night. The Tameside estimate for 2015/16, based on 19 November 2015 shows 14 people sleeping rough, compared with 7 in 2014/15.

Rough sleeping and homelessness places people at risk of numerous negative outcomes with regard to their health, National research conducted by Homeless Link in 2010 and 2014⁵ highlights the extent to which people who are homeless experience some of the worst health problems in society. The report uncovers the barriers faced by homeless people in getting treatment as well as the impact of demand on NHS A&E, hospital and substance misuse services.

Among the report's findings are:

Physical health	73% reported problems	41% said it was a long term problem
Substance misuse	39% reported problems with drug use	27% reported problems with alcohol use
Mental health	80% reported some form of mental health issue	45% had been diagnosed with a mental health issue
Hospital	35% had been to A and E over the past 6 months	26% had been admitted to hospital in the past 6 months

2) Reduction in homelessness preventions

The provision of alternative accommodation is a key tool in homelessness prevention. The reduction in supported housing units may impact negatively on the Council's ability to offer this option.

B) Tenancy Support Services

1) Reduction of ability to access appropriate housing

The withdrawal of funding from the Disability Housing Support Service (DHSS) may impact negatively on the access of people with a physical and sensory disability to appropriate social housing. The DHSS staff currently provide support to people with a disability applying to the Housing Register. The support ensures that applications are made accurately. Without this support applicants may struggle to complete the applications themselves. The staff also accompany applicants to visit properties when they are offered, this helps to ensure that properties offered to applicants are suitable to their needs.

C) Sheltered Housing

1) Older people may not be able to afford to pay for support –

The key risk of the withdrawal of funding for sheltered housing is that some older people are unable to afford to pay for the provision of the alarm service for themselves. This may result in them opting out of the service. In the consultation 11% of respondents said that the alarm and response service is important to them but they can't afford to pay for it themselves.

2) As a consequence older people may opt out of the service

If older people are not able to pay for support then they may opt out of the service and this may increase their risk of coming to harm in the home, with a consequent risk of an increase in numbers of older people needing more costly interventions.

⁵ Homeless Link (2014) The unhealthy state of homelessness. Health audit results 2014

2d. Mitigations (Where you have identified an impact, what can be done to reduce or mitigate the impact?)

Accommodation Based Services

<p>Increase in homelessness, rough sleeping and sofa surfing</p>	<p>Main Maintaining and improving throughput levels in the accommodation based services may mitigate some of the risk of increased homelessness, if services are able to assist people to move through services quicker and still retain a positive result. However, it should be noted that 245 people moved through these services and achieved a positive outcome in 2014/15, this level of performance will not be achievable from 47 spaces.</p> <p>The Council proposes that all referrals and assessments should continue to be managed by the Single Point of Access based at Housing Advice. This ensures that all people referred for supported housing have access to the full range of housing and support options available and that vacancies are filled quickly and appropriately. It should also ensure a fair distribution of risk between services.</p> <p>Maintaining the Single Point of Access enables a comparison of demand over time. This will help the Council to assess the impact of the changes and the extent and type of unmet need it creates.</p> <p>The Council proposes to work with Threshold, Foundation and Greystones to develop a case management system to ensure that any barriers to progress for service users are addressed and overcome by a multi-agency approach. A case management approach will also ensure that most vulnerable service users are not excluded from services.</p> <p>The Council has also committed to continue providing the Tameside Resettlement Scheme which provides packages of essential household items to households moving out of temporary accommodation, supported housing and from insecure living situations. The scheme may also provide rent in advance and removal costs. This support helps to speed up the move on process.</p>
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Tenancy Support Services

<p>Reduction of ability to access appropriate housing</p>	<p>The Council proposes that the generic tenancy support service provided by Adullam will continue to provide housing related support to all client groups, including those with physical and sensory disability, who are not eligible for services under the Care Act. This group may also receive low level support and assistance by the Council's Health and Well-Being team.</p> <p>Those who are eligible under the Care Act will be supported by care co-ordinators</p>
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Sheltered Housing Services

<p>Older people may not be able to afford to pay for support</p>	<p>Registered Providers will commission the lowest cost alarm provision available to them, in most cases this is less than £2 per week.</p>
<p>Older people may opt out of services</p>	<p>Tenants living in sheltered schemes will have access to a scheme co-ordinator who may or may not be based on site this will mitigate the risks for some older people, but will not apply to those living in the community without a scheme manager.</p>

2e. Evidence Sources
Quarterly performance returns – funded services Research reports: ¹ Lankelly Chase Foundation, Hard Edges pub 2015 and Homeless Link (2014) The unhealthy state of homelessness. Health audit results 2014 Quarterly monitoring of homelessness presentations Annual rough sleepers count Consultation via the Big Conversation and focus groups with strategic stakeholders and service users

2f. Monitoring progress		
Issue / Action	Lead officer	Timescale
Impact on demand for supported housing – measured through Single Point of Access	<i>Linsey Bell</i>	<i>Quarterly</i>
Impact on homelessness preventions – measured through quarterly monitoring	<i>Diane Barkley</i>	<i>Quarterly</i>
Performance on throughput from schemes – supported by case management approach to overcome barriers	<i>Linsey Bell</i>	<i>Quarterly</i>
Any adverse effects where older people decide not to purchase an alarm system for themselves – requests for information from Registered Providers	<i>Linsey Bell</i>	<i>Annual</i>
Signature of Service Unit Manager		Date
Signature of Assistant Executive Director		Date

APPENDIX 2

Sheltered Schemes affected by the current proposals

Registered Providers	Scheme name	
	With a manager	Alarm provision only
Johnnie Johnson	Park House, Droylsden M43 6DX	
	St Georges House, Stalybridge SK15 1AT	
	Woodford Court, Droylsden M43 7BJ	
	Stanmore House, Audenshaw M34 5GW	
	Trenchard Court, Droylsden M43 6JF	
		Rochford House, M34 5BL
		Cranwell Court, M43 7BH
Your Housing	Ogden Court, Hyde SK14 2RD	
		Taylor Gardens SK14 2PB
		Surma Court SK14 1DH
		Meadowfield Court – SK14 4SA
		Birchfield Mews – SK14 1SA
		Kensington Court SK14 5RB
		Millwood Terrace – SK14 1SE
		Netherlow Court SK14 1ND
		Station Close SK14 1SF
		Perrin Street SK14 1JE
		Stamford Drive, SK15 1QU
		Shepley Street, SK14 2RL
		St Georges Court, SK14 1JW
Regenda	Denton St Lawrence, Denton M34 6BA	
	Heylee Ashton OL7 0JF	
	Fairthorne Grange, Ashton OL7 0JS	
Accent	Blandford Court, Stalybridge SK15 1AQ	
		Amber Gardens, SK16 4LY
		Astley Gardens, SK16 4QE
		Cockerhill, SK15 1AH
		Cranbrook Gardens, OL7 9AA
		Ogden Square,
		Old Brow Court. OL5 0AZ
		Warrington Street, Cheetham Gdns, SK15 2LG
	Wordsworth Crescent.OL7 9SX	
Contour		St Annes Court 2, St Annes Road,

Homes		M34 5DS
		Tame Street, M34 3HP
Peak Valley		Kennedy Square, SK14 6QW
		Deerwood Vale, SK14 3PF
		Cheriton Close
		Fields Farm Road Hattersley, SK14 3NP
		Chapman Road, SK14 3PN
		Ashburton Close
		Underwood Road
Guinness Northern Counties	Beck House, SK14 3LX	
	Landor Court, M34 2WR	
Riverside ECHG		Grosvenor Gardens, 1 High St SK15 2DR
	Emmanuel Court,	
Housing 21	Joseph Jennings	
	Chesworth Court	
Places for People		Various individual addresses
Irwell Valley Housing Association		Various individual addresses
Mosscafe		Various individual addresses
Total contract values 15/16	£0.095m	

APPENDIX 3



SUPPORTED HOUSING FOR HOMELESS PEOPLE IN TAMESIDE: ACCOMMODATION BASED SERVICE CONSULTATION

We want to hear your views. This information will only be used as part of the consultation and will not be used or processed for any other purpose. Thank you for joining in our Big Conversation.

Name:

Address 1:

Address 2:

Town:

Postcode:

Email Address:

QUESTIONS

If the Council decides to reduce funding for supported housing for homeless people in Tameside how this will affect you?

2. Please tick the box that best describes your interest in this issue? (Please tick one box only)

- A resident of Greystones, Foundation or Threshold
- A resident of another homelessness project
- A former resident of a homelessness project
- A friend or relative of a homelessness project resident (Go to Q6)
- A member of the public (Go to Q6)
- A Tameside Council employee (Go to Q6)
- An employee of Greystones, Foundation Housing or Threshold (Go to Q6)
- A community or voluntary group (Go to Q6)
- A partner organisation (Go to Q6)
- A business /private organisation (Go to Q6)
- Other (please specify below) (Go to Q6)

3. Which supported housing services have you used in Tameside? (Please tick all that apply)

- Gibson Terrace
- Lyne View
- Waterton Lane

- Women's refuge
- Vernon House
- Enville Place
- Stamford Villa
- Westbrook
- Mottram Road
- Greystones
- Ambleside
- Newton Street
- Whiteacre Road
- Wellington Road
- Market Street
- Wickham House
- Other (please state where this was)

4. Did the service help you? (Please **tick one box only**)

- Yes
- No (**Go to Q6**)

5. **From the list below, please indicate the ways in which the service has helped you? (Please tick all that apply) *It helped me to.....***

- Find somewhere to live
- Sort out my benefits
- Manage my money
- Get into college
- Find opportunities to volunteer
- Use local services, for example, libraries, sports centre
- Get a job
- Improve my health by registering with a GP
- Find a dentist
- Make contact with my family
- Get help for my drug use
- Get help with my alcohol use
- Work better with other services I am involved with, for example, Social Services Lifeline, Probation etc.
- It helped me in other ways (please specify below)

6. **If the Council reduces funding for supported housing for homeless people, will this affect any of the following directly? (Please tick all that apply)**

- You
- Your friends
- Members of your family

None of the above (**Go to Q8**)

7. **If funding for supported housing for homeless people is reduced, how will this affect you, your friends or family members as indicated in Q6? (Please specify below)**

8. **Do you have any other comments you wish to make about the future of supported housing for homeless people in Tameside? (Please specify below)**

ABOUT YOU

9. **Are you.....?**

Male

Female

10. **What is your age? (Please state)**

11. **What is your postcode? (Please state)**

12. **What is your ethnic group? (Please tick one box only)**

White

English / Welsh / Scottish / Northern Irish / British

Irish

Gypsy or Irish Traveller

Any other White background (Please specify)

Mixed / Multiple Ethnic Groups

White and Black Caribbean

White and Black African

White and Asian

Any other Mixed / Multiple ethnic backgrounds (Please specify)

Black / African / Caribbean / Black British

African

Caribbean

- Any other Black / African / Caribbean background (Please specify)

Asian / Asian British

- Indian
 Pakistani
 Bangladeshi
 Chinese
 Any other Asian background (Please specify)

Other ethnic group

- Arab
 Any other ethnic group (Please specify)

13. Are your day-to day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months? This may include problems related to old age. (Please tick one box only)

- Yes, limited a lot
 Yes, limited a little
 No

14. Do you look after, or give any help or support to family members, friends, neighbours or others because of either: (Please tick one box only)

- Long term physical or mental ill-health / disability?
 - Problems due to old age?
- No
 Yes, 1-19 hours a week
 Yes, 20-49 hours a week
 Yes, 50 or more a week

HOW DECISIONS WILL BE MADE

Once the consultation is complete all feedback will be collated, anonymised and analysed. This will then help us to ensure your feedback is taken into account when shaping the Council's actions. A report will then be developed which will be considered by the Council in February 2016 when a final decision will be made.



SUPPORTED HOUSING FOR HOMELESS PEOPLE IN TAMESIDE: TENANCY SUPPORT SERVICE CONSULTATION

We want to hear your views. This information will only be used as part of the consultation and will not be used or processed for any other purpose. Thank you for joining in our Big Conversation.

Name:

Address 1:

Address 2:

Town:

Postcode:

Email Address:

QUESTIONS

If the Council decides to reduce funding for supported housing for homeless people in Tameside how will this affect you?

2. Please tick the box that best describes your interest in this issue? (Please tick one box only)

- A customer of Adullam Floating Support Service
- A customer of the Tameside Disability Housing Support Service
- A resident of a homelessness project
- A friend or relative of a homelessness project resident
- A member of the public
- A Tameside Council employee
- An employee of Adullam Floating Support Service or Tameside Disability Housing Support Service
- A community or voluntary group
- A partner organisation
- A business /private organisation
- Other (please specify below)

3. Have you used services provided by the following organisations? (Please tick all that apply)

- Tameside Disability Housing Support Service

- Adullam Floating Support Service
- Neither of these services (**Go to Q6**)

4. Did the service help you? (Please tick one box only)

- Yes
- No (**Go to Q6**)

5. From the list below, please indicate the ways in which the service has helped you? (Please tick all that apply)

It helped me to.....

- Find somewhere to live
- Manage my home better e.g. pay my bills, report repairs, and get on with my neighbours.
- Sort out my benefits
- Manage my money
- Get into college
- Find opportunities to volunteer
- Use local services, for example, libraries, sports centre
- Get a job
- Improve my health by registering with a GP
- Find a dentist
- Make contact with my family
- Get help for my drug use
- Get help with my alcohol use
- Get adaptations I need to make my life easier e.g. making the doorways in my house wider so that I can move about; altering the height of the kitchen worksurfaces.
- Work better with other services I am involved with, for example, Social Services Lifeline, Probation etc.
- It helped me in other ways (please specify below)

6. If the Council reduces funding for tenancy support service, will this affect any of the following directly? (Please tick all that apply)

- You
- Your friends
- Members of your family
- None of the above (**Go to Q8**)

7. If funding for tenancy support services is reduced, how will this affect you, your friends or family members as indicated in Q6? (Please specify below)

8. Do you have any other comments you wish to make about the future of tenancy support services in Tameside? (Please specify below)

ABOUT YOU

9. Are you.....?

Male

Female

10. What is your age? (Please state)

11. What is your postcode? (Please state)

12. What is your ethnic group? (Please tick one box only)

White

English / Welsh / Scottish / Northern Irish / British

Irish

Gypsy or Irish Traveller

Any other White background (Please specify)

Mixed / Multiple Ethnic Groups

White and Black Caribbean

White and Black African

White and Asian

Any other Mixed / Multiple ethnic backgrounds (Please specify)

Black / African / Caribbean / Black British

African

Caribbean

- Any other Black / African / Caribbean background (Please specify)

Asian / Asian British

- Indian
 Pakistani
 Bangladeshi
 Chinese
 Any other Asian background (Please specify)

Other ethnic group

- Arab
 Any other ethnic group (Please specify)

13. Are your day-to day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months? This may include problems related to old age. (Please tick one box only)

- Yes, limited a lot
 Yes, limited a little
 No

14. Do you look after, or give any help or support to family members, friends, neighbours or others because of either: (Please tick one box only)

- Long term physical or mental ill-health / disability?
- Problems due to old age?

- No
 Yes, 1-19 hours a week
 Yes, 20-49 hours a week
 Yes, 50 or more a week

HOW DECISIONS WILL BE MADE

Once the consultation is complete all feedback will be collated, anonymised and analysed. This will then help us to ensure your feedback is taken into account when shaping the Council's actions. A report will then be developed which will be considered by the Council in February 2016 when a final decision will be made.



SUPPORTING PEOPLE ALARM SERVICE CONSULTATION

We want to hear your views. This information will only be used as part of the consultation and will not be used or processed for any other purpose. Thank you for joining in our Big Conversation.

Name:

Address 1:

Address 2:

Town:

Postcode:

Email Address:

QUESTIONS

Q1. Please indicate which of the following best describes your interest in this consultation (Please tick one box only):

- I have an alarm provided by my Registered Housing Provider (Go to Q2)
- A carer (Go to Q3)
- A member of the public who does not use the alarm service provided by a Registered Housing Provider (Go to Q3)
- A Council staff member (Go to Q3)
- A Registered Housing Provider staff member (Go to Q3)
- A community or voluntary group (please specify below) (Go to Q3)
- A partner organisation (please specify below) (Go to Q3)
- A business /private organisation (please specify below) (Go to Q3)
- Other (please specify below) (Go to Q3)

Q2. Which of the following is your Registered Housing Provider? (Please tick one box only):

- Johnnie Johnson
- Your Housing
- Regenda
- Accent
- Contour Homes
- Peak Valley
- Guinness Northern Counties
- Riverside ECHG
- Housing 21
- Places for People
- Irwell Valley Housing Association
- Mosscafe

Q3 Do you have any comments you wish to make about the proposal to end the funding currently paid to Registered Housing providers which helps to pay for the alarm service for tenants in receipt of Housing Benefit? (Please state in the box below)

ABOUT YOU

Q4 Are you.....?

- Male Female

Q5 What is your age? (Please state)

Q6 What is your postcode? (Please state)

Q7 What is your ethnic group? (Please tick one box only)

White

- English / Welsh / Scottish / Northern Irish / British
 Irish
 Gypsy or Irish Traveller
 Any other White background (Please specify)

Mixed / Multiple Ethnic Groups

- White and Black Caribbean
 White and Black African
 White and Asian
 Any other Mixed / Multiple ethnic backgrounds (Please specify)

Black / African / Caribbean / Black British

- African
 Caribbean
 Any other Black / African / Caribbean background (Please specify)

Asian / Asian British

- Indian
 Pakistani
 Bangladeshi
 Chinese
 Any other Asian background (Please specify)

Other ethnic group

- Arab

Any other ethnic group (Please specify)

Q8 Are your day-to day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months? This may include problems related to old age. (Please tick one box only)

- Yes, limited a lot
- Yes, limited a little
- No

Q9 Do you look after, or give any help or support to family members, friends, neighbours or others because of either: (Please tick one box only)

- Long term physical or mental ill-health / disability?
- Problems due to old age?

- No
- Yes, 1-19 hours a week
- Yes, 20-49 hours a week
- Yes, 50 or more a week

HOW DECISIONS WILL BE MADE

Once the consultation is complete all feedback will be collated, anonymised and analysed. This will then help us to ensure your feedback is taken into account when shaping the Council's actions. A report will then be developed which will be considered by the Council in February 2016 when a final decision will be made.

APPENDIX 4

Free Text from the Big Conversation

Accommodation Based Survey

From the list below, please indicate the ways in which the service has helped you? (Please tick all that apply) It helped me in other ways (please specify below)
Confidence, got me into a Gym to improve my fitness. Improved me in general, the way I think, helped me to face my issues head on.
Foundation have provided me with a stable living environment I am now in college so I no longer offend or have a drugs habit I have become more confident as your self-esteem can drop when you are homeless
Gave me confidence to adapt back into the community
Gave me more confidence and social skills.
Gave me support with my mental health issues, helped me keep appointments with my drug workers and referred me to the Learning Disability Team.
Greystones has given me help with my offending.
Greystones has helped me build confidence and still gives me access to my support network. They have taught me how to do everyday things that I couldn't do before.
Greystones has helped me to learn to take care of myself and enabled me to socialise with people. They have given me the confidence to go out more and meet others.
Greystones has supported me with my mental health issues
Greystones have helped me to get a referral with the mental health team as I suffer greatly with depression and also other under lined problems from my past
Greystones helped me become involved with CLI by helping me to complete a referral.
Helped increase my confidence and to communicate and socialise with others
Helped me sort out my works pension
Helped me with my memory troubles which are alcohol related dementia. I have been referred to the services for extra support
Helped with my relationship
I feel more independent and confident since moving into supported accommodation. I have never lived on my own previous to coming here.
I get more help with Foundation and lots of staff interaction. There was no interaction at Gibson Terrace. Foundation listen then act -Foundation deliver
I have severe memory problems (alcohol related dementia) and Greystones have helped me to reorganise routines so that I find it easier to remember important things. They have also referred me to the memory clinic.
I suffer from memory loss and am a stroke survivor. I only manage with a routine and staff are helping me with my memory. Doctors have told me that my memory can be improved with certain exercises which I am being helped with.
I was homeless without options as an ex-serviceman on the verge of suicide and with nowhere to turn to until Greystones helped me to gradually engage and address my ongoing mental and physical health programs, my accommodation and my monetary problems. Greystones has engaged with me over the past 12 years and have provided constant and ongoing support, medical aid and financial/housing advice. I would have been incarcerated in a mental health facility or would have committed suicide without the ongoing invaluable support service provided by Greystones and all of the staff.
I would have nowhere to live
It has helped boost my confidence
It has helped me immensely with my confidence and self-esteem. Enabling me to carry out tasks that I wouldn't have been able to do without the help of foundation.
It has helped me with mental health problems
It has taken away my worry of where I am going to sleep way or my next fix from as I am now actively engaged with Lifeline and I see a Doctor so I now take my antidepressants.

It helps remove me from the situation with other users It provides me with security and stability It gives me access to all the services I need to help me
Prevented me from becoming homeless
sort myself out my attitude, and helped with my head
Stopped me getting into trouble helped me get my life back on track Helped me feel safe and secure
The services have given me stability and time to reflect and make better decisions
They have helped me greatly with my health, and gave me support with my memory difficulties (e.g. referral to memory clinic). I have had valuable help in my recovery from alcoholism with twice weekly meetings and one to one support. I have had a lot of help with my communication problems, and can now relate much better and more confidently with others.
They have helped me with my hearing disability
To become more independent.
to gain confidence and the ability to live on my own
While going through the court they supported me, this enabled me to have letter access to my daughter, and this is more than I have had in 5 years. Thank you, Foundation Tameside.

If funding for supported housing for homeless people is reduced, how will this affect you, your friends or family members? (Please specify below)
A cut in funding would lead to many people being homeless. Many of these would be vulnerable adults with addictions, learning disabilities and mental health issues. As a member of this community, I feel the impact on Tameside would be enormous in terms of the suffering of those who don't have the support they need, and having people on the streets trying to cope with mental health issues and alcohol/drug addictions to feed. These people would be a risk to themselves and others, creating problems in public places and placing an extra strain on the services, Police, Ambulance etc. The cost overall would be far greater than any savings made.
All the hard work that I myself and Foundation have done will go back to square one.
All the work that Foundation have done with me will have been a waste of time, all the hope and confidence that I have been given will have been a waste. This would probably mean that I will lose contact with my children if I don't find suitable accommodation after the reduction in services.
Before Greystones I was in and out of hospital with depression and my mental health problems I also suffered from an alcohol addiction. this service has helped me address my alcohol problems by attending the AA meetings weekly, they have also helped me to get involved in my community by volunteering and helped me to register with outside agencies and get in to collage I have completed a computer course, math and English all to better my future chances of getting a job when I feel well enough. losing this service would mean me and a lot of my friends who rely on these services would become homeless
Before I accessed this service I was street homeless for over 2 years which resulted in me getting frost bite in my feet and I lost 5 of my toes and now have mobility problems. Due to me being on the streets I turned to alcohol and since being at Greystones I have addressed my alcohol problems and registered with a GP as I still suffer with pains in my feet when the weather turns cold. if these services closed I would be back on the streets which just the thought of that scares me I was victim to numerous assaults while trying to sleep on the streets and I would rather die than go back there
Crime goes up, people would stay in abusive relationship, mess my head, people would end up taking drugs and alcohol
Health will go worse. Possible offending behaviour
Housing and health
Housing and mental health
Housing, depression
I am 57 year old and have physical health problems if this service was not available then I would probably die because I have chest problems and would not be able to cope on the streets. I also suffer with my mental health and Greystones help me massively with this on a daily basis. Not only me but my friends here at Greystones would also become homeless as a lot don't have anyone else to turn to. Do you not think there are enough people who are homeless in Tameside

and you would just be adding to this figure never mind taking away a service that so many people rely on including the people that come in off the streets to use the IMPACT service
I am an employee of Tameside Housing Advice and I often suggest supported housing as an option for clients who have found themselves facing homelessness but have never held their own tenancy. My clients really benefit from the support provided and it sets them up for running a successful tenancy in the future.
I am currently street homeless and rely on Greystones IMACT service during the week for showers meals help with my benefits and some were warm to sit. If this service was not available I would not have had the help to sort out my benefits as I have had a major head injury which has left me with the mental age of an 8 yr. old in most areas and would not know where to turn. I would not have any money for food or somewhere to stay. I have had no help really from housing advice on my own until I became involved with Greystones.
I can't imagine what will happen if places like this are closed down. A lot of folks will not cope and just be left to fend for themselves which will be fatal. I need regular medical attention which is not possible without support
I could become street homeless like I have been previously People do anything to keep themselves safe so I could possibly reoffend or turn to drugs/ alcohol I have been suicidal before I never want to go back to feeling like that
I don't know where I would go if I didn't have the room here at Stamford Villa, I would probably be on the streets.
I had been in and out of hospital before Greystones, I have suffered with an alcohol problem for many years and with the help of Greystones I and now on track with my recovery. if this service was not available I would probably be in hospital or dead
I have brain damage caused by alcoholism and I would not survive without the daily help I get. I have to take many tablets for my condition and could not remember when and how many to take or whether I had already taken them. I would not be able to keep appointments and with my very poor physical condition I would not live long outside in winter. My family could not cope with me being at risk and probably would not know where I am.
I have had a chronic alcohol problem for many years and this has left me with physical and mental health problems. Before Greystones I was in a bad way and in hospital. if this service was not here I would probably be dead
I have just moved out, but without the help, my drinking would of increased and I would not have gained my own property
I have lived in so many supported places and Greystones have helped me so much, they helped me get into detox for my alcohol addiction and I have not had a drink for over 7 months I had tried rehab and detox in the past in other accommodation but never had the follow up support like I have at Greystones. I am now living in my own accommodation with support still from Greystones and other agencies that Greystones set up for me before I moved out. Greystones also helped me to better manage my finances by getting help for me though client finance as I have numerous mental health illnesses and struggle to manage my money. all this would not be possible if I did not have the support from this services
I have lived in supported housing before moving into Greystones since being at Greystones I have addressed my alcohol problem and mental health problems. I have seen so much good come out of this service whether it be getting involved in the community giving back or helping people to achieve their own goals in life I would really contemplate taking my own life
I have mobility problems and also struggle with a alcohol addiction if this place closed then I would be homeless and would rather kill myself than ever live on the streets again
I have worked in this field for 4 years and have seen many changes in the service. Further reduction in the funding of the service that will result in job cuts and or increased responsibilities under the current roles will result in staff being under more pressure and stress and have an impact on their mental health
I lived at Greystones in the main house for 1 year while I addressed my alcohol addiction and got help and support with my physical health I have a lot of health problems and have to take a lot of medication I have also lived on the streets before and do not think I would cope if I had to return there. Greystones has helped me address issues and I am now living in a less supported house run by Greystones and have support there if and when I need it

<p>I the funding was cut I would become homeless and have no were else to turn. My parents are elderly and then knowing that I am getting the support I need from Greystones takes a massive weight off their shoulders. Along with me there will be 42 homeless men just from the Greystones project alone which I do not understand why it makes sense to you to close services that play such a massive part in the Tameside area. I have bipolar and have been known to attempt suicide recently and in the past I am coping ok with the support of Greystones staff but if I was to be made homeless I have no clue what would happen to me I would probably end up dead</p>
<p>I will be at risk of redundancy which will impact on my family</p>
<p>I will be homeless and I will end up sofa surfing with family and friends</p>
<p>I will be homeless with nowhere to go and I will be back sofa surfing between different friends</p>
<p>I will be homeless. This time of year I would consider taking my own life. Greystones is a fantastic facility currently assisted by the local council. Prior to living here, I have exhausted all other options of help from friends and family and they would be afraid for me if I were to be street homeless.</p>
<p>I will be unable to provide vital accommodation for those that fall outside of the strict criteria of homelessness. This will result in more of our customers having to resort to living as street homeless. The absence of supported accommodation in order to move on into a tenancy of their own when a person is willing and able to engage to do so, takes away that small avenue of opportunity and the access to achieve this. It will not affect those that are NOT willing and able but greatly will those are choose to embrace the help as it will not be there. The effect on staff delivering at the front line of homelessness will also be greatly affected as they will not be able to assist customers that present in the way that we have previously, the options will be hugely reduced.</p>
<p>I will be without support for mental health, physical health and housing problems. I will be probably revert without support to the state that I existed in before Greystones.</p>
<p>I will end up living in a tent again and have no means of contacting my children or grandchildren</p>
<p>I will end up with nowhere to live, there will be less support due to short staff and temps</p>
<p>I will have nowhere to stay and the friends I have met through the service will also be on the streets. I feel safe now I am in supported accommodation and this would really affect me.</p>
<p>I work for a drugs and alcohol agency, so work with a particularly marginalised group in society. A reducing certainly in supported housing will make it just that more difficult to engage this group back into wider communities. I actively encourage clients to re-join so called normal society, and safe supported accommodation underpins this.</p>
<p>I work for the Homeless Prevention Service - this will have an impact on me and my colleagues. Supported Housing is an invaluable housing option used to prevent homelessness and to allow our customers to gain experience in maintaining a tenancy before moving onto settled accommodation. This is often a stipulation used by housing providers as a gateway for some customers to becoming their tenants. Without it, some people will never get the chance to obtain and maintain a tenancy.</p>
<p>I would be homeless and would have to rely on family to live</p>
<p>I would be homeless and would not have the support that I am getting currently, this would affect my family as well.</p>
<p>I would be homeless, I would turn back to drugs and alcohol. Crime would be rife because people would have to steel to support habits and survive. I would struggle continuing with outside services and medication and this would affect my mental health as I suffer from depression and anxiety</p>
<p>I would be looking more to my family for support and this would place a strain on them. I would almost certainly have no home and would be very vulnerable</p>
<p>I would be made homeless along with a lot of people here within the 3 houses and also IMPACT, which can have a lot of people using the service through the day. I have been a heroin addict for so many years and with the help from staff I am sticking to my drug programme, and my using has reduced a lot. I believe that Tameside would be overrun with homeless people, crime would go through the roof, hospitals over run and Tameside would not be a very pleasant place to live any more. I personally know that Tameside already has a massive problem with homeless people in and around Tameside as I used to be one of them so if supported accommodation was to close the amount of homeless people would be disgusting. I would probably try to get into the hospital</p>

for a bed in the warm or take my own life, I would rather die than go back to sleeping on the streets as it is such a dangerous place to be, and completely changed me as a person, a person I did not want to be.
I would be street homeless I would fall out of treatment I would offend I would be an added pressure to my family
I would be street homeless and end up in prison
I would become homeless if the service was to close, I also have a heroin addiction which with the help of my support worker I am now on a drug reduction programme which I have been trying to do on my own for over 15 yrs. If the support of Greystones was no longer available I would resort back to my own ways as this is all I have ever known and I would end up with the same group of people that I have been avoiding since moving in to Greystones. I also would try to take my own life as I have no family long term physical and mental health problems and struggle with self-harming every day. Tameside would be over-run with homeless people and the amount of money that the council would spend on extra staffing of services would be a waste of money when places like Greystones lower these expenses every year
I would end up back sleeping on the streets
I would have no security, no home, no hope
I would have nowhere to live and couldn't manage due to my mental health problems. My family and friends would not know that I was settled and safe. I would also lose contact with my family.
I would have nowhere to live and no means to find anywhere. I have diabetes and would be unable to control it with no home
I would have nowhere to live, would probably live somewhere with bad influences which could drive me back to drinking
I would have problems with my depression and anxieties. Even though I have been helped with my confidence, I still have a long way to go and need the security and support that is given me at present. The thought of being homeless scares me.
I would have to go back sofa surfing or be on the streets. I need support to help me cope with my disability. My friends and family would have to try to find room for me even though they are pushed themselves. The results of cuts would be terrible for me. The thought scares me.
I would not be able to have access to my daughter. My family would be constantly worried about my safety I would be at risk of re offending I would be at risk of disengaging with services I would be at risk of disengaging with college My life has really turned around since I have been with Foundation as they focus on my strengths not what has gone wrong.
I would put pressure on my family and friends to stay with them which would break down my relationships.
I wouldn't be able to communicate with my mother, I would miss appointments, and I wouldn't eat properly. I would also be homeless and my mental health would suffer. My mother would be distressed to think I was on the streets and not safe.
I'd have nowhere to live and it would have mental affects
If funding was reduced I fear I would turn to criminality to survive which is not what I want.
If funding were cut, people like me would struggle to find somewhere to live on their own. At 67 I would not survive without a home in winter. I have managed to address my drinking, but know that without the help I get that would soon change. On the street it would be much harder not to drink.
If Greystones was no more I would be homeless and on my own with no help, my parents are elderly and I have had no help really from other agencies in the past
If it is reduced, it would mean that I would not get the help I need. Something would have to go, whether its staff or food or rooms. I make good use of what is provided by the council, because I am grateful that it is there. To lose it would be a very bad thing for me, as I am just beginning to get my life together.
If the budget is cut I would be living hand to mouth and would go back to stealing and drinking. As someone who has been homeless before I say that life is not worth living when you have no home. The local area would suffer because there will be lots of people thieving and breaking in places to sleep.

<p>If the funding is cut for supported housing this would leave 42 males without accommodation within the Ashton area, this is not including the homeless that come to use the IMPACT service on a daily basis. This figure is just for the people that live at Greystones, 213 and Cote Royd. This would then create an increase in homeless people in and around the Tameside area, a lot of these people suffer from mental health, drugs, alcohol or both addictions which leaves these people open to vulnerable situations. I believe that crime rates would increase due to these people not having the support and help when dealing with benefits and or referrals. I believe that there would be an increase in public disorders due to these people being homeless, which would in turn increase the amount of policing, Hospital admissions, Housing associations and the council in general in and around the Tameside area.</p>
<p>If the funding was cut I would be left homeless and only have my mum to turn to but she is ill of health and lives in assisted living so could not live with her. I have a heroin addiction and since being at Greystones I have now started and am sticking to my drug programme. Greystones has allowed me to stay away from people who are a bad influence and have kept me safe. If I did not have the option of this service I would more than likely resort to crime to survive and I have in the past tried to kill myself when I was street homeless in the past. Greystones have got me involved in other agencies such as CLI you give me opportunities to get involved in outside groups</p>
<p>If the funding was reduce I would be homeless, I also have no family in this area as I am from Ireland and cannot return there so would have no one to turn to for help. I also suffer with a drug addiction which Greystones has been helping me to address, and I know that if this support stopped I would return back to my old habit's which more than likely would result in me going back to prison. I have been institutionalised for most of my life and have struggled to settle back into society, Greystones have been helping me to re gain life skills by giving me a fresh start and an opportunity to change my life. If Greystones was not around I would probably take my own life as I have tried this in the past when I was sleeping rough.</p>
<p>If there are cuts this could mean that I lose the flat that I have and I won't get the support I need to get my own independent flat.</p>
<p>If this service was no longer I would become Homeless and not just me but everyone else that lives here, I do not have any family that I can rely on for help. I struggle with my physical health daily and at the moment. I have had problems with alcohol and with the help of staff at Greystones I attend the AA meeting mon and fri which helps me a lot. I do not understand why you think it would be beneficial to close services that provide so much help to others and help the council by keeping crime rates down and public disorders to a minimum. The people here do not offend and thrive off the support of the staff. If these services closed the increase in hospital admissions and street police would increase.</p>
<p>If this was reduced I would have nowhere to live and would end up homeless. I get help and support where I live at the moment and without this I feel I would end up back on the streets and my drinking and drug taking would get worse. I have had great support from Greystones and would feel lost without them.</p>
<p>If you cut funding I may find myself on the street due to mental health issues. I take a lot of medication which I would not be safe with. As a consequence, I might well turn back to alcohol that I have been free from for many years. I would lose contact with my psychiatric team which would be a disaster.</p>
<p>It could render me homeless, which would affect my family and friends because they may have to sacrifice their own situation to help me.</p>
<p>It goes right to the core of the community Without supported housing I'm not going to my doctors so not taking my antidepressant and I'm back to being suicidal, I'm offending to fund my drugs habit, I'm a worry to my family. In supported housing I'm have a sense of worth and belonging -I can wash my clothes so my self-esteem goes up, I have facilities to wash and cook, I work with services and I have for once in my life a good support network. I am actually moving on in a planned positive way TODAY and that is all down to supported housing and ME</p>
<p>It will devastate me as I now have a safe, nice place to live. If the funding was reduced I would be worried that I would end up homeless and on the streets of Ashton as I have nowhere else to go. It would affect my friends as well as I would not be able to live near them and I may end up with no friends. I think I would start drinking heavily again, like I used to do. It would completely devastate my life that I have today.</p>

It will make me feel sad, I'm not sure what I will do if I lose my home that I currently live, my family will be sad and worried.
It will reduce much needed support that I receive. The service gives my family the much need reassurance of knowing that I receive all the help and support, that I have great fully needed through foundation.
It will severely impact on my family, as they would try to support me financially and could never manage that. They would also have to support me day by day with my failing memory
It would affect me because I would be homeless and my family would worry. I wouldn't have been able to access my benefits without the help.
It would affect me massively as I would probably be homeless and on the streets of Tameside and start drinking heavily every day like I used to. I would get myself arrested to stay out of the bad weather.
It would demoralise me, I wouldn't be able to afford food to fulfil my needs, and I would be homeless. It would be very hard and a burden on my mum who would feel she would have to tackle me in, which she wouldn't be able to manage.
It would have a domino effect on everything
It would probably make me homeless which means I would start drinking again and taking drugs. I would probably start committing crime again to fund my drinking and drugs. I would start braking into cars and houses and would be sleeping rough in the Tameside area. I think that the progress I have made in supported housing would all go back to square one.
Its helping me find my feet and got me from feeling depressed
job cuts
Job loss to myself
Losing funding for supported housing will drastically reduce my ability to offer a chance for socially excluded customers to rebuild their lives and have a realistic opportunity to gain accommodation and resettle positively into their communities.
lots and lots of homeless the impact will be very bad on all Tameside residents
May be loss of job also more people having to sleep on street
My family and friends would be very worried about me, not knowing whether I have a roof above my head. If there wasn't a place like Greystones, my depression would spiral out of control and I would have no support.
My family will be in turmoil with worry, my mother would lose sleep not knowing where I am. My mental health would suffer and increase my anxieties to unmanageable levels. It may also cause me to self-harm once again.
My friends and family would be very concerned about my welfare. It would be very unlikely that I would gain a tenancy or manage to maintain it without support. I would find it very difficult to manage financially and my problems with memory would put me in a very vulnerable position. I am afraid that I wouldn't be able to stay abstinent and my recovery would suffer as a result of losing my support.
My mental health would get worse and be a burden on the health system
My mother is already ill and worrying about me would put another strain on her. My family sometimes fall out over my taking drugs and I'm afraid I might start using again without the security and support
My post could be at risk of redundancy. This would impact on myself and my family in terms of economic security.
Myself and my friends will be on the streets. I have mental health issues and this will really affect me
Often people with the most Complex Needs end up rough sleeping and on the margins of society. This in turn can cause untold harm not only to the person but the community in general. If we are trying to build strong communities in Tameside we need to help people get back into the community and play their part. The money that can be saved by housing someone when they are rough sleeping and have issues, far outweighs the money that would be spent on crime, health etc. as Tameside is faced with more cuts it seems sensible to fund preventative services rather than crisis services which cost far more. It affects my family because they use those same services and because these are people in their own community.
possible redundancy

Put pressure on me mentally, which will have a knock on effect for my friends and family.
Street Homeless No Support Risk of offending would increase Disengage with services (Lifeline)
The impact this would have on me personally is that I feel I it would have a really big effect on my life as at the moment I feel like I have a secure, warm and comfortable place to live, and this may be taken away from me if the funding was not available. I do not know where I would go and where I would live. I have previously worked in such places where vulnerable people need help and support and I feel a lot of my friends will also be affected by this in a bad way.
The impact will be felt by the customers that we advise and assist at THA as well as a likely increase in street homeless in Tameside.
The service charges will increase and staff cuts will be made, thus meaning less support for residents
There would be a good possibility that I would relapse and go back to drinking. My family would be very concerned about my welfare and safety
This will affect me because I have managed to stay out of trouble since I have had a decent place to live. I have stayed away from bad influences thanks to the advice and guidance I get here. Without this, I'm sure I would go off the rails again. This would cause my family a lot of upset and stress.
This will affect me in a really big way as I would have nowhere to stay and the help and support I get now would all stop. My whole lifestyle would change for the worse. I feel as though I now have a secure and safe place to live which would be taken away from me if the funding was reduced. I do not know where I would be able to go.
This will have a dramatic effect on me personally as an employee and the health and safety issues that could be compromised at Greystones. It could also result in more homelessness in Tameside with more member of the community being street homeless. These people would possibly have more complex needs and be a greater risk to society.
This will impact on my family because I have found somewhere where I have the support to change my life, and to lose this would place a great deal of worry, not to mention a burden on them.
This would affect me as I could lose my home and end up homeless again
Unable to prevent single people from sleeping on the streets which will have a detrimental effect on their health, mental health, housing, work opportunities
Whilst at Greystones, I have things in place to keep my anxieties and mental health under control. Any funding removed could jeopardise these and leave me vulnerable and potentially homeless.
Will reduce the services available to single homeless people who are not eligible for assistance under homelessness legislation. This will lead to single people sleeping rough
Without this service I would be on the streets without anyone else to turn to I have only just find some were that accepts me and is willing to give me support which I need desperately at the moment
would make me homeless so it would be harder to find work so I would commit crime to get sent back to jail so I would be fed and have somewhere to live

Do you have any other comments you wish to make about the future of supported housing for homeless people in Tameside? (Please specify below)
A civilized society should look after its vulnerable
A lot of these people do not know where to turn for help and so supported accommodation is vital to these people. A lot homeless people suffer from learning disabilities and or mental health problems were would these people turn is supported accommodation was no longer available for them?, as a lot of them slip through the net. I believe that a lot of the people would result to crime to fund their addictions or just for basic survival which would increase court and prison admissions which is a waste of a lot of money.
All the support that foundation have given their customers over the years will have been a waste of time, the customers will end up where they started on the street and committing crime.
All the support that I have had, and the hope that I could move may not happen if Foundation are reduced.

<p>As homelessness Prevention Officer I see daily the effect being homeless has on people. For a lot of people I see, supported housing is their only option for accommodation and give them initial support to get back on their feet. Many of the single homeless people I see have problems with drugs, alcohol and offending and supported housing has had a positive impact on their lives and helped them into a tenancy that they are able to maintain and break the cycle of offending and homelessness. If supported housing is cut further I am concerned that ASB etc. will increase and a rise in street homelessness in Tameside</p>
<p>As a Homelessness Prevention Officer we have strongly relied on supported housing accommodation to accommodate single people who do not meet homelessness legislation. This has reduced the number of single people sleeping rough and also given them the skills to ensure they maintain their own housing. A homeless person faces obstacles in regard to employment and also their lack of housing has a huge impact on their mental health and overall wellbeing. Supported housing accommodation has had a significant part in assisting single homeless people secure housing and this has also impacted on their employment prospects, health, misuse of alcohol/drugs and criminality.</p>
<p>as a resident of Tameside I do not want to see homeless on my streets and having problems in my town centres</p>
<p>Crime would go up, people would take drugs to cope. There could be more pregnancy</p>
<p>Cuts to these services will leave some of Tameside's most vulnerable people without the specialised support they need to get back on their feet.</p>
<p>Cutting accommodation based services would greatly reduce the assistance offered to the vulnerable, often former care leavers or individuals with additional needs who are struggling to cope with their day to day lives. Supported accommodation is a means of assisting the vulnerable to become tenancy ready so they are able to sustain any future housing.</p>
<p>Don't cut the funding. This service is needed in Tameside.</p>
<p>Don't end the Foundation service -it helps ALOT!</p>
<p>Foundation have help me in many ways, hopefully I will move into my own flat. If there are cuts then Foundation will not be able to help other people, like me.</p>
<p>Foundation provide Supported Housing in Tameside and we have been assessed as a level A service. Our commitment to multi agency working has positively impacted on reducing crime, reducing presentations at A&E and led to sustained independent living. Such is our housing expertise we are now subcontractors in the new Drug & Alcohol Service and cuts to our service may undermine this new contract. Foundation take an asset based approach to support planning whilst ensuring effective risk management. Also alongside pilots such as the one set up with Job Centre Plus we support our customers wherever possible to enter into volunteering or paid work as part of their journey. We feel strongly that this assists customers with their reintegration into the community and breaks the previous revolving door of homelessness. It is very clear listening to our customers that cuts to supported housing could have potentially devastating consequences to individuals, families and the wider community-potentially an increase in street homelessness, increase in crime, increase in customers accessing medical attention, increase in ASB etc. Cuts to services would result in staff with an expertise in this area potentially being made redundant.</p>
<p>Foundation Tameside and the Staff have done more for me than anyone has in a long time.</p>
<p>Funding for supported housing must not be cut. People like me have contributed to a system which is supposed to help us if we need it. How is it right for it then to be taken away? As much money as is needed should be spent on housing vulnerable people.</p>
<p>Government policy seems to be hitting the already vulnerable. Government cuts in services, but still having to pay full price for those services.</p>
<p>Greystones have helped me so much and don't deserve to have their funding cut. If that were to happen, there would be many people like me on the streets</p>
<p>I am very concerned about the already vastly underfunded and lack of supported housing for homeless people in Tameside. Homeless people get very little support and the organisations that are helping have already had their funds cut to a point that they are really struggling. I can't see how cutting the budget like this will help. This will cause more suffering and may be proven to be a more expensive route to take in the long run.</p>
<p>I believe it's a necessity at the moment, not only for myself but for many others that I know that have used this service</p>

I can't imagine what will happen if spending on supported accommodation is reduced. The people that need the service will be left on their own. They will have been abandoned by the people they look to help them. It is so very important that this service is not cut, if anything funding should be increased. There is not enough spaces as it is.
I do not understand how the council can justify cuts to services when the demand is ever increasing. What will happen to these people?
I don't believe these cuts should happen. I would lose any support I have, I could end up living on the streets again,
I don't understand why you would want to cut back on a service that does so much good for the residents, homeless people and the community
I don't want the funding to be cut as I think this will affect Tameside in a bad way. A lot of vulnerable people will be affected and people will be homeless. This will mean that crime will increase and the police and hospitals and housing will all be affected.
I feel the places in supported housing is vital for the well-being of every community, for people to have the support they need. This support enhances everyone's life because it keeps certain issues under control and prevents them from impacting on the community in general. I also believe that a community can be judged by the way it takes care of the vulnerable. I certainly would pay more tax to live in a society that has a social conscience.
I feel there is a need for supported housing provision in Tameside. Without safe affordable accommodation and support many of the most vulnerable people in our community could experience further trauma. Supported Housing provision has shown to be successful in reducing crime, increasing engagement with substance mis-use services and in reducing A&E presentations. This has a positive financial impact on costs to the local authority. Foundation is a QAF level A service which provides a wealth of experience and positive outcomes for customers, a reduction in this service will reduce the number of people who can benefit from this support.
I feel there is not enough supported places for people like myself, and other addicts. I can't say enough how necessary places like this are, to help people become better members of the community.
I have never had anyone give me any opportunities to try and get my life back, due to my past no one has ever given me the time of day staff at Greystones have not judged me and welcomed me with open arms. I personally know that the crime rate would increase and the amount of homeless people in Tameside would not be acceptable.
I hope Greystones gets the support from Tameside council in the future
I hope that Tameside comes to the right decision and the cuts that are going to come into effect are not going to have an overall negative and reduced service and support, that I receive through foundation. Because housing support is an invaluable service that is needed in Tameside.
I hope that the funding doesn't get cut as I think this is a really important service that Tameside cannot afford to lose. The impact on the area and the police, hospitals and housing would be greatly increased. There would be more homeless people on the streets and crime I feel would increase. I think the future for Tameside with no supported housing is very poor.
I need this service. and there is no were that helps people of my age
I struggle to believe that you would think of taking away services that save Tameside so much money in the long run
I think for supported housing to have a better future it should have staff who have a bit more knowledge about the job
I think if the funding was cut this would affect Tameside and other communities as service users of supported accommodation would be on the streets drinking, stealing, fighting and breaking into cars and houses. I think supported accommodation provides a lot of help and does a lot of good for people.
I think it is disgusting that you would even think about closing this service I have seen so many people succeed with the help of places like Greystone's
I think it is great that there are places like this for the homeless to get them off the streets
I think it is so important that housing for homeless people is provided, otherwise we will be on the street. With mental health and a heart condition I could die.
I think it would be a crime if you cut the funding, as it has taken me years to get where I am, after living on the street for years. All the progress I have made in the recent past will all be lost.

I think more money should go into these services not taken away Tameside would have big problems if places like this closed so many homeless people already
I think places like Greystones are extremely important. If there were not supported housing, people would be more likely to be homeless, as many of them are unable to live alone.
I think supported housing is greatly needed, and at the moment there still isn't enough. There are many people, including myself who would not survive being on the streets and people would die, especially in winter.
I think supported housing is vital, as there are many people who need it. It shouldn't be cut, if anything, spending needs to be increased.
I think that it is vital that vulnerable and sometimes at risk people especially young people in Tameside are able to access supported accommodation services. This is because many young people are faced with becoming homeless, have never lived alone and have no or limited skills in managing a sole tenancy. These accommodations offer valuable direct daily support to enable people to build their confidence/address their current support needs and improve personal skills needed to then resettle into the wider communities and given the opportunity to sustain positive tenancies. For many people this transition allows them to further improve their chances of better prospects with education, health, employment and family life. Without these supported accommodations to offer interim support when most needed these people would face homelessness and hardship with risk of impacting on their social and economic well-being. The government really does need to invest into early prevention initiatives such as funding supported accommodations so that people do not become further isolated and then can lead chaotic lifestyles which will impact/cost more on public services to intervene.
I think that supported housing in Tameside is needed, and to reduce the funding and reduce the availability of the service would have a really bad knock on effect on the area and the community. There would be more homeless people, which would lead to more crime and possibly violence.
I think the future for Tameside if supported housing for homeless people is cut would be detrimental. It is a service that is needed in this area and if this is reduced it would only have negative effects for the community. Where would all the people who live in supported accommodation now go to?
I think things have improved over the past couple of years and they are just getting it right and now they are at risk
I understand the financial pressures but it is likely to cause more costly problems for the system in the future
I want supported housing to continue and more people to be offered the opportunities I have grabbed and am taking Foundation are doing a good job don't let services like this end
I will be unable to provide vital accommodation for those that fall outside of the strict criteria of homelessness. This will result in more of our customers having to resort to living as street homeless. The absence of supported accommodation in order to move on into a tenancy of their own when a person is willing and able to engage to do so, takes away that small avenue of opportunity and the access to achieve this. It will not affect those that are NOT willing and able but greatly will those are choose to embrace the help as it will not be there. The effect on staff delivering at the front line of homelessness will also be greatly affected as they will not be able to assist customers that present in the way that we have previously, the options will be hugely reduced.
I worry that more people could become homeless, suffer physical and mental problems and have no means of help and support.
If supported housing was reduced I think this would have a massive effect on Tameside. A lot of my friends live in this sort of accommodation and I cannot believe that this help and support may not be there in the future. I think it would mean that a lot of people like myself who rely on these places would end up homeless with nowhere to go. I cannot understand why Tameside would want to stop or reduce this important and needed service.
If there was not enough funding, there would be nowhere for homeless people to go.
If these services closed I ask you where would you house everyone? there is already a massive homeless issue in Tameside that I see every day as Greystones have the IMPACT service for homeless to come in off the streets and get help and support finding accommodation this whole idea just baffles me

If these services closed people would have no where to go for help as other agencies are already over run and have waiting lists which would increase. Homeless people off the streets would have no where to go.
If this support is cut, some of the most vulnerable people in our community will be left with no other options. Those with children may well have them removed by the local authority therefore increasing the welfare bill in that area. Desperate people sometimes act in desperation which could impact on crime locally. Mental health services which are already stretched to capacity will struggle with more complex cases. In my opinion the suicide rate will soar as people struggle to cope with the situation they find themselves in. Tameside may well become known as an area of high deprivation which would reflect badly on the council having new office buildings currently being built. Those in recovery from addiction problems need as an integral part of their recovery a stable home; if the council wishes to be seen to be doing their part to support the national drug strategy which is recovery focussed, they will think very carefully and listen to people's opinions before cutting this vital service. Nobody wants to walk around the borough and see people sleeping rough, or the mentally ill, the disadvantaged and those fleeing violence left without help and support and somewhere safe to go while they try to rebuild their lives.
In view of the current proposals, I would be extremely concerned about the future for myself and others in a similar situation.
It helped me kick-start my life which would not have happened but for supported accommodation. I believe it is very important for people like myself, and also for the community
It helps people to get housed when they found it difficult to do it by themselves.
It is an essential service for the people of Tameside
It is an essential service. I work at the heart of homelessness in Tameside so I fully understand how valuable this service is. I have extremely close links with supported housing and work closely with them to move customers on to general needs tenancies.
It is an important service in times of austerity. We as a society must take a shared responsibility for those that struggle to function for varying and complex reasons. It is short-sighted and reactionary to cut services to those that feel disempowered and increasingly cast aside in the current climate.
It is imperative for the welfare and safety of not just homeless people but the wider community to continue with supported housing. Without supported housing there will be a domino effect which will impact negatively on the wider community. Taking away supported housing would take away the education to the general public.
It is imperative that these services are maintained and sustained
It is of utmost importance for my future that supported housing continues to be funded.
It would be a shame to lose the supported accommodation places, there should be more.
Keep funding Foundation -they make a real difference
loss of service, will affect lots of homeless people in the borough
more people will be homeless and on the streets if they have no family and friends
My concern is written from an advice perspective. If accommodation based services reduce, there is an increased likelihood that there will be more people sofa surfing. My experience is that people who sofa surf often have problems with their benefits as they have no fixed abode. This can de-stabilise the support from friends putting them up and can also de-stabilise their benefit situation.
Nobody should be homeless in this day and age. Usually homelessness happens to people with problems either substance misuse or mental health problems and just housing them as general needs housing does not address these issues and so the revolving door saga starts, which is no good for the person and certainly no good financially.
people like me and many in Tameside need this service to continue
people need these services
People would be stuck for somewhere to go. more crime, living on streets, people turn to drink and drugs
People would start going out robbing cause can't claim benefits, been chucked on street, start going to do drugs and alcohol, burglary of houses, sheds to find items to sell and places to sleep.
Please do not make any cuts to Foundation-they listen, are non-judgemental and better than the others

Q3 - not a great question and/or options for responses. This does affect Emmaus Mossley (i.e. a linked provision) but this survey is obviously directed towards individuals rather than groups, charities, etc.
Supported accommodation is so important for people like me who would not cope without support. It would be fatal for me to be homeless with my ill health and memory so bad I wouldn't be able to remember appointments or find my way around.
Supported housing is a vital tool for homelessness prevention for women and men in The Tameside area
Supported Housing is an essential tool for people of Tameside, alleviating homelessness whilst offering opportunities for customers to rebuild often troubled lives
Supported housing is imperative for my well- being and it would be a disaster for funding to be cut
Supported housing is needed very much by people who are not able to live on their own. What will happen to them when there is nowhere for them to go.
Supported housing is so very important that funding should never be cut. The future for supported housing is very bleak if the money gets cut, because there are not enough rooms already. Many of the people who use this service would be out in the community with their problems, so the local society would have to put up with all the trouble.
Supported housing offers customers who aren't tenancy ready or customers that wouldn't cope in a tenancy without initial life skills, without it there would be many more people specifically young adults becoming homeless.
Supported housing provide a key preventative service for many vulnerable people in the borough which then benefits the work other agencies are doing with that person. Supported housing can help at times when people are in a crisis situation or are in danger of becoming so and thereby save the public purse from having to making costlier interventions if the person has to go into custody or hospital.
that it needs not to cut as more people will be on the streets and homeless and vulnerable
There should be more supported housing, because there are many more people like me
There would be nowhere for people with difficulties to turn to, and they would be left to fend for themselves
These places need to continue the support they provide because since I lived at Greystones I have not had any alcohol for over 5 months now, I have been doing some volunteering, I am currently doing my math and English to better my future and help me get a job all this is with the help of Greystones
these service need to continue because they help so many people like me who have never had the opportunity from other agencies or help
These services are needed and are a big part of what keeps people like me safe and gives us opportunities that others have not given us before. it makes no sense to me why you would cut the funding and put people like us in dangerous situations on the streets we are after all human beings and deserve to be treated like everyone else not judged because a few of us lost our way in life. If you take away these services then you are taking away our opportunity to build our lives again for the better.
These services are needed as there are not enough as it is.
these services need to be in place because if they are not this would increase crime in the Tameside area also hospital would be over-crowded and police forces over worked
These services need to continue as there are no other places like it in Tameside, Greystones is about helping people to overcome challenges in their lives to be able to start a fresh life out in the community. I have seen so many people achieve so much through the help of staff at Greystones
They should support people as much as they can, otherwise your just going to have people on the street with nowhere to go.
This service is extremely valuable for vulnerable clients in our community. Cuts in this area would have a dramatic effect on the most vulnerable people in our society. Services are already stretched and cases of street homelessness would increase. Foundation particularly meet the needs of some of the most complex individuals - cuts would have a big impact on these people.
this service needs to continue too many of my friends and myself would become homeless and revert back to our old ways to survive

This service helps people like me become a member of society again and help us to break down barriers that have prevented us from moving on and coping managing our own accommodation.
Try to take the money from other places where it is not needed as much
Watching current news coverage, especially with our Prime Minister (David Cameron) telling other MP's about the current mental health sufferers and is keen to give as much support and funding as possible. I feel it's a shame
We deserve the right to be housed and treated as equals
We have to have supported places for people to get their life back together again. If we don't have a chance to improve ourselves, the community will get worse and local people would be affected by the homeless and crime.
we need help
we need it as other people will be homeless and they may not have anyone or anywhere to go
We need the supported accommodation beds, if these are cut it will have a big impact on homelessness in the borough
We need to continue to fund supported living as much as possible. It is a lifeline for many and has indeed saved lives. Taking away the support for the most vulnerable will have a very detrimental effect on Tameside and I'm sure that the mortality rate will rise as a result of these cuts to funding. It is abhorrent that their funding is even being considered to be cut. Many people are now being made homeless due to no fault of their own, and many have either mental health issues or substance issues. Please would you consider not to cut from this vital area as I feel it will only cost you more in the long run.
Why would the council cut the money to house men in trouble? Where are they going to get homes from. Supported housing should be increased not cut. How will the public feel with all the homeless people on their doorstep
Without Foundation I would be on my I like how Foundation work, mutual respect from all staff. Foundation staff listen to my concerns.
Without Greystones as a waypoint there is no support for males over 40 with mental health, alcohol and drug abuse problems. If it closes there will be a massive increase in visible homelessness within Tameside and that in itself is unacceptable.
Without homeless accommodation, there will be more and more people living on the streets, crime will increase, also people using substances will increase
Without the service we have now, the residents in Greystones won't have what they need to improve themselves. Things will just get worse for them and everyone else involved. I can't think of a worse thing to cut apart from children's services.
Without this service Tameside is going to be a horrible place to live as there would be so many homeless people roaming the streets.

Tenancy Support Survey

From the list below, please indicate the ways in which the service has helped you? (Please tick all that apply) It helped me in other ways (please specify below)
Both services assist greatly with the statutory and non-statutory homeless customers that we engage with at Housing advice. These services have worked jointly with us to either prevent homelessness or to assist into housing. Without these services there will be an increase of customers whose tenancy could have been salvaged with the correct Intervention.
I can't emphasise how crucial having a housing support worker service is. Particularly the disability housing support workers. As the Housing Occupational Therapist, who works very closely with them, they provide essential support with completing the on line application forms , ensuring service users are prepared for rehousing and rent arrears are being addressed. Working alongside the applicants from start to finish of the rehousing process. Identifying applicant's disability needs to actioning referrals to me to ensure that short and long term physical/mental health needs are met. Co-ordinating complex moves. Our service users are often housebound, elderly and physically restricted as to what they can do for themselves. Without the housing support service all the above would not be possible.
I have not received support directly but it has helped my customers with all of the above. Sometimes our nominations to housing providers are subject to customers receiving floating

support, which means it is an essential service.
It has helped me assist people who access the service I work for. I have referred into tenancy support services, they have helped people retain their tenancies or supported people to cope with move into a tenancy. I feel both disability support and Adullam floating support have been instrumental in homelessness prevention, this has in turn been a financial gain to TMBC by reducing the cost of dealing with a homelessness application including temporary accommodation costs etc.
It helped me to meet new friends, furnish my flat, helped me with my personal hygiene and improved my confidence
They have given me the start I needed to live my life crime free. Thank you for all your help
To get out of the house and have a purpose
We are refugees from Afghanistan and can't speak English. We did not know anything when we came to England
If funding for tenancy support services is reduced, how will this affect you, your friends or family members? (Please specify below)
As I have a limited amount of knowledge of the housing system this would contribute to making my situation around rehousing much more difficult
Both services assist greatly with the statutory and non-statutory homeless customers that we engage with at Housing advice. These services have worked jointly with us to either prevent homelessness or to assist into housing. Without these services there will be an increase of customers whose tenancy could have been salvaged with the correct Intervention. There will be a large gap in services that can work with us to alleviate the strain of our own service and the customer themselves.
I have been homeless before and there is a possibility it could happen again and me and my baby will have nowhere to live
I will be at risk of unemployment which will have an effect on not only myself but also my family. We have already suffered severe cuts in our service and to cut this service even more would have a detrimental effect on all the service users we support to prevent homelessness.
I will go back on the street, lose my kids, not be able to find work, start using again
I will not have the support to keep me in a safe home. This would have a knock on effect for my family because they will worry about my well being
I will not know what to do or how to find the help I need. I could end up on the street again
I would have no help with housing
I would have not help or support and would also put strain on my family not knowing where I am
I would not be able to afford to live
I would not get the help and support I need
If Adullam wasn't here I would of struggled to find accommodation and manage my money so I would of ended up homeless
If I didn't have any support I would not know where to start, as I have been in these situations before and didn't know what to do
If I hadn't received services I would have ended it! My children would be without a mum. Had nowhere to live and be homeless
It is hard enough as it is, cutting funding will make things impossible forcing people into a life they don't want to live but have to make ends meet
It will affect me as a professional working for the Homelessness Prevention Service, and my colleagues. We rely on this service as a negotiation tool for moving people into independent tenancies - some housing providers will not accept tenants without it. It empowers and enables a lot of our customers to gain invaluable experience, knowledge and skills to obtain and maintain tenancies. Losing some or all of this service would have a negative impact on homelessness in Tameside.
maybe without support people would end their own life and people would have nowhere to turn to
no one to help
Now I have received support through the service I am volunteering with the service to give something back to the community - I would no longer be able to do this
People would be homeless. A higher rate of people getting evicted

See answer to question 5. There is no other service which has the level of understanding of housing/health/social care needs, knowledge about rehousing/ tenancy issues and the skills to facilitate service users to improve their quality of lives.
Seriously bad because I'm a single parent and need support
Together with funding cuts to Supported Housing reducing funding to tenancy support will dramatically affect homelessness by increasing the possibility of tenants with limited skills losing accommodation
We would not have been able to secure obtain accommodation claim the correct benefits find schooling without Floating Support guiding us in the right direction to other services

Do you have any other comments you wish to make about the future of tenancy support services in Tameside? (Please specify below)

As previous I am extremely concerned as to where all these vulnerable people will go for support regarding their housing issues which often result in eviction. Prevention work is essential during these very difficult times but I feel people will be reaching crisis point and have no services to go to.
Crime rate would go sky high and prisons would have a problem
From an advice perspective my service both refers to floating support services and receives referrals from. If there are less people who will be supported to remain in their homes, I am concerned there will be an increase in homelessness. This may increase demand on my service which is also experiencing a cut in its budget
I am doing really well because of Adullam. My worker has been brilliant I am volunteering and enjoying it
I feel that it is very important to have these services to help people like me that have just been released from prison
I feel that the support offered by Adullam is vital for the Tameside community. I have realized this when I have found myself almost at a dead end with my situation. Adullam have provided me with specific information and guidance concerning my very difficult situation. I strongly feel that this service should continue
I feel this is a very important service because people will have no support when they face homelessness. I can't say how important this service is to me because the help I've been given from Adullam turned by life around and how can I put this into words? I am now starting my Matt 25 course as well as looking to volunteer. This way I can give back some support that Adullam gave me.
I feel very depressed that the council are complying with these uncalled for cuts to vital services. Maybe Tame side Council should get their leader to write to Cameron and ask if he will offer him the same access to advice that he offered to the Council Leader of his constituency in Oxford.
I have had great help
I just hope it will continue in the future
I represent the Cheshire & Greater Manchester Community Rehabilitation Company (CGM CRC). We supervise offenders in the community who pose a low or medium risk. Many of our service users access both the Floating Support Services and the Accommodation Based Services. We see this service as a critical one in the prevention of individuals needs escalating beyond the current level, which whilst already severe, does not require an acute service. We predict with confidence that the cuts to these services will have a direct impact on other acute public services. Specifically in criminal justice, we know that accommodation is the single most important factor in preventing someone reoffending and going on to live a pro-social life. Without access to accommodation, or services that assists individuals to maintain accommodation, they will resort to further criminal activities to support their complex and multiple needs. Criminal activities and non-compliance invariably lead to further prosecution or indeed recall to prison.
I think that Adullam is a great help for the community and has been for me, this service directly helps to keep people away from committing crime by helping people to find homes which makes for a stable and settled life
If they had more funding more people can be helped
It is an important service we need to keep

It should definitely stay it is a good service they was there for me when nobody else was. If I had a hat I would take it off to them.
People like us would be homeless and very vulnerable in this country
Please, please, please, please do not eliminate this service. Without it the Tameside housing register cannot function. Staff are already stretched and the quality of service will significantly reduce. There will be a knock on effect with outcome of nominations if the support is not there.
Services need to stay, 1 billion percent
Support services are important for vulnerable customers
Tenancy support is an essential next step for customers leaving supported accommodation to build on the skills they have learned and maximise the sustainability of any settled accommodation-reducing the " revolving door of homelessness"
Tenancy support, in an era of Universal Credit, 'spare-room subsidy' and Work Programme Initiatives is surely more important than ever before. We cannot remove the support provided to vulnerable people in a time where the vast majority are unsure of process, support and reassurance. We have to show some humanity and find a way to continue to support those that are most vulnerable in our society.
The reduction of these services will affect the customers I deal with on a day to day basis, the most vulnerable who are at threat of homelessness.
These are extremely important services as they are helping people. If I had not received support from this service I would have most likely become homeless as I was on the verge of being evicted from my previous address
This service is essential for a lot of people who may not get housed without it
This service is incredibly valuable, and valued by our service and our customers. It is a necessary service and we could not be without it.
Will have no one to help. I would lose my home if my Adullam worker was not here to help

Sheltered Housing Survey

Do you have any comments you wish to make about the proposal to end the funding currently paid to Registered Housing providers which helps to pay for the alarm service for tenants in receipt of Housing Benefit? (Please state in the box below)
Alarm service is paid for by myself
All the tenants have the alarm service- this includes those who are self-funders. Therefore it will be an additional cost to all. As the system is integral to the scheme, tenants will not be able to 'opt out' and therefore will have no choice but to pay for the service. So many service shave been eroded for the elderly that it is a shame that another one is pending. However, I do appreciate that cuts have to be made but I would hope that there will be no more for the elderly.
Annoyed funding maybe lost.
Any increase would be too expensive therefore not happy if funding ended.
Are you discriminating against me? Do you not want me to use this pathetic remote alarm.
As I only have pension credits it would be hard to find the extra money to pay for the alarm
As long as it is not too much
AS long as they don't keep putting the price up
As we no longer have a full time scheme manager I consider the alarm system essential and I will gladly pay for it
At this stage we would propose to deal with funding cut by passing on the cost of the alarm service to our tenants as a service charge which would not be eligible for housing benefit. We will review and address any concerns raised by tenants as part of the consultation process.
Completed with daughter,.... Would like unit switched off, not because of charge but because of mum's illness. Increasingly confused & unit can cause anxiety and she may not even know what the unit is for.
Currently pay full rent & SP charge so there would be no change. May have to consider not paying for the service in the future if the cost increased too much.
Disgusting
Do not agree
Do not use it but will pay

Feels frustrated that has to pay for a service that is needed after working all her life but will pay it
From what I've seen at ... a lot of the benefits given to the claimants goes on beer and cigarettes
Full HB, tenant said that the warden call is a good thing to have and is a life line, so if had to pay she would pay, tenant hasn't used unit yet
Happy to pay small amount.
Happy to subscribe for this service
I am 68 years old and claim benefits I like the pull cord alarm system and value it being available. Many of my neighbours remove or tie the cord out of reach. They are stupid in my book.
I am a full paying tenant but if I had to pay more I would do. This is a much needed service
I am absolutely appalled at the fact that disabled and elderly people are being targeted yet again for cutbacks We have worked all our lives paid our dues but are the first to lose out every time. There always seems plenty in the pot for sending abroad and putting refugees in hotels with all mod cons i.e. swimming pools, saunas, etc. etc. look after us for a change.
I am disgusted that you have to target the elderly for these cuts, most have worked all their life paying all their contributions and tax, then when you get older and come to live somewhere with some security and peace of mind for your safety in the home, you want to take that away unless pay EXTRA again. I have never claimed benefits in my life now you don't want me to feel safe in my own home.
I am happy to pay the extra amount for my safety and security. I am pleased that Accent are keeping their housing morality in intending to keep on warden. Although I agree this seems less of a consultation and more being told what is going to happen - the decision has already been made.
I am lucky I don't have to rely on it but I know a lot of people who do. In the case of elderly people they would be very vulnerable without some people who not be able to pay privately.
I am not in receipt of Housing benefit but I understand from your leaflet that if you cut your contribution towards the cost of the alarm system I may have to contribute in the form of an increased rent or service charge of up to £2 per week. If this happens I could stand this charge personally but there may be others who can't. It may well put them into the group who will end up having to ask for housing benefit. Whereas previously they haven't needed this financial help. It is a dilemma and I can understand the difficulties facing the Council
I am not in receipt of Housing Benefit I pay full rent and Council Tax. I do not need the service at present but may need it as I get older.
I appreciate the need for savings due to spending cuts by this cruel uncaring government but I would be more than happy to support savings if there was a reduction in funding rather than an ending of funding. Either way I do not blame the Council and will you support your decision on completion of the review.
I can manage without the service at the moment but due to my health problems, which are not expected to improve, I may need the service in the future.
I can't justify the £34 per week charge just for the alarm. We had meetings to resolve the charge before you agreed to pay. We were told that our manager would help to reduce the payment. Then instead of reducing the £30 charge they up it to £34. I can't afford to pay the charge and I can't afford to move. What I'm unable to understand is what the other £32 is for if it's only going to be £2 per week.
I certainly benefit from having the alarm service. It makes me feel safe, knowing that I get to speak to someone and if anything did happen within my flat I know I can get help/support from it immediately
I do not require the alarm system as I have telephones in easy access
I do not use this but they say I must have it
I do not want my funding to end. I have enough problems having to look after my wife 24x7 without having to worry about my Housing Benefit funding stopped, I put in 50 years working paying in full and the wife worked 47 years. What was it all for?
I do not want this help to stop, regarding the pull cord
I don't agree we should pay for this service as we already pay for services and rent at a high rate also because we live in sheltered accommodation which should provide emergency pull cords that's why we live in this situation.

I don't have any issues as there are quite a few residents in our unit of flats that are younger old people and we don't need the facilities provided. Something has to give to be able to carry on with funding other things that are more important
I don't use the alarm as I have carers coming in to look after me.
I don't want it to end, as it makes me feel safe and secure in my flat
I feel much safer knowing that they are there for me just by pulling the cord.
I find the £1 charge for my alarm is totally unfair I am on Pension Credit and can only just afford to live. I have to be careful on my electric and my food bill so I can survive without going into debt so an extra £1 a week is a very lot to me.
I have lived here for 10 years and have always had the unit paid for by TMBC. I am in no position to reconsider moving as I am 84 yrs. of age. I need the unit to alert that I'm in need of help
I have lived in my property for over 6 yrs. and HB have always paid my rent and SPC. I am a single person on limited benefits and not in a position to consider rehousing as I need the support of my neighbour who acts as a carer and I also need the unit in the event of an emergency
I have no need to use the alarm service
I have reached an age and my health is not what it was so an alarm service would have been useful and would have provided me with extra security. But I am afraid that I am not sure I could pay any extra than what I pay at the moment
I have used the response alarm in the past. I am diabetic and taking stroke medication as I have had a couple of strokes in the past. I also suffer medicated depression
I have very bad health and disability no family, no help just me on my own. I'm used to it as it was in the 60s when we had nothing. I am very limited regarding my disability in every way, on my own, no family just me. I understand the cut backs but I get no help what so ever now so this just adds to this.
I honestly feel that people who are very ill or vulnerable should have some form of alarm to made someone aware that they need assistance.
I need the alarm, will pay for the service
I need the service whoever pays for it because of my illness
I need the Warden control unit, worried about the cost if it gets too high
I need this service as I am registered blind and partially deaf. This is my lifeline and I came to this housing for this support and will find it difficult to fund for myself.
I need this service I would be lost without it and will struggle to pay or afford it.
I pay £1.58 per week in my rent for the alarm
I think it is a vital piece of assistance for disabled and mental health problem people. I have no objection in paying for this service.
I think it is disgusting. Again the elderly are being affected by the cuts. I came here purposely because of the provision of the care call service. I am a pensioner on my won like so many on this site and need the security of knowing that at the push of a button or pull of a cord that I can get help if I need it. It's a struggle to pay for utilities on a pension now. £4 per month is not so much to other people (younger) but to pensioners it is. I am totally against this.
I think it is unfair and unacceptable particularly for those who are most vulnerable like aged pensioners, they rely on these services and it is unfair and counterproductive to stop them
I think it should be free to people on benefits as they have problems with mobility so the alarm is vital. I have had several falls and rely on the alarm, as it is quite expensive.
I think this could have been done another way without supporting people alarm service being used for cut backs
I think you should provide the service for tenants who have carers and for those who have major issues with their health. As for myself i's had no cause to use the service since I moved into the property
I understand that Tameside Council has to make cutbacks because of the funding cuts from the Government, but I disagree that the old, infirm and children's services always have to be targeted. If all cuts mentioned in the recent letter are implemented the Council and those supporting staff will have nothing to do. Reduce the number of paid Council officials and save money that way.

I understand why the Council will /may stop funding to landlords for the alarms. However I will worry for myself and many of the deaf community as like me I am profoundly deaf with no speech. I live alone with no family to support me. If I needed support / emergency services how would I raise the alarm. I really cannot be without that line of help. Even though the alarm/intercom system is based for hearing people if I ever need to use it help will come.
I use the alarm service only when it is necessary. I have never had to use it yet.
I want to keep my alarm
I want to keep the service
I was under the impression that when I accepted the bungalow the costs for the unit would always be covered by TMBC and to start asking for this to be paid for by myself after 10 years is unacceptable and to ask me to consider moving at my time of life is an unreasonable request
I would be happy to pay for this wonderful service
I would be prepared to do without call alarm service because I have family that live near me, I understand not everyone has family to call on
If I have to start paying for the service I would wish for it to be taken out or turned off. I am really concerned about the service and not willing to have to pay for something I have never used.
If is no more than £2 per week it is a good idea
If the funding has been taken away then I think the people who really do need it I am sure they will pay for it themselves, maybe with some help from their family.
If we had a choice of having the alarm taken out or turned off that would be fine. The only problem would be if the old or disabled person was alone then it could be a problem.
In 5 years my wife and I have never needed to use this service, I think it is a service under used and not needed by most residents
In my opinion provision of an alarm service is absolutely vital and the proposal to end funding currently paid to Registered Providers could result in emergency medical treatment being denied. Over the past two years I have needed urgent medical treatment of 5 occasions mostly during the night and my pendant alarm has been my god send. Please think very carefully about withdrawing the funding for this very important service.
It is a waste of time complaining cause you will do it anyway
It makes you feel confident that you can get hold of someone in an emergency although fortunately I have never had to use it.
It will only have a knock on effect to other services such as police, ambulance and fire
It won't affect me as the system has not worked for over 16 years
my wife is my carer
Never used the alarm only set off by accident
No
No but it is stupid
No concerns if there is an increase.
No concerns if there is an increase.
No concerns re any payment increase.
No cuts to funding please! No
No we need the alarm system to be operational and I am willing to carry on paying for it
None
None at all! Cuts are having to be done!
Not concerned about funding stopping happy to pay.
not happy and can't afford it and don't use it
Not happy as do not use it but will have to pay it
Not happy as do not use it but will have to pay it
Not happy would rather not pay but will have to pay it
Not in receipt of HB so pay in full already. Has to have the service so will be willing to pay charge if need be.
Not in receipt of HB, so already paying for equipment. Ok if cost increases slightly but may need to reconsider if cost increases a lot.
Ok paying a weekly charge of £1-2 but if this were to increase in the future to £5-10 then wouldn't be able to afford it. Pays partial rent and almost full Council Tax (bar £1) so already on

a strict budget.
Ok with having to pay
Older and vulnerable people need the security of alarm especially for those whose family live distant away or have no family.
Older people don't like change its hard to get your head around it. I prefer it to stay as it is, my main worry would I be poorer
On full HB, tenant said she would have no problems paying for the warden call unit , the unit makes her feel safe, tenant hasn't used the unit yet
One of our carers told us Accent were not providing the call out systems 4 months ago and advised us to go with the Council paid system which we did.
Pay full rent - no HB received so pay for SPC anyway. OK paying for service at the moment. May need to reconsider if charges increase a lot though.
Pays £1.21/week at the moment but would be concerned if cost increased a lot as may not be able to afford.
Pays full rent, happy to pay as feels safe with unit in property
She will pay
Supporting People's alarm service is a lifeline to some people such as myself. Withdrawing this funding is hitting the most vulnerable people who are an easy target.
Tenant is on full HB and pays for a unit from Tameside already, tenant not bothered if has to pay for warden call unit
Tenant is on full HB, if they need to pay would pay to keep the unit but depends on how much this would be each week, tenants have not used the unit yet
Tenant on full HB not used the unit, feels safe with unit in property and not bothered if has to pay
tenant on full HB, has used the unit once, depends on how much the cost would be each week
Tenant pays £25 towards her rent the rest is HB, has never used the unit but doesn't mind if she has to pay as she it makes her feel safe
tenant pays £60 per week towards rent and the rest is HB, not used the unit yet, warden call makes the tenant feel safe and doesn't mind paying
Tenant pays full rent has never used the unit and would rather not pay for the unit if he didn't have too
tenant pays full rent, and is happy to pay if needs too, as she needs the unit
Tenant pays full rent, never used warden call unit, doesn't know how he feels regarding having to pay for the unit
tenant pays full rent, not used the unit yet, tenant feels safe when own her own with the warden call unit, will pay if needs too
tenant pays some rent rest HB not had to use the unit yet, will pay depending on how much it will be
The end of funding. Who do we pay it to. The date and direct debit start?
The service should be funded for residents by the Council
The service should remain in place for those that are in need as in some cases it's a form of security and only means of contact in case of emergency
The way things are going nobody can afford to live with all the costs - cuts everything goes up and we are getting less and less for what we pay. £104.69 per week for a bed sit now it's going to cost more there will be more people homeless.
This is an excellent service providing so much needed help for vulnerable people. I am not in receipt of housing benefit and willingly pay for support charges. It would be such a pity to bring this service to a close. I think we would see an increase in admittance to hospital.
This is disgraceful only on incapacity benefit, not a pensioner but cannot afford this. I live on my own no family near so this was my reason for moving in here for security.
This is very sad indeed
This is written for me by my daughter. I live alone and I am as independent as I can be with the help of my family. The alarm system makes me feel much less vulnerable, in the case of an emergency. My family know if I can't contact them I am able to use the alarm. I feel I am being deprived of an independent life, by the loss of the alarm system. Which is very cost effective for

the local council or government. I feel it is unfair for elderly people to have to pay for this facility in sheltered housing.
This most appreciated service is a life saver for me. I understand the situation and await further information. I.e. do I have an option enabling me to continue having the services or is this service going to end? At this stage I presume it is still a proposal under discussion
This service is for the elderly and sick and therefore should not be withdrawn. My father is 79 years old and has had a stroke and a heart attack. He relies on this service as a life saver. Why have millions been spent on a new market ground when there isn't any money in the pot for vital services. It doesn't ring true. Just like the Government you are hitting the wrong people, these same people who voted you into power.
To dispose of the alarm would be detrimental to me as an 87 year old resident with only one daughter living locally although she works away often.
To Emma Varnam, Head of Stronger Communities. Where on fixed income do we find an extra £2 per week If some people cancel this service because of having to find the extra money they must vulnerable people, i.e. OAPs are likely to be at risk because no one will be checking on them for days especially if they have no relatives Publicity in the media about people being found dead is going to increase - who takes responsibility for this?
Twice the pendant has saved me in very stressful situations. I have heart condition, diabetes, kidney problems. I need the pendant for my safety knowing someone will call if and when I need help. I have lived in my flat for 2.5 years and for the first time I feel safe and secure in the knowledge that at the press of a button I will be heard and looked after.
Understandable cuts need to be made but targeting the vulnerable is wrong.
We are part HB - TMBC have always paid for this service for us and we are not happy if we have to pay for the service we need. We cannot look at moving as we were waiting for years to get a bungalow due to poor health
We current pay £1.58 per week included in our rent of £81.13 per week. This increases to £83.60 per week 9/11/15. We do not receive any housing benefit of any kind and also pay full council tax. The only thing we receive from Government is our state pension
We currently pay the SPC changes as we are not in receipt of HB. Hopefully the monies we pay will not increase due to the cutbacks
we do not have housing benefit
We need this service, it would be nice if we could keep this service for free.
We should have this service in this housing for free
What will you do when you run out of people to kick? I feel you are supporting the Conservative Government in their ideological cuts by attacking the disabled.
Whilst the cost may only be up to £2pw, to expect me to start paying for this service is unacceptable, however as I need this service I will have to pay for it as I don't want to be rehoused.
Why do we have to pay for this service when we personally do not want the service. Those that do not want the service should be able to have it disconnected. Next tenancy moving in if they want the alarm let them have it connected. Just like changing your energy provider Also redirect the funding Alcoholics and Drug Addicts to pay for funding for Registered housing providers. I personally do not require the service I am my wife's alarm if she needs help.
Why is it always the elderly, the poor who get nothing from this government
Why should we pay for this service? living her is essential to me
Will it actually make any difference what I say, I have to pay to keep safe in my own home then of course I would pay up, and thanks to the people who paid it for me before.
Without this security alarm and smoke alarm I would be really concerned like the rest of the senior citizens what live in the street.
Would reluctantly accept increase.
Wouldn't be prepared to pay supporting people charge and want unit disconnected if TMBC aren't paying for it.
Yes some older or infirm people will feel more insecure because of this.

Agenda Item 7

Report To:	EXECUTIVE CABINET
Date:	10 February 2016
Executive Member Reporting Officer:	/ Councillor Lynn Travis – Executive Member – Lifelong Learning Stephanie Butterworth– Executive Director, People
Subject:	PRIMARY, JUNIOR AND SECONDARY SCHOOL ADMISSION ARRANGEMENTS – RESPONSES TO CONSULTATION AND DETERMINATION OF ADMISSION ARRANGEMENTS FOR 2017/18
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 2017.
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 2017/18 without change from those that applied for admission in 2016/17 other than the changes set out in Appendix 1 of the Report;2) the determination of admission arrangements for all Tameside community and voluntary controlled schools for admission in 2017/18 as set out in Appendix 3 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 2017/2018.
Policy Implications:	The admission arrangements for 2017/18 academic year for all voluntary controlled and community schools remain the same as for 2016/17 as determined in August 2015 with some amendments to admission numbers and some additions to partner primary schools.
Financial Implications: (Authorised by the Section 151 Officer)	The expenditure associated with the education of children is funded by the Dedicated Schools Grant and Pupil Premium Grant. The Dedicated Schools Grant is a ring fenced grant solely for the purposes of schools and pupil related expenditure. As such it can only be used within the Schools Budget and is not available for use elsewhere in the Council.
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 (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.

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.

Risk Management:

Failure to determine admission arrangements and a coordinated admissions scheme by 15 March 2016 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 2017/2018. 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	Amendments to Community And Voluntary Controlled Schools Published Admission Numbers - 2017 Entry.
Appendix 2	Consultation response from Jonathan Reynolds MP and response from the Executive Leader of the Council.
Appendix 3	Admission arrangements for Community and Voluntary Controlled Primary, Junior and Secondary schools for 2017/18.
Appendix 4	Discussion paper on school places 2016 – 2018.

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 The DfE have altered the prescribed period within which admission authorities may consult on their admission arrangements and the minimum length of consultation and have also brought forward a number of deadlines relating to the determination and publication of admission arrangements.
- 1.3 Consultation must now run for a minimum of six weeks between 1 October and 31 January. Admission arrangements must be determined by 28 February as opposed to 15 April previously. All admission arrangements must be published by 15 March as opposed to 1 May previously and all objections to admission arrangements must be made to the Schools Adjudicator by 15 May as opposed to 30 June previously.
- 1.4 Executive Cabinet will recall that following local publicity surrounding the outcome of an objection to the School Adjudicator about the admission arrangements at Chorlton High School the Council consulted on changes to oversubscription criterion 4 'attendance at a Tameside primary school' and the change to a partner primary schools was agreed in August 2015.
- 1.5 For entry to school in September 2017, no changes are planned to the admission arrangements for community or voluntary controlled primary, junior and secondary schools. Although there is no requirement to consult in law, in the interests of transparency and effective working relations, the Council took the opportunity of the annual consultation on admission arrangements to undertake a consultation on the admission arrangements following the changes made in August to consider any viable alternative put forward to ensure that the Council has a fair admission arrangements compliant with the Code, whilst managing the statutory duty to ensure we are able to provide a place for every Tameside resident of school age.
- 1.6 There are no changes proposed to the coordinated admissions scheme from 2016 for 2017 and these will be published on the Council's website on 1 January 2016 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 2017/18

- 2.1 In October 2015, 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 12 November 2015.
- 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 Tameside Reporter on 1 October 2015 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 AND VOLUNTARY CONTROLLED PRIMARY SCHOOLS FOR 2017/18

3.1 Consultation took place to reduce the published admission number at Milton St John's C of E Primary School following an increase to facilitate a bulge class in September 2016, where there is insufficient space to admit another year group of 30.

3.2 Following representation from the Headteacher and governing body, consultation took place to increase the published admission number at Livingstone Primary School.

Primary School	Current Published Admission Number	Proposed Published Admission Number	Diff	Permanently or Bulge Class
Mossley				
Milton St John's Primary School	60	30	-30	Bulge Class
Livingstone Primary School	20	30	+10	Permanently

3.3 No responses were received in relation to these proposed changes. The proposed Published Admission Numbers are attached at **Appendix 1**.

4. CONSULTATION ON TAMESIDE ADMISSION ARRANGEMENTS FOR ALL COMMUNITY AND VOLUNTARY CONTROLLED SCHOOLS FOR 2017/18

4.1 Three responses were received to the consultation relating to Tameside admission arrangements for all community and voluntary controlled schools for 2017/18.

4.2 Of the three written responses received, two were associated with the MP for Stalybridge and Hyde, Jonathan Reynolds, one was from a secondary Headteacher.

4.3 The consultation response from Mr Reynolds and the reply from the Council is attached as **Appendix 2**. In brief, Mr Reynolds was objecting to Criterion 4 of the admission arrangements which relates to giving priority to pupils attending named partner primary school which he feels is designed to favour Tameside residents for Tameside schools.

4.4 The second response to the consultation from Mr Reynolds office was to propose that Broadbottom Primary School has the same feeder primary secondary schools as Mottram Primary ie. Longdendale and Alder.

4.5 Of the three written responses received by Directorate of People, one was associated with the Head teacher at Alder High School.

Concerns	Directorate of People Response
<p>To request the addition of new partner primary schools to the list for Alder Primary School as we have had students in the past and requests from current parents :</p> <p>St Anne's Primary School in Denton</p> <p>St John Fisher RC Primary School in Denton</p> <p>Broadbottom Primary School</p>	<p>Agreed</p>
<p>To consider adding two primary schools that are out of Tameside, as we have children who live in Tameside and attend these schools but live near Alder High School:</p> <p>Woodley Primary School</p> <p>Greave Primary School</p>	<p>Whilst it is acknowledged that some of the pupils from Greave and Woodley Primary schools may live in Tameside, the reason for rejecting other potential oversubscription options 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.</p>

4.6 The proposed admission arrangements for Tameside community and voluntary controlled schools for 2017/18 are included at **Appendix 3**.

5. FINANCIAL RESOURCES

5.1 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 and academies (including at 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.

5.2 On 1 March 2013, the Council was notified that it had been allocated £6,172,183 Basic Need capital funding, for the two financial years 2014 to 2016, to support the delivery of capital projects necessary to increase the capacity of schools, to meet increased demand for places. The Council is awaiting confirmation of funding for the period to which these admission arrangements apply.

5.3 The estimated cost of providing the increase to the published admission number at Livingstone Primary School in Mossley to increase the capacity permanently by 10 places is estimated at £355,000 which will be met from the basic need allocation.

6. FUTURE DEMAND FOR SCHOOL PLACES

6.1 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 is flattening out.

- 6.2 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. **Appendix 4** of this report resumes this discussion in much greater detail.

7. NEXT STEPS

- 7.1 All admission authorities are required to determine their admission arrangements by 28 February 2016 and a copy must be submitted to the Council. All admission arrangements must be published on the Council website by 15 March 2016 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.
- 7.2 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.
- 7.3 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.

8. RECOMMENDATIONS

- 8.1 As set out on the front page of this report.

APPENDIX 1

TAMESIDE MBC COMMUNITY AND VOLUNTARY CONTROLLED PRIMARY AND JUNIOR SCHOOLS PROPOSED PUBLISHED ADMISSION NUMBERS - 2017 ENTRY

MOSSLEY

School	Current Published Admission number	Proposed Published Admission Number
Livingstone Primary School	20	30
Milton St John's CofE Primary School	60	30



Jonathan Reynolds MP
Hyde Town Hall
Market Street
Hyde, Cheshire
SK14 1AL
TEL: 0161 367 8077
www.jonathanreynolds.org.uk
jonathan@jonathanreynolds.org.uk

SI to draft

Cllr Kieran Quinn
Executive Leader, Tameside MBC
Dukinfield Town Hall
King Street
Dukinfield
SK16 4LA

www.tameside.gov.uk
Great lives, excellent services
19 OCT 2015
CHIEF EXECUTIVE

9th October 2015

Dear Kieran

I am writing to express my very serious concerns regarding the new secondary school admission criteria that Tameside is proposing to adopt.

You will be aware that this will create a situation whereby, in the admission criteria, pupils at an allocated 'feeder' primary school will be given priority over those allocated simply on distance. As I said at the recent schools summit, I see no advantage in this. To be successful, we should be looking to attract as many people as possible to live, work and study in Tameside. If people from other boroughs wish to educate their children in Tameside, we should welcome this - and the additional funding it would bring into our schools.

However, my main objection is that if the policy is designed to favour Tameside residents for Tameside schools, then it is already proving counterproductive. I have two constituent cases which illustrate this. Firstly [redacted] [redacted] where they used to live). It cannot be right that, due to our administrative criteria, their children will have to move to a different primary school for their last year of primary education in order to stand a chance of getting into their local school. Secondly, [redacted] (again, where they used to live). Under this system their designated secondary school will be Longdendale, when understandably they now wish to go to Alder.

I cannot see how there will be any advantage in these new proposals, either to Tameside as an education authority or to the parents who will find it grossly inflexible. We stand to risk adversely affecting many children's education by forcing

them to spend their last year of primary school in an entirely new environment, with all the disruption and impact on attainment that will occur.

I strongly request that this decision be reconsidered and that, in line with our neighbouring authorities, we adopt a straightforward system based on distance.

With best wishes,

Yours sincerely

A handwritten signature in blue ink, appearing to read 'JR', with a long, sweeping flourish extending to the right.

Jonathan Reynolds MP

cc: Steven Pleasant

Councillor Ged Cooney
Executive Member, Learning Skills & Economic Growth
The Cabinet Office
Dukinfield Town Hall, King Street, Dukinfield, Tameside, SK16 4LA
Tel: 0161 342 2105
Email: ged.cooney@tameside.gov.uk



By email: jonathan@jonathanreynolds.org.uk
JONATHAN REYNOLDS MP
HYDE TOWN HALL
MARKET STREET
HYDE
TAMESIDE
SK14 1AL

Dated: 22 October 2015

Dear Jonathan,

Schools Admission Policy

Thank you for your letter addressed to Cllr Quinn, the Executive Leader dated the 9 October 2015 and received on the 19 October 2015.

Your concerns have been passed to me to respond to as the Executive Member with responsibility for Education and in particular in respect of your concerns regarding the oversubscription criteria for Secondary Schools.

Whilst I agree there may be cases where the current arrangements do not favour particular individual family circumstances, for example where a family decide to move to Tameside but their children continue to be educated at a school outside of the Borough, on the whole the arrangements have been put in place for the benefit of Tameside families.

The need to do this has been recognised and supported by the Office of the Schools Adjudicator with whom the proposals were discussed in advance of any consultation being undertaken and further to taking senior counsel's advice, before the Council made a decision to implement new arrangements required to comply with legislation to continue to ensure that the Council acts fairly and lawfully and in the interests of parents and their children who live in the Borough.

You will be aware that we carried out a consultation earlier in the year on changes to the admission arrangements for September 2016. This followed a referral to Office of the School Adjudicator by a resident of the borough. The referral was made as the resident is in similar circumstances to one of the cases you describe i.e. living in Tameside but attending a primary school outside the borough.

Following the referral, senior officers met with a School Adjudicator and this also prompted a review of Tameside's secondary school admission criteria to ensure in balancing the needs of children in the Borough we remained compliant with the School Admissions Code, which had been revised.

There was no statutory requirement to consult. However, the Council did so to be transparent and open about how it was intending to achieve the best outcome for families of the borough.

Subsequently, in June, the Executive Cabinet considered a report (**Appendix 2 refers**) that outlined a proposal to review oversubscription criterion 4, '*attendance at a Tameside primary school*' to ensure we comply with the School Admissions Code.



The report outlined the rationale for this criterion and considered various alternatives to ensure the Council complied with the revised Code. The alternatives discussed included moving to a distance based criterion; a geographical priority area criterion and a feeder school criterion together.

Following a public consultation, the Council determined that a move to partner primary schools was the only viable oversubscription criteria for community secondary schools in Tameside.

In your letter, you say that all children who wish to attend a school in Tameside should be welcomed. We agree it is a good thing that many out of borough parents request a place at a school in Tameside and is testament to the high standards at many of our secondary schools.

You will be aware that at last full Council meeting, I asked Council to acknowledge that credit must go to the headteachers, teachers, support staff at our schools, the parents and carers, as well the young people themselves, who have all worked incredibly hard over the past twelve months on achieving the Borough's best ever GCSE results.

In particular, St. Damian's RC Science College was the best performing school in the borough with 79% of students achieving 5 A* to C, including English and Maths. Fairfield High School for Girls has a success rate of 77%, a rise of 6% on last year's results. Audenshaw achieved a rate of 71%, a rise of 8% on last year. Additionally three schools improved performance by over 10% points – St. Damian's, Longdendale and Copley.

As a result of this Tameside's had the most improved results in Greater Manchester, making them more popular and hence the need for fair and transparent oversubscription criteria.

Nevertheless, whilst welcoming all children who apply to attend or schools has to be balanced against our statutory responsibility to be in a position to provide sufficient and adequate school places for all eligible Tameside children.

In deciding on our oversubscription criteria we considered at length a range of factors. The map at **Appendix 1** to this letter shows the distribution of high schools across the borough and illustrates the issue that the borough has wrestled with during its whole 40 year history in terms of ensuring that there are enough places for Tameside residents.

As can be seen, ten of the fifteen high schools are close to the border of the local authority boundaries. Of the five schools in the middle of the borough, one is a single sex school for boys (West Hill School), one is a Roman Catholic school (All Saints Catholic College) and one is an academy (Copley High School).

As you state a distance based criteria would be the simplest criterion to implement. However, the evidential basis shows that in parts of Ashton, Dukinfield and Hattersley, pupils would be unfairly disadvantaged in distance terms by pupils from outside the borough as the nearest community schools are some distance away.

Owing to the location of the Borough secondary schools, which are mainly on its boundaries, children from these areas will be displaced by children from neighbouring authority areas resulting in them being allocated the next nearest school with places available that is a much greater distance away than those living outside the borough would have to travel.

As I'm sure you would agree this would be a perverse outcome.

Accordingly, since 2003, the Council has had an admission criteria that gives preference to those children who attend Tameside Primary Schools. The Council has always maintained the view that the criterion does not give preference to children living within Tameside but to those choosing to attend and receive their primary education in the Borough, which is different.

This arrangement helps to ensure that children living in the Borough are not unfairly disadvantaged when applying for places in community high schools compared with children living in the local authority areas, which border it. The admission arrangements are well known and established and parents in neighbouring districts can choose whether to send their children to Tameside primary schools.

Importantly, given some of the educational issues that Children in the Borough face it has been regarded as a key requirement to raising standards that schools in the borough work in clusters so that they can ensure there is a seamless transition between primary and secondary education and why it is important to us that we maintain that continuity by giving preference to those pupils whose parents choose to send them to our primaries.

Indeed, you will recall at the time this last created significant issues for Tameside Families in Hattersley, you were a Longdendale Councillor and aide to your predecessor James Purnell, who supported the Council in 2007 to vary its admission arrangements in 2007 and increased the published admissions numbers at Alder and Longdendale so as to ensure that children resident in the Hattersley area were allocated a school place that was a reasonable travelling distance from home (either Alder or Longdendale) rather than the next nearest school with places available which, at the time, was Two Trees, Denton. For these pupils, the journey to school would have necessitated two bus journeys each way and passing closely to three community schools. These pupils had been displaced by pupils who lived closer to the schools but were Derbyshire residents.

The Council has therefore for more than a decade had arrangements in place that give Tameside children who choose to attend our primaries an advantage over those applying from outside of the Borough who may be live closer to the High Schools but who have not attended a Tameside Primary School.

Our policy over this period has been subject to review on a number of occasions by the Schools Adjudicator and the Local Government Ombudsman and on every examination and adjudication has been determined to be fair, lawful and in the interests of Tameside families.

However, the legal framework changed which meant that the Council could no longer retain the existing arrangements of having all Tameside Primary Schools as feeder schools for all Secondary Schools for 2016 admissions. The reasons for this are clearly and comprehensively set out in the public reports which went to councillors.

To have an oversubscription criterion based solely on distance would not be viable, because the number of pupils outside the borough admitted on the distance criterion could mean that pupils inside the borough would be left without school places.

This perverse circumstance can never be an acceptable state of affairs to a Tameside Councillor in addressing their statutory duty.

Indeed, in her determination on the referral, the School Adjudicator recognised the unique issues that we have faced in balancing our statutory duties with the need to ensure a fair and transparent admissions system and in particular, I refer you to her report (**Appendix 3** refers) where she comments:

"20. I have studied the map of the LA and its schools and it is clear that the six community schools covered by this determination are geographically located in the outer areas of the LA and four of them are close to boundaries with other LAs. These four schools are located in the north east, east, south and south west of the LA. There are major urban conurbations located in the centre, the west and the north west of the LA. At the meeting on the 18 June the LA identified a number of areas of social deprivation in the LA including some based in the centre, the west and the North West. A major concern for the LA is that

in several of these deprived areas children may live further away from all LA secondary schools than children who live in the bordering LAs.

21. *I have also studied the admission arrangements for schools and authorities which border the LA and have found that catchment areas and/or feeder school systems are in place. Children living in bordering LAs have an automatic priority within these systems for their local school. The result of a successful cross boundary application may mean that should a pupil resident in the LA be unsuccessful in an application to an LA school then the next available secondary school place out of the LA might be an unreasonable distance from home."*

Consequently, the Council had choices to make following the change in national policy, which meant the Tameside approach of all Tameside primary schools being feeder schools for all Tameside high Schools was no longer lawful.

The Council took external counsel advice and considered all options as well as discussing the options at length with the Office of the School Adjudicator before consulting on an options which we accept does not meet the needs of all but seeks to ensure that the significant majority of Tameside families are not disadvantaged.

Accordingly, following consultation the Council's policy was agreed at Cabinet on the 26 August 2015 (Appendix 4 refers) , and approved by the whole Council on the 29 September 2015 without objection or adverse comment.

You also say in your letter that you are aware of some parents who have moved to another part of the borough but have chosen to leave their child in their existing primary school.

Unfortunately, any oversubscription criteria will necessitate parents making choices, for example, in some other local authority areas that have catchment areas and parents will make decisions about where they live. The reason for an oversubscription criteria is because we cannot meet everyone's choices so we have a legal duty to discriminate on a fair basis.

We want all our high schools to be good or outstanding schools and we are working in partnership with schools to achieve this so that parents are happy for their children to attend all of our high schools.

The proposed list of partner primary schools was drawn up in consultation with secondary headteachers and was based on current curriculum links to ensure that we met the new legal criteria.

However, parents are free to respond to the current consultation to make suggestions on how the list of partner primary schools could be expanded to meet specific needs. Details of how to respond to the consultation can be found on the School Admissions pages of our website <http://www.tameside.gov.uk/schools/admissions/1718/consultation>.

Parents have a right to complain to the Office of the Schools Adjudicator if they believe our criteria is fair and unlawful.

Additionally, if parents are unsuccessful in being allocated a place at their preferred school, they have a statutory right to appeal that decision to the Independent Appeal Panel and/or the Local Government Ombudsman.

Clearly, Tameside Councillors have a statutory duty to do the best for the children of Tameside, and I believe we have done everything we can to ensure that we continue to do this in the face of

change of the legal framework to ensure that we do not end up with perverse outcomes for the children of this borough.

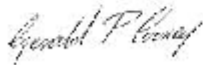
I'm pleased to say that The Office of Schools Adjudication agrees that we have achieved that in the circumstances.

As with everything we do we will continue to consult and keep the arrangements under review.

I hope this letter goes some way to explaining the complexities of the school admissions situation and I can assure you that the elected members of the Council considered a wide range of alternatives before making their decision in respect of the current arrangements in the interests of children of the borough, where our duty lies first and foremost.

That said I will also ensure that your letter is included in the current consultation on admission arrangements.

Yours sincerely,



Councillor Gerald P Cooney
Executive Member – Learning Skills & Economic Growth

APPENDIX 3

PROPOSED ADMISSION ARRANGEMENTS FOR TAMESIDE COMMUNITY AND VOLUNTARY CONTROLLED PRIMARY SCHOOLS 2017/18 ACADEMIC YEAR

1 INTRODUCTION

- 1.1 These arrangements apply to the admission of children to Tameside community and voluntary controlled primary schools (with the exception of Stalyhill Junior School) in the normal admissions round for the academic year 2017/18. 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 2017

- 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. You should put your child's name down at any Tameside primary school by the beginning of **October 2016**.
- 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 in November 2016. 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 6 schools, and then to rank the schools in order of preference, parents will also be able to give reasons for each preference.
- 3.2 Your application must be submitted by the closing date of **15 January 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 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 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 other admission bodies because the allocations process has commenced. In the case of primary schools this cut-off date is the **10 February 2017**.
- 3.5 Notification of offers of a single school place will be sent out to parents on **17 April 2017**. 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/1718>
- 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, child arrangements, 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 'child arrangements 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 revised 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 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 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 CHILDREN OF UK SERVICE PERSONNEL (UK ARMED FORCES)

- 8.1 Where an application is received from families of service personnel with a confirmed posting to the Borough or from crown servants returning from overseas to live in the Borough and is supported by an official letter that declares a relocation date and a Unit postal address or quartering area address, the Council will allocate a place in advance of the family arriving in the borough when considering the application against the oversubscription criteria.

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 admission authority will maintain a waiting list. The waiting list will operate until the end of the relevant school year (or longer if specified in the admission arrangements for individual schools). 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 admission authority immediately and provide appropriate supporting evidence).

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 or

Educational Care and Health Plan, an appeal can be made to the First Tier Tribunal (Special Educational Needs and Disability) (details are included in the Statement or ECH Plan).

- 11.2 Parents, who wish to appeal against the decision of the local authority to refuse admission to a preferred school, should do so in writing, setting out clearly why your child should go to that particular school. Information about appeals will be sent out with the allocation letter and can also be found on the School Admissions webpage <http://www.tameside.gov.uk/schools/admissions..>
- 11.3 The Appeals Panel will:
- be independent of the school and the LA;
 - give the appellant, who may be accompanied by a friend or be represented, the opportunity to make oral representation;
- 11.4 The Local Authority will:
- give the appellant at least ten school days notice of the time and place of the hearing;
- 11.5 The clerk will:
- send the appeal papers to the appellant at least seven working days before the hearing.
- 11.6 The appeal shall be decided by a simple majority of the votes cast, the 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.

PROPOSED ADMISSION ARRANGEMENTS FOR STALYHILL JUNIOR SCHOOL 2017/18 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 2017/18.

2 PUBLISHED ADMISSION NUMBER FOR STALYHILL JUNIOR SCHOOL

- 2.1 The Published Admission Number for entry in September 2017 is 60.

3 APPLYING FOR A PLACE AT STALYHILL JUNIOR SCHOOL SEPTEMBER 2017

- 3.1 If your child attends Stalyhill Infant School, you will receive an application form - the Common Application Form Junior - from the Infants School in December 2016. The Common Application Form Junior can also be obtained from the School Admissions Section at Tameside MBC. 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.
- 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 application will invite parents to indicate a preference for the school.
- 4.2 Your application must be submitted by the closing date of **15 January 2017**, with any supporting information / evidence if appropriate.
- 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 of 15 January 2017.
- 4.5 Notification of offers of a single school place will be sent out to parents on **17 April 2017**. These notifications will also inform parents of their right of appeal, and who to contact, if an application has not been successful
- 4.6 If parents at the named feeder school indicate that they wish their child to be considered for a place at another Tameside primary school for September 2017, they will be sent a transfer request form in May 2017. Completed forms should be returned to the Admissions Section by Friday 19 May 2017.

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:

- 1. Looked after Children or children who have previously been looked after but immediately after being looked after became subject to an adoption, child arrangements, 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 the named feeder school at the time of application**

Stalyhill Infant School is a feeder school for the purposes of these admission arrangements.

- 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 'child arrangements 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 revised 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 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 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 CHILDREN OF UK SERVICE PERSONNEL (UK ARMED FORCES)

- 8.1 Where an application is received from families of service personnel with a confirmed posting to the Borough or from crown servants returning from overseas to live in the Borough and is supported by an official letter that declares a relocation date and a Unit postal address or quartering area address, the Council will allocate a place in advance of the family arriving in the borough when considering the application against the oversubscription criteria.

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 LIST

- 10.1 If Stalyhill Junior School is oversubscribed the Local Authority will operate a waiting list. The waiting list will operate until the end of the school year. Parents who have expressed the school as a preference and have not been offered a place will automatically be placed on the waiting list. All pupils on the waiting list will be ranked according to the oversubscription criteria. The Local Authority will offer places, should any become available, to the highest ranked applications 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. A significant change of circumstances, such as a change of address, will be taken into account: evidence must be provided. Children who have been referred under the local authority's Fair Access protocol or who are the subject of a direction by the local authority to admit must be given precedence over any other children on the 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 or Educational Care and Health Plan, an appeal can be made to the First Tier Tribunal (Special Educational Needs and Disability) (details are included in the Statement or ECH Plan).
- 11.2 Parents, who wish to appeal against the decision of the local authority to refuse admission to a preferred school, should do so in writing, setting out clearly why your child should go to that particular school. Information about appeals will be sent out with the allocation letter and can also be found on the School Admissions webpage <http://www.tameside.gov.uk/schools/admissions..>
- 11.3 The Appeals Panel will:
- be independent of the school and the LA;
 - give the appellant, who may be accompanied by a friend or be represented, the opportunity to make oral representation;
- 11.4 The Local Authority will:
- give the appellant at least ten school days notice of the time and place of the hearing;
- 11.5 The clerk will:
- send the appeal papers to the appellant at least seven working days before the hearing.
- 11.6 The appeal shall be decided by a simple majority of the votes cast, the 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.

PROPOSED TAMESIDE COUNCIL NURSERY EDUCATION ADMISSIONS POLICY 2017 - 2018

1 INTRODUCTION

- 1.1 This policy was written with reference to Statutory Guidance for Local Authorities on 'Early Education and childcare. (September 2014) and applies to all community and voluntary controlled school maintained nurseries in Tameside. Governing bodies from these schools must follow this policy so as to ensure consistency for parents in applying for nursery places. The policy has been written in conjunction with headteachers from the Nursery Admissions Consultation Group.

2 PURPOSE

- To provide clear guidance for Governing Bodies on Nursery Admissions in all maintained nurseries.
- To ensure a consistent approach to Nursery Admissions throughout the authority

3 ENTITLEMENT TO NURSERY EDUCATION PLACES

- 3.1 All children are entitled to a free part-time nursery education place. That entitlement is from the term **after** their third birthday. However, provision is made by a range of providers and the local authority aims to provide places in the year before they enter Reception. Some places may be available for three year olds in the term after their 3rd birthday if there are places available.
- 3.2 Each child is entitled to a maximum of 15 hours free early years education per week from the term following their third birthday. This entitlement can be delivered flexibly by the school (where it is able to do so and in response to parental demand). If the free entitlement is taken flexibly, it must be no less than two and a half hours per session and no more than 10 hours per day. The full 15 hours entitlement should be over no fewer than 2 days.

4 ROLES AND RESPONSIBILITIES

4.1 The Local Authority will:

- distribute Tameside's policy for nursery admissions to all appropriate Governing Bodies;
- provide schools with a standard nursery admissions application form;
- disseminate information about nursery education providers via the Family Information Service;
- provide guidance and support for Governing Bodies offering Nursery provision;
- publish timescales for Nursery Admissions annually;
- measure distances by request (Please note a charge may apply).

4.2 The Governing Body / school should:

- keep a record of all parents expressing an interest in a nursery place for their child;
- send out application forms to parents of children, who have expressed an interest according to LA timescales;
- make it clear on all correspondence to parents that a place in nursery does not guarantee a place in Reception;
- inform parents in writing of an offer or a refusal according to LA timescales;

- provide copies of the following leaflets/factsheets to parents who have been refused a place:
 - Free entitlement funding - Directory
 - Admissions to Nursery Classes 2017/18
 - How to claim your free early education place

4.3 Parents / Carers are expected to:

- register their interest in a particular school by contacting that school;
- complete and return an application form according to given timescales;
- confirm acceptance of a place.

4.4 Additional Notes for Voluntary Aided Schools

This policy has been written in conjunction with headteachers from the Nursery Admissions Consultation Group. The Group included headteachers from voluntary aided primary schools. The recommendation from the Nursery Admissions Consultation Group was that voluntary aided schools should adopt Tameside Council Nursery Education Admissions Policy 2017 – 2018 in its entirety. This will ensure consistency for parents and carers when choosing a maintained nursery setting for their child as all schools will have the same admission criteria. It also maintains a separation between nursery and Reception provision.

4.5 Therefore, the Governing Bodies of voluntary aided schools must:

Either

formally adopt the Tameside Council Nursery Education Admissions Policy 2017 – 2018

or

formulate their own admissions policy which may include faith criteria

and

ensure that their nursery admissions policy complies with all relevant legislation including Statutory Guidance for Local Authorities on Early Education and Childcare, September 2014.

5 ALLOCATION OF NURSERY PLACES

5.1 Places will be allocated to Tameside residents who will be 4 years old between 1 September 2017 and 31 August 2018 in the first instance.

5.2 Places should be offered to children who will become 4 years old between 1st September 2017 and 31st August 2018 (and therefore born between 1st September 2013 and 31st August 2014).

5.3 Where a school receives less applications from Tameside residents who will be 4 years old between 1 September 2017 and 31 August 2018 than there are places available, all must be offered places. Where a school receives more applications from Tameside residents who will be 4 years old between 1 September 2017 and 31 August 2018 than there are places available the following over subscription criteria must be applied in order:

- 1. Children in Public Care (Looked After Children)**
- 2. Children with Exceptional Medical Needs or Home Circumstances and / or Special Educational Needs**

Written evidence must be provided from a doctor or other agency that he/she has exceptional needs which means that admission to a particular school nursery is essential. A panel of governors will make a decision as to whether to admit a child under this criteria using the evidence provided. All information provided will be treated in the strictest confidence.

It is anticipated that the total number of children allocated places according to these criteria would form only a small proportion of the total number of children attending the Nursery.

- 3. Siblings:** this will apply where the applicant is 4 years old by 31st August 2018 and has brothers or sisters attending the school at the time of application, who will still be attending at the time of admission. Within the sibling tiebreaker, 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, 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. Age

Priority will be given to children in the following order:

- 1 Children who will be 4 years old by 31st December 2017
- 2 Children who will be 4 years old by 31st March 2018
- 3 Children who will be 4 years old by 31st August 2018

- 5.4 Where over subscription occurs in applying criteria 4.1, 4.2 or 4.3, a tiebreaker will be applied to all applications remaining within the criteria. Priority will be given to applicants who live closest to the school.
- 5.5 Distance will be measured as a straight line from the child's home address to the main gate to the school property using the LA's school admissions data mapping software, which uses a Geographical Information System based on Ordnance Survey.
- 5.6 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 lives. 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.
- 5.7 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 ALLOCATING PLACES TO TAMESIDE RESIDENT CHILDREN APPLYING AFTER THE MAIN ALLOCATION PROCEDURE HAS BEEN COMPLETED

- 6.1 Where a school still has nursery places available after the main allocation process has been completed, the Governing Body should offer places to subsequent applicants on a 'first come first served basis', as long as that child is of the correct age i.e. will become 4 years old between 1st September 2017 and 31st August 2018 (and therefore born between 1st September 2013 and 31st August 2014) and lives in Tameside. Should a Tameside resident parent request a place after the allocation process and the school has places available, a place should normally be offered.

7 WAITING LISTS

- 7.1 Where a school has allocated all its nursery places, it may operate a waiting list. If a place becomes available, it should be allocated to a child on the waiting list according to the over subscription criteria.

8 IF A SCHOOL STILL HAS NURSERY PLACES AVAILABLE AFTER THE SUMMER HALF TERM 2017, THE FOLLOWING WILL APPLY

- 8.1 Offering places to children who do not live in Tameside. Where a school still has nursery places available after the summer half term preceding the September that applicants wish to be admitted, these can be allocated to children who do not live in Tameside and who will become 4 years old between 1st September 2017 and 31st August 2018 (and therefore born between 1st September 2013 and 31st August 2014), according to the over subscription criteria.

9 IF A SCHOOL STILL HAS NURSERY PLACES AVAILABLE AFTER THE START OF TERM IN SEPTEMBER 2017, THE FOLLOWING MAY APPLY

- 9.1 Offering places to children who will become 3 years old between 1st September 2017 and 31st December 2017 who live in Tameside. The governing body may decide that it will offer empty places to Tameside resident pupils who will become 3 years old between 1st September 2017 and 31st December 2017 if there are still places available after the start of term in September 2017. Pupils will not be able to start in the nursery until the beginning of the term **after** they become 3 i.e. January 2018 at the earliest. Pupils accepted into the nursery in this category will not be required to apply for a place in September 2018 as they will automatically continue in the nursery. Places must be offered using similar criteria as for the main allocation:

1 Children in Public Care (Looked After Children)

2 Children with Exceptional Medical Needs or Home Circumstances and / or Special Educational Needs

3 Age

Children who will be 3 years old by 31st December 2017 to start in January 2018

Tiebreaker - Siblings and Distance

Where over subscription occurs in applying criteria 1, 2 or 3, a tiebreaker will be applied to all applications remaining within the criteria. Priority will be given to applicants who have a sibling in the school at the time of admission followed by applicants who live closest to the school.

10 IF A SCHOOL STILL HAS NURSERY PLACES AVAILABLE AFTER THE START OF TERM IN JANUARY 2018, THE FOLLOWING MAY APPLY

- 10.1 Offering places to children who will become 3 years old between 1st January 2018 and 31st March 2018 who live in Tameside. The governing body may decide that it will offer empty places to Tameside resident pupils who will become 3 years old between 1st January 2018 and 31st March 2018 if there are still places available after the start of term in January 2018. Pupils will not be able to start in the nursery until the beginning of the term **after** they become 3 i.e. after Easter 2018 at the earliest. Pupils accepted into the nursery in this category will not be required to apply for a place in September 2018 as they will automatically continue in the nursery. Places must be offered using similar criteria as for the main allocation:

- 1 Children in Public Care (Looked After Children)**
- 2 Children with Exceptional Medical Needs or Home Circumstances and / or Special Educational Needs**
- 3 Age**
Children who will be 3 years old by 31st March 2018 to start after Easter 2018

Tiebreaker - Siblings and Distance

Where over subscription occurs in applying criteria 1, 2 or 3, a tiebreaker will be applied to all applications remaining within the criteria. Priority will be given to applicants who have a sibling in the school at the time of admission followed by applicants who live closest to the school.

**PROPOSED ADMISSION ARRANGEMENTS FOR
TAMESIDE COMMUNITY HIGH SCHOOLS
2017/18 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 2017/18. Tameside will operate an equal preference scheme.

2 APPLYING FOR A PLACE IN A TAMESIDE COMMUNITY HIGH SCHOOL SEPTEMBER 2017

- 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 2017 to the Local Authority Admissions Team, who will send out details of how to apply in September 2016. 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 6 schools, and to rank the schools in order of preference, giving reasons for each preference. In allocating places, Tameside will operate an equal preference scheme.
- 3.2 Your application must be submitted by the closing date of 31 October 2016, 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 2016 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 18 November 2016.

3.5 Notification of offers of a single school place will be sent out to parents on 1st March 2017. 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/1718>

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:

1 Looked after Children or children who have previously been looked after but immediately after being looked after became subject to an adoption, child arrangements, 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 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.

4 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.

5. 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.
- 5.4 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.
- 5.5 An adoption order is an order under section 46 of the Adoption and Children Act 2002. A 'child arrangements 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 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 CHILDREN OF UK SERVICE PERSONNEL (UK ARMED FORCES)

- 8.1 Where an application is received from families of service personnel with a confirmed posting to the Borough or from crown servants returning from overseas to live in the Borough and is supported by an official letter that declares a relocation date and a Unit postal address or quartering area address, the Council will allocate a place in advance of the family arriving in the borough when considering the application against the oversubscription criteria.

9 WAITING LISTS

- 9.1 If any school is oversubscribed the admission authority will maintain a waiting list. The waiting list will operate until the end of the relevant school year (or longer if specified in the admission arrangements for individual schools). 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 admission authority immediately and provide appropriate supporting evidence).

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 or Educational Care and Health Plan, an appeal can be made to the First Tier Tribunal (Special Educational Needs and Disability) (details are included in the Statement or ECH Plan).
- 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.

**PROPOSED PARTNER PRIMARY SCHOOLS FOR
TAMESIDE COMMUNITY HIGH SCHOOLS
SEPTEMBER 2017**

Community High Schools					
Alder Community High School	Astley Sports College and Community High School	Denton Community College	Hyde Community College	Longdendale High School	Mossley Hollins High School
Arundale	Bradley Green	Audenshaw	Arundale	Arundale	Buckton Vale
Bradley Green	Broadbent Fold	Corrie	Bradley Green	Bradley Green	Livingstone
Discovery Academy	Lyndhurst	Dane Bank	Broadbent Fold	Broadbottom CofE	Micklehurst
Dowson	Oakfield	Denton West End	Discovery Academy	Discovery Academy	Milton St John's CofE
Gee Cross Holy Trinity	Ravensfield	Greswell	Dowson	Dowson	St George's CofE
Godley	St John's CofE	Linden Road	Flowery Field	Godley	St Joseph's RC
Greenfield	St Mary's RC (Dukinfield)	Manor Green	Gee Cross	Gorse Hall	St Raphael's RC
Leigh	Yew Tree	Poplar Street	Godley	Greenfield	Millbrook
Mottram CofE		Russell Scott	Greenfield	Hollingworth	
Pinfold		St Anne's CofE	Leigh	Mottram CofE	
St George's CofE Hyde		St Stephen's CofE	Linden Rd	Pinfold	
St James' RC Hyde			Oakfield	St James' RC Hyde	
St Paul's RC Hyde			Pinfold	St Paul's RC	
Stalyhill Juniors			St George's CofE Hyde	Stalyhill	
St Anne's Denton			St Paul's RC Hyde	Yew Tree	
St John Fisher RC					
Broadbottom Primary					

SCHOOL ORGANISATION AND PLANNING 2016-18 DISCUSSION PAPER – February 2016

1 CONTEXT

- 1.1 All local authorities have a statutory duty to ensure that there are sufficient school places to meet demand in its area. These may be school places available at provision maintained by the local authority, academies, or other non-maintained schools. In order to carry out this statutory duty, Councils need to carry out school place planning and forecasting.
- 1.2 The statutory framework for schools and academies has undergone much change in recent years and with increasing school autonomy a planning mechanism with strong local knowledge is needed to ensure that funding to secure sufficient school places is allocated effectively and efficiently.
- 1.3 Planning for fluctuations in demand for school places is an important function which needs to be carried out at a local level and will differ depending on the phase of learning, for example, pupils will travel further to secondary schools than primary schools and the compact geography of the borough means that place planning can happen at a level higher than wards or towns. So Tameside uses planning areas that fit the geography of the borough but also travel to learn patterns.
- 1.4 School place planning is a complex process, that takes account a range of factors including the number of births in the borough, in year movement and cohort survival rates as well as parental preference and planned housing development. With rapid shifts in economic conditions for families and changing patterns of migration, planning for basic need requires a proactive approach to best respond to both short and medium term demand for places.

2 FACTORS AFFECTING DEMAND

- 2.1 The main factors affecting demand for school places are birth rates, in year movement within and without the borough, cross border travel of pupils into schools in other local authorities and equally pupils travelling to schools in Tameside from other boroughs, housing developments and availability of social housing and parental preference. Many of these are subject to quite short-term uncertainty and are difficult to plan for on a long term basis.

3 FACTORS AFFECTING SUPPLY

- 3.1 The main factors affecting the supply of school places are the availability of capital funding, land and premises. Expansion of existing schools are affected by the capacity of premises, the size of sites as well as wider considerations of their location. Establishing any new schools requires a longer lead in time through the competition framework. Equally, additional places can be introduced into the system through expansion proposals by governing bodies or admission authorities which increase admission numbers into a school and the establishment of Free Schools that receive approval by central government. Additional capital grant funding through the Department for Education funding streams, for example, Targeted Basic Need initiatives may enable some capital projects to be undertaken.

4 CHALLENGES AFFECTING PLANNING TO MEET DEMAND

- 4.1 The main issues that can affect the Council's strategic plan are: late applications, in-year admissions and casual applications all of which complicate planning both at school and at local authority level. Previously well-understood trends are changing and are proving difficult to predict, including short term tenancies, mobile populations and other changes in the housing market. Changes in parental preference are also difficult to predict.
- 4.2 As demand increases, there are new challenges. An increase in demand for primary school places mean lower levels of surplus places which could have helped to meet demand for in year transfers and any surplus places are often not in the right geographical area. At secondary level, the right levels of existing unfilled places need to be protected so that they will be available when they are needed, as primary growth feeds through.

5 THE NATIONAL CONTEXT

- 5.1 The Local Government Association (LGA) published a report "The council role in school place planning" in March 2014. The report examined the current tensions for councils in continuing to balance supply and demand for school places in the current economic climate and shares how some councils have responded through a series of case studies. The report identifies five issues and the changes they believe are necessary to ensure local authorities are able to meet the current challenges:

- *The current schools capital system divides money between school maintenance, new places, and funding for rebuilding crumbling schools. It then further splits things down into separate pots for council maintained schools, faith schools, free schools and academies. A single capital pot locally for schools capital to allow councils and schools to work together locally to make the best possible use of the limited capital funding available for repairing, rebuilding and building new schools.*
- *The recent announcement of three-year allocations, rather than annual grants of basic need funding is very welcome. In the recent Spending Review, a £21 billion schools capital allocation for the whole of the next Parliament was announced so we would like to see a corresponding indicative five-year allocation to councils to allow them to work with schools and potential sponsors to plan ahead to commission and deliver the primary and secondary places that will be needed between 2015 and 2020.*
- *Councils are unable to require academies to expand but the majority of secondary schools are now academies. The hands of councils are also tied in building new schools, which have to be opened as academies, with all the final decisions about proposals and sponsors resting with the Secretary of State for Education. Restoration of decision-making on the provision of new schools to local level, as it was prior to the Academies Act 2011.*
- *Councils need the flexibility to deliver whatever new type of school is required to fulfil their statutory duty to offer places and to contribute to the local education offer. This should include the option of establishing community schools if that is the locally preferred option. Where academies are the preferred option, decisions about sponsors should be taken locally to meet the needs and wishes of local parents and communities.*
- *The process for establishing and funding free schools is completely outside the control of local councils, although councils are increasingly trying to engage potential free school sponsors to make sure that new schools are established in areas of need. We would like councils to be given a greater role in judging and approving free school proposals to ensure that new free schools are established where they are needed and in a way that supports councils in their place planning duties.*

6 THE GREATER MANCHESTER CONTEXT

6.1 Since 2013, senior officers responsible for school place planning in each of the 10 Greater Manchester authorities have been meeting to get a better understanding of factors affecting all authorities and in particular, pupil movement between authorities. The Association of Greater Manchester Authorities (AGMA) commissioned a report in January 2015 to give an overall context for Greater Manchester.

6.2 The summary headlines from this report as highlighted the following:

Demographic pressures

6.3 The ten GM authorities had a combined population of just over 2.7 million at mid-year 2013; with an estimated 238,000 children in the 'primary' age ranges (age 4—10) and 157,000 in the secondary age-range (age 11—15).

6.4 The latest population projections from the Office for National Statistics (ONS) suggest that the combined effect of natural change (births and deaths) and migration (both domestic and international) will increase the GM population by 13% over the 25-year period 2012—2037; with an 8.5% change in the primary age population (+19,785) and a 12.7% change in the secondary population (+20,332).

6.5 The latest (January 2014) School Census (which excludes children attending independent schools) suggests that there were 372,530 pupils resident in the ten GM local authority districts: 222,831 attending primary schools both within and outside Greater Manchester; 143,699 attending secondary schools both within and outside Greater Manchester

6.6 In planning for places, population migration and daily 'travel-to-school' movements will affect pupil dynamics between the GM local authorities. The ten areas experience different growth pressures from the, more permanent, migration of pupils (both into and out of each area) and the 'cross'-border' movement associated with parental preference and the daily movement of pupils from where they live to where they attend school.

Growth hotspots

6.7 For the reception year intake, there is a balance between PAN and SCAP totals at an aggregate, GM level (+82 surplus by 2018/19), but there are significant differences in the SCAP: PAN ratios between local authorities. Six authorities have a reception year forecast that does not exceed the corresponding PAN over the five-year period (Bolton, Bury, Oldham, Stockport, Trafford and Wigan); the remaining four authorities have a reception year forecast that exceeds the PAN over the five-year period (Manchester, Rochdale, Salford and Tameside).

6.8 In absolute terms, the discrepancy between the reception year forecasts and PAN is largest in Manchester, with an estimated shortfall in places of 1,201 by 2018/19. Tameside's estimated shortfall is also substantial, -285 by the end of the five-year period. These deficits contrast to the forecast surplus of places in other areas by 2018/19, most significantly in Stockport (+480) and Trafford (+462).

6.9 For the year 7 intake, the discrepancies between PAN and SCAP are more significant, with all authorities having a SCAP figure that exceeds the corresponding PAN by 2020/21. The GM-wide, year 7 deficit is estimated to be -4,328 places by 2020/21, with the most substantial differences evident in Manchester (-2,190) and Tameside (-564).

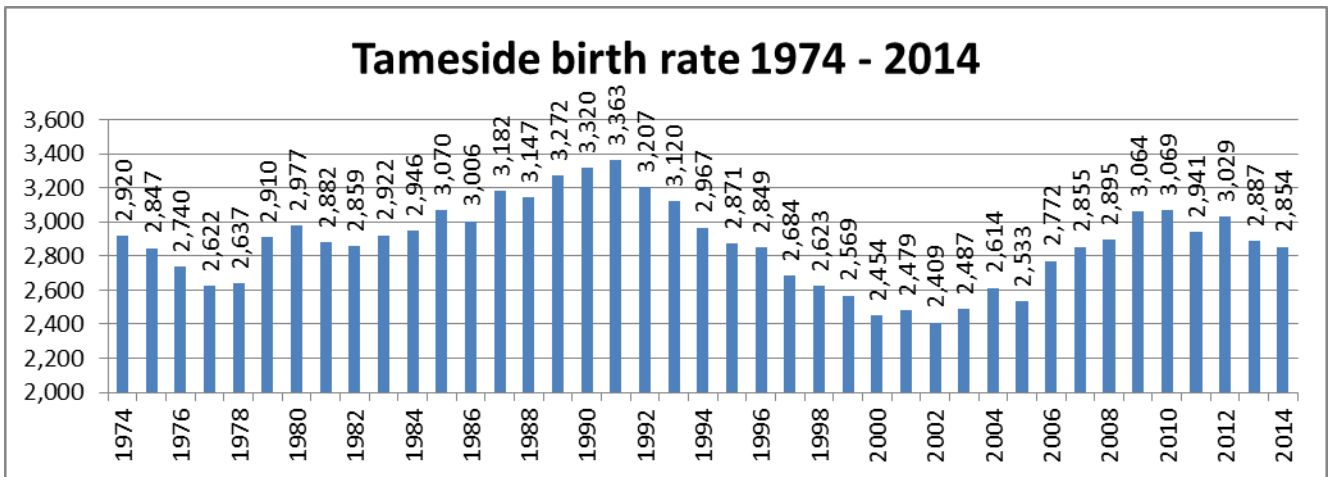
6.10 Particular hot-spots of growth are being forecast within individual districts. For primary school provision, future growth pressures are forecast to be particularly severe in Manchester and in neighbouring planning areas of Rochdale, Salford, Stockport and

Tameside. Other areas of high forecast growth include Wigan North & North West and the Daubhill area of Bolton.

- 6.11 For secondary school provision, the planning area geography is less disaggregate, with acute growth pressures evident in Bury, Manchester and Tameside. In other areas, more geographically-specific pressures have been estimated for the Altrincham area of Trafford, the Pennines Township in Rochdale, Salford North and Orrell, Wigan West.

7 BIRTH RATE

- 7.1 In common with many areas of the country, Tameside has experienced a surge in births over recent years. The birth rate has risen from a low of 2,409 in 2002 to a recent high of 3,069 in 2010, a 27% increase.
- 7.2 As can be seen from the graph below, over the last 40 years, the birth rate in the borough has followed a distinct cycle which appears to repeat over a 25 year period. The peak of births in the borough was reached in 1991 when 3,363 babies were born. The most recent peak was in 2010 with 3,069 babies born. In 2014, this had dropped back to 2,854. Birth rates form the basis for any school place planning model.



8 IN YEAR TRANSFERS

- 8.1 The School Admissions Team in the Council deal with approximately 3,000 transfer movements every year. Around 2,000 are primary school movements and 1,000 are secondary. This is in common with most areas of the country where house moves are the commonest reason for moving schools. The table below shows pupil numbers in each primary year group from 2004 onwards. As can be seen the number of children in Tameside primary schools has increased steadily over the years in line with the increase in the birth rate.

All Tameside primary schools January census numbers in each year group								
	R	Y1	Y2	Y3	Y4	Y5	Y6	TOTAL
2004/05	2460	2562	2593	2618	2712	2712	2745	18402
2005/06	2397	2472	2550	2591	2615	2706	2718	18049
2006/07	2406	2396	2463	2553	2598	2611	2695	17722
2007/08	2453	2384	2429	2457	2535	2619	2617	17494
2008/09	2586	2463	2400	2427	2470	2536	2617	17499
2009/10	2549	2589	2499	2411	2404	2461	2531	17444
2010/11	2681	2549	2600	2453	2414	2397	2473	17567
2011/12	2760	2690	2574	2581	2467	2420	2369	17861
2012/13	2908	2770	2701	2544	2544	2430	2394	18291
2013/14	2926	2953	2773	2699	2567	2581	2465	18964
2014/15	3104	2929	2931	2761	2692	2597	2580	19594
% CHANGE								106%

8.2 The table below shows the percentage change in numbers and percentages due to in year transfers from one year to the next in Tameside.

Change in numbers year to year								
	R	Y1	Y2	Y3	Y4	Y5	Y6	Overall
2004/05								
2005/06		12	-12	-2	-3	-6	6	
2006/07		-1	-9	3	7	-4	-11	
2007/08		-22	33	-6	-18	21	6	
2008/09		10	16	-2	13	1	-2	
2009/10		3	36	11	-23	-9	-5	
2010/11		0	11	-46	3	-7	12	13
2011/12		9	25	-19	14	6	-28	-28
2012/13		10	11	-30	-37	-37	-26	-12
2013/14		45	3	-2	23	37	35	12
2014/15		3	-22	-12	-7	30	-1	-6
Percentage change year to year								
	R	Y1	Y2	Y3	Y4	Y5	Y6	Overall
2004/05								
2005/06		0.49%	-0.47%	-0.08%	-0.11%	-0.22%	0.22%	
2006/07		-0.04%	-0.37%	0.12%	0.27%	-0.15%	-0.41%	
2007/08		-0.92%	1.36%	-0.24%	-0.71%	0.80%	0.23%	
2008/09		0.41%	0.67%	-0.08%	0.53%	0.04%	-0.08%	
2009/10		0.12%	1.44%	0.46%	-0.96%	-0.37%	-0.20%	
2010/11		0.00%	0.42%	-1.88%	0.12%	-0.29%	0.49%	0.53%
2011/12		0.33%	0.97%	-0.74%	0.57%	0.25%	-1.18%	-1.18%
2012/13		0.36%	0.41%	-1.18%	-1.45%	-1.52%	-1.09%	-0.50%
2013/14		1.52%	0.11%	-0.07%	0.90%	1.43%	1.42%	0.49%
2014/15		0.10%	-0.75%	-0.43%	-0.26%	1.16%	-0.04%	-0.23%

- 8.3 The data in the table shows that whilst there might be a large number of transfers in any given year, the overall change in pupil numbers is relatively small. In effect, the number of pupils that start in Reception are then relatively steady.

Growth hotspots in Tameside

- 8.4 Data released by the Department for Education in June 2015, shows that Tameside has a large number of pupils taught in infant classes of over 30. This percentage is the second largest in England behind Leicester and just in front of Oldham. All the pupils in Tameside classes are placed as a result of permitted exceptions to the infant class size legislation and so are lawful but this does cause pressure on schools. Permitted exceptions to infant class size legislation include:

- a) children admitted outside the normal admissions round with statements of special educational needs specifying a school;
- b) looked after children and previously looked after children admitted outside the normal admissions round;
- c) children admitted, after initial allocation of places, because of a procedural error made by the admission authority or local authority in the original application process;
- d) children admitted after an independent appeals panel upholds an appeal;
- e) children who move into the area outside the normal admissions round for whom there is no other available school within reasonable distance;
- f) children of UK service personnel admitted outside the normal admissions round;
- g) children whose twin or sibling from a multiple birth is admitted otherwise than as an excepted pupil;
- h) children with special educational needs who are normally taught in a special educational needs unit attached to the school, or registered at a special school, who attend some infant classes within the mainstream school.

- 8.5 The largest number of placements are made under exceptions d) by independent appeal panels and h) through in year transfers.

- 8.6 The placement of children under criterion h) is made using the Fair Access Protocol and is overseen by the Primary Pupil Placement Panel. The Fair Access Protocol is agreed by all Headteachers and allows for the equitable placing of pupils for a variety of reason including, poor attendance; being out of school for long periods of time; homeless children; children living in refuges etc.

- 8.7 The Fair Access Protocol allows for the placement at all schools not just those with places and allows some equity in the number of pupils in each school.

- 8.8 There is no doubt that the number of pupils moving into Ashton is an issue for schools and the Pupil Placement Panel has placed a significant number of pupils under exception h). The table below shows the number of pupils placed across all Tameside schools in the last three years:

Pupil Placement Panel meeting	Family groups	R	Y1	Y2	Y3	Y4	Y5	Y6	Total
2015/16									
Dec-15	4	1	2		3	1	1		8
Nov-15	8	3	4	2	2	2	3		16
Oct-15	6	1	5	1	1	1	1		10
Sep-15	8	3	1		4	2	1		11
TOTAL	26	8	12	3	10	6	6		45
2014/15									
Jun-15	5	3		1	3				7
May-15	2	1	1						2
Mar-15	2	1		1			1		3
Nov-14	2	1	1	1					3
Oct-14	3	2	1	2			1		6
Sep-14	3	1	1	2	2	1			7
TOTAL	17	9	4	7	5	1	2		28
2013/14									
Jun-14	0								0
May-14	1	1		1					2
Feb-14	1	1							1
Jan-14	3		3						3
Nov-13	1		1						1
Sep-13	0								
TOTAL	6	2	4	1					7

- 8.9 The data shows that there are an increasing number of pupils where a place cannot be offered within a reasonable distance. However, what needs to be borne in mind is that it is often family groups that cannot be placed together in a single school rather than individual pupils.
- 8.10 The table below shows the impact on overall numbers within the Ashton area. As with Tameside as a whole, this shows that whilst there might be a large number of transfers in any given year, the overall change in pupil numbers is relatively small. In effect, the number of pupils that start in Reception are then relatively steady.

Change in numbers year to year								
	R	Y1	Y2	Y3	Y4	Y5	Y6	Overall
2004/05								
2005/06		-4	-1	-6	-14	3	1	
2006/07		4	-3	-1	-2	-6	-3	
2007/08		-10	11	6	1	9	2	
2008/09		-5	2	-5	13	-13	2	
2009/10		-3	7	-1	-8	-6	-10	
2010/11		3	10	-8	1	7	-2	4
2011/12		4	-11	-8	-1	3	1	10
2012/13		-3	4	2	-5	-6	6	1
2013/14		13	6	-5	7	4	3	-10
2014/15		11	-8	-11	4	7	-6	-8
Percentage change year to year								
	R	Y1	Y2	Y3	Y4	Y5	Y6	Overall
2004/05								
2005/06		-0.77%	-0.18%	-1.17%	-2.64%	0.58%	0.19%	
2006/07		0.75%	-0.58%	-0.18%	-0.39%	-1.15%	-0.58%	
2007/08		-2.08%	2.03%	1.15%	0.18%	1.74%	0.38%	
2008/09		-0.98%	0.41%	-0.93%	2.43%	-2.43%	0.38%	
2009/10		-0.55%	1.36%	-0.21%	-1.51%	-1.13%	-1.91%	
2010/11		0.55%	1.81%	-1.58%	0.21%	1.31%	-0.38%	0.76%
2011/12		0.70%	-2.06%	-1.47%	-0.20%	0.62%	0.19%	1.86%
2012/13		-0.53%	0.70%	0.37%	-0.93%	-1.20%	1.22%	0.20%
2013/14		2.18%	1.05%	-0.88%	1.29%	0.74%	0.60%	-1.99%
2014/15		1.82%	-1.36%	-1.96%	0.70%	1.27%	-1.12%	-1.49%

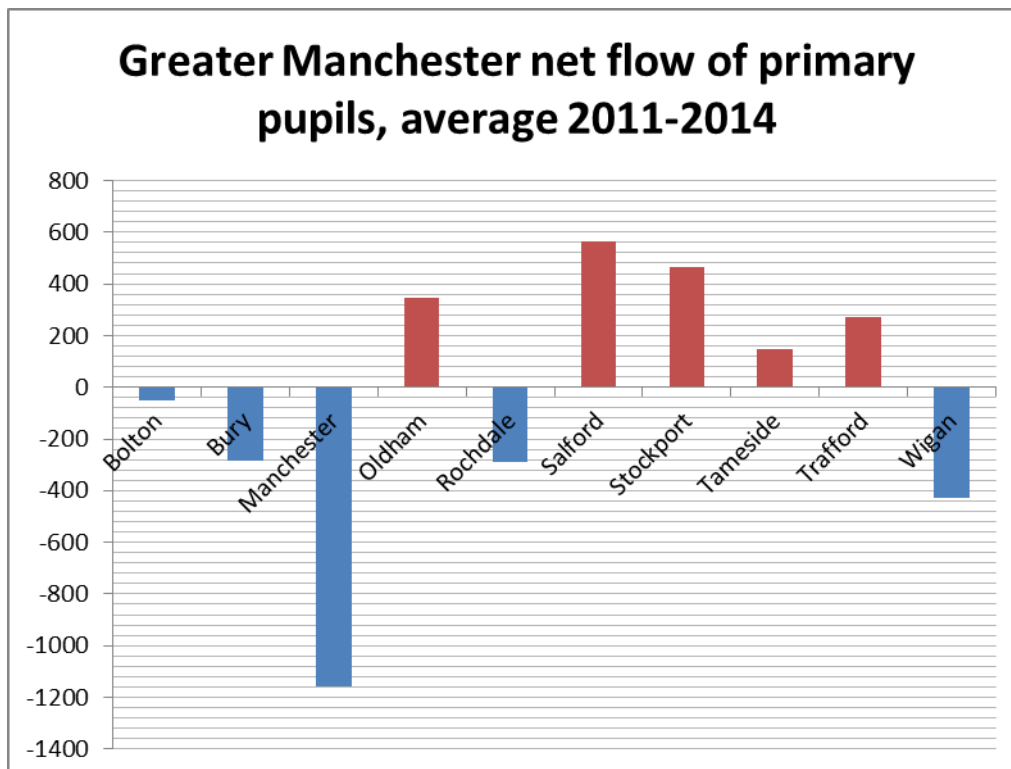
- 8.11 Should the number of pupils being placed in year and in excess of the infant class size level of 30 continue to increase, it may be necessary to open additional class space by utilising the new accommodation at one of the three new build schools which are Inspire Academy (additional 60 places per year group); Broadoak Primary School (additional 15 places per year group) and Holden Clough Primary School (additional 30 places per year group).
- 8.12 A recent Association of Greater Manchester Authorities (AGMA) commissioned report on pupil place planning compared net migration across the conurbation and the table below shows average annual net migration by phase 2009 – 2013 using Office for National Statistics (ONS) and GP registration data:

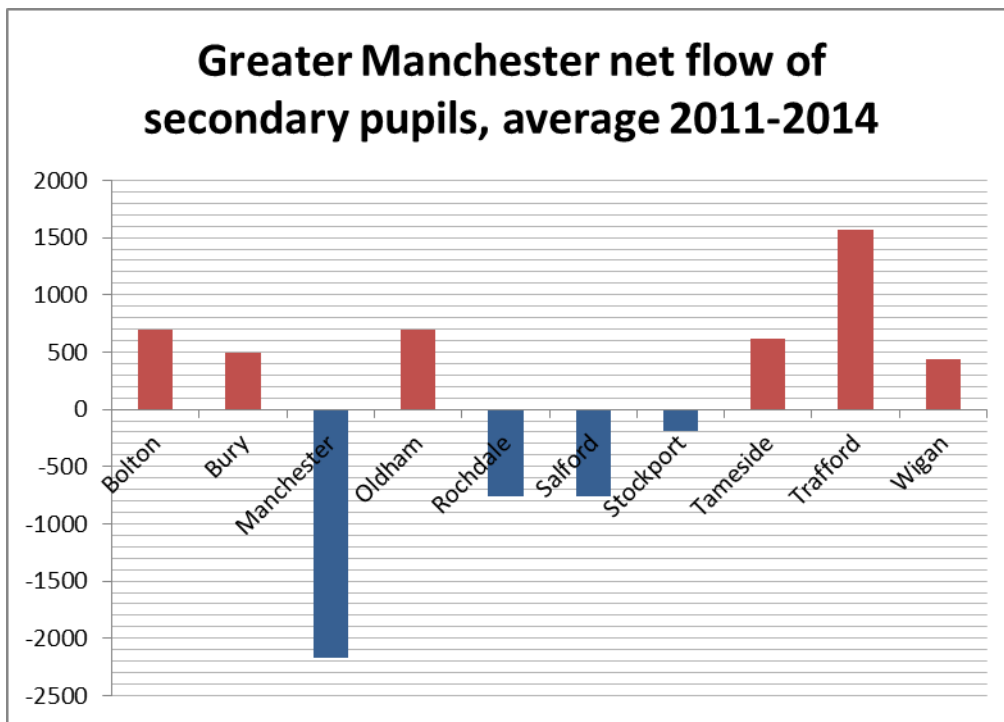
District	Pre-school	Primary	Secondary	Sixth form	Total
Bolton	36	3	24	-12	50
Bury	58	5	1	-7	57
Manchester	-605	-642	-229	11	-1,466
Oldham	6	-84	-57	-27	-162
Rochdale	-14	-130	-69	-30	-243
Salford	-117	-177	-66	17	-343
Stockport	174	83	23	-14	266
Tameside	-39	-26	15	-3	-53
Trafford	180	260	80	-4	516
Wigan	41	-47	-12	-10	-28
Total	-281	-756	-291	-80	-1,407

8.13 Net migration is the permanent move of pupils from one borough to another and as can be see, overall, Tameside is a net exporter of children to other boroughs but a net importer at secondary age.

9 TRAVEL TO SCHOOL

9.1 Undoubtedly, many of the in-year transfers described above are as a result of people moving house both within the borough and into and out of the borough. However, pupils can be very mobile and the cross border travel patterns of pupils also needs to be taken into account when planning school places. The AGMA report on pupil place planning highlighted the travel patterns of pupils across the conurbation and the primary and secondary net flows are shown in the tables below.





9.2 The net balance of inflow and outflow is important for school place planning as it quantifies whether Tameside is a net importer or exporter of pupils in each phase. The graphs above show that Tameside importer at both primary and secondary phase as illustrated numerically below.

District	Travel-to-school		Migration		Combined total	
	Primary	Secondary	Primary	Secondary	Primary	Secondary
Bolton	-49	690	3	24	-46	714
Bury	-285	490	5	1	-280	491
Manchester	-1,159	-2,175	-642	-229	-1,801	-2,404
Oldham	346	697	-84	-57	262	639
Rochdale	-287	-764	-130	-69	-416	-833
Salford	566	-757	-177	-66	389	-823
Stockport	463	-188	83	23	546	-165
Tameside	146	615	-26	15	120	630
Trafford	271	1,569	260	80	531	1,649
Wigan	-429	437	-47	-12	-476	425
Total	-416	614	-756	-291	-1,171	323

10 COHORT SURVIVAL RATE

10.1 When taken together, all of the above factors gives a cohort survival rate. This is the ratio of the relationship number of pupils from one point in time to another, for example, the birth rate number compared to the number of pupils allocated a place in Reception or the number of pupils in Year 6 in a Tameside school compared to the number of pupils allocated a place in Year 7. A five year rolling average of this ratio is the method used in Tameside to predict the number of places needed in any particular intake year.

10.2 The cohort survival rate for Year 7 is shown in the table below:

YEAR 7 ACTUALS								
	2008	2009	2010	2011	2012	2013	2014	2015
Total on time applications	2935	2911	2808	2635	2461	2547	2611	2797
Tameside schools 1st preferences inc SEN	2798	2780	2642	2483	2354	2419	2470	2618
Tameside resident out of borough 1st prefs	137	131	166	152	107	128	141	179
Out of borough 1st prefs for Tameside schools	331	318	239	235	239	253	324	334
Total allocated - Sept	2954	2964	2868	2773	2617	2758	2742	2976
Total allocated for Tameside schools - Sept	2752	2752	2616	2554	2589	2547	2552	2758
Total allocated to out of borough and independent	185	172	220	190	137	166	154	218
Primary school Year 6	2611	2619	2536	2461	2397	2420	2430	2581
Cohort survival rate (Y6 - Y7)	105.4%	105.1%	103.2%	103.8%	108.0%	105.2%	105.0%	106.9%
Birthrate	2684	2,623	2,569	2,454	2,479	2,409	2,487	2,614
Cohort survival rate (birth - Y7)	102.5%	104.9%	101.8%	104.1%	104.4%	105.7%	102.6%	105.5%

11 HOUSING DEVELOPMENT

11.1 Another core factor in planning school places, is the amount of new housing development being planned in the borough. Tameside's Core Strategy is the key compulsory Local Development document. Every Local Development document is built on the principles set out in the Core Strategy, regarding the development and use of land in Tameside's planning area. The Core Strategy is currently being reviewed and it is predicted that an additional 11,000 houses, will be built in the borough, over the next 15 years. This will require approximately, an additional 4,000 school places in total or 330 school places per year group.

12 CHANGES IN PUBLISHED ADMISSION NUMBERS

12.1 The number of places in both primary and secondary schools has varied immensely over the last few years.

12.2 When the birth rate was at its highest in the 1990s, there were 3306 primary school places available in each year group. Two things have had a large impact on the reduction in this number. Firstly, the Infant Class Size legislation effectively wiped out 10% of primary school places. Before the legislation was introduced in September 2001, many primary schools routinely had admission numbers of 32 or 33 pupils. The Infant Class Size legislation limited this to 30 in all but very exceptional circumstances. The second factor was the Department for Education's drive to reduce surplus places to less than 10% within a school. For example, if a school had an admission number of 60 with 420 places overall and 60 surplus places, the DfE required the admission authority to take action to reduce the surplus meaning that admission numbers in many primary school were reduced as the birth rate fell. From a peak of 3306, the number of primary places fell to its lowest point of 2734 in September 2009.

12.3 In secondary schools, the number of places reached a peak of 3203 in September 2000. In 2006, the Council undertook a review of secondary school places in order to secure Building Schools for the Future (BSF) funding. At that time, the ONS was predicting that the fall in birth rates would be sustained and in order to be successful with the BSF funding bid, the Council was required to reduce the number of places available and so from September 2011, 2826 secondary school places were available. This has further reduced as the cohort of pupils going into Year 7 has fallen to its lowest level for 25 years with only 2341 places offered in September 2012.

13 AVAILABILITY OF PLACES

Primary schools

- 13.1 Since September 2009, the Council has proactively increased the number of places available in primary schools and for September 2015, there are 3160 places available, a 15% increase since its low in 2009. This includes two new primary academies in Ashton and Hyde. As the birth rate appears to have stabilised over the last three years, there is no immediate pressure to further increase places in the primary phase in the future.
- 13.2 The table below shows where places have been increased across the borough over the last 10 years.

Tameside primary school Reception places											
Town	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18
Ashton	574	560	560	570	570	570	630	645	690	690	690
Audenshaw	180	180	180	180	195	195	195	195	195	210	210
Denton	425	428	413	431	446	446	450	480	450	450	450
Droylsden	315	315	285	315	330	330	330	330	330	330	330
Dukinfield	240	240	240	240	250	250	285	270	270	270	270
Hattersley	110	110	110	110	110	120	120	120	120	120	120
Hyde	375	375	375	385	390	390	450	450	420	420	420
Longdendale	65	65	65	65	65	65	65	70	130	130	130
Mossley	110	110	125	125	125	125	130	130	135	165	145
Stalybridge	416	381	381	381	426	426	430	435	435	435	435
Grand Total	2810	2764	2734	2802	2907	2917	3085	3125	3175	3220	3200

- 13.3 It is worth noting the final note from the LGA is that “there are real concerns that the ‘easier solutions’ have now been taken in the primary sector and dealing with the surge in demand for secondary school places will become more costly and complex”. The need for collaborative and innovative solutions is more important than ever.

Secondary schools

- 13.4 The focus of increasing places now needs to be on the secondary phase. The predictions based on the cohort survival rate described in section 5 of this report are shown below:

YEAR 7 PREDICTIONS									
	2016	2017	2018	2019	2020	2021	2022	2023	2024
Year 6	2567	2699	2773	2953	2926	2946			
Cohort survival Y6 - Y7 (5year rolling)	2695	2834	2912	3101	3072	3093			
Birth rate	2,533	2,772	2,835	2,895	3,064	3,069	2,941	3,071	2,887
Cohort survival birth - Y7 (5year rolling)	2609	2855	2920	2982	3156	3161	3029	3163	2974

- 13.5 With 2826 places currently available in each year group, it can be seen that up to 340 new places need to be created over the next few years to ensure that all Tameside pupils have access to a secondary school place in the borough.
- 13.6 This year has seen discussions with a number of secondary Headteachers in the borough to increase places at schools for 2017 onwards. Some places can be created without significant capital investment, whereas others will require investment to remodel. A rolling programme will be developed over the next 12 months to begin increasing places in the secondary sector.

Places in Special Schools

- 13.5 In common with increases in the population of primary schools, our primary special schools are also seeing an increase in demand, particularly in Key Stage 1. For September 2013, an additional classroom was created at Oakdale School to accommodate 9 more pupils. The space was created by remodelling a small part of the Dukinfield Children's Centre. In September 2014, an additional class was created at both Oakdale and Hawthorns Academy. Both schools have restricted sites and it is not easy to create additional accommodation so more innovative plans need to be considered.
- 13.6 The Council has 691 pupils with statements of special educational needs or Education, health and Care Plans. Of these, 88 pupils attend schools outside the borough. A significant number of the pupils placed outside the borough are pupils with Autistic Spectrum Conditions. This prompted the Council to successfully bid for funding from the Targeted Basic Need pot. The Council has been allocated £1.7m to create 60 places at Samuel Laycock School from September 2015. Plans are underway for the necessary changes needed to Samuel Laycock to accommodate the additional pupils. The additional places will hopefully attract future pupils to stay in the borough and attend the local school that can meet their needs. It will also help to reduce costs as the Council would not be paying fees to independent specialist providers and arranging and funding daily home to school transport.

14 CAPITAL

- 14.1 The Council receives capital allocations through a number of funding strands from the DfE including maintenance capital, locally coordinated voluntary aided programme capital and schools also receive devolved formula capital. The DfE has also recently introduced basic need funding and Targeted Basic Need Funding to create additional places. Between 2011 and 2016, the Council has received or been allocated £31m of basic need and Targeted Basic Need funding which has already created primary and special places in the borough and will also be used to support the necessary increase of secondary school places.

15 NEXT STEPS

- 15.1 Demographic change continues to place considerable pressure upon school place planning. This change is being driven by a sharp increase in the number of births since 2001, the continued impact of international migration, plus the exchange of population between areas. Planned housing growth across Greater Manchester is set to place yet more pressure on the need for pupil places. Whilst the need for primary places in Tameside is predicted to reduce, the secondary sector is facing a significant shortfall if action isn't taken.
- 15.2 Discussions are already underway with Headteachers of our secondary schools and a full School Organisation Plan will be developed by the end of the school year and in time for the consultation on admission arrangements for September 2017 which begins in the autumn term of 2015.

Agenda Item 8

Report To:	JOINT MEETING OF EXECUTIVE CABINET AND OVERVIEW (AUDIT) PANEL
Date:	10 February 2016
Executive Member / Scrutiny Panel:	Councillor Peter Robinson, Executive Member (Children and Families) Councillor Gillian Peet, Chair to People Scrutiny Panel
Subject:	REVIEW OF THE DELIVERY OF YOUTH OFFENDING SERVICES IN TAMESIDE
Report Summary:	The Chair to People Scrutiny Panel to comment on the Executive Response (Appendix 1) dated August 2015 to the Scrutiny review of the delivery of Youth Offending Services in Tameside the recommendations to support future services detailed in section 9 of report (Appendix 2).
Recommendations:	That the Overview (Audit) Panel note the recommendations detailed in section 9 of Appendix 2 .
Links to Community Strategy:	This review supports the Community Strategy priority 'Supportive Tameside' but also recognises links across all Community Strategy areas.
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)	<p>The Youth Offending Service is significantly grant funded (82%) by the Youth Justice Board. A total grant sum of £ 0.629 million has been allocated to the Council in 2015/16. The service is also financed by an additional sum of £ 0.136 million Council funding. The majority of grant funding received relates to a core grant to deliver the service (£0.504 million in 2015/16). It should be noted that this sum was reduced by 17% when compared to the level of grant received in 2014/15.</p> <p>The Council awaits confirmation of 2016/17 Youth Justice Board grant allocations. However it is expected that further reductions will be implemented when compared to 2015/16 allocations.</p> <p>Appropriate strategies and proposals should be available for immediate implementation should this be the case to ensure current levels of expenditure are also reduced accordingly.</p>
Legal Implications: (Authorised by the Borough Solicitor)	It is important that scrutiny reports are considered expediently to ensure that any recommendations are implemented promptly.
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.radcliffe@tameside.gov.uk

Post Scrutiny - Executive Response

In Respect of: Scrutiny Review of the Delivery of Youth Offending Services in Tameside

Date: 4 August 2015

Executive Member: Councillor Robinson (Children and Families)

Coordinating Officers: Dominic Tumelty, Assistant Executive Director, Children's Services

Recommendations	Accepted/ Rejected	Executive Response	Officer Responsible	Action By (Date)
<p>1. That the Council and partners look to develop a Youth Offending Strategy which sets out a clear vision for integration across a range of services in Tameside.</p>	<p>Accepted</p>	<p>The YOT produces a Youth Justice Plan each year; the 2015-2016 plan was submitted to the Youth Justice Board (YJB) on 30th August and includes plans for a clearer integration with a range of services. The plan sets out objectives for the forthcoming year in relation to our key priorities: reduction in first time entrants; reduction in re-offending; reduction in the use of custody; effective safeguarding and effective public protection. The plan forms part of the conditions of grant from the YJB and once approved by both the YJB and the YOT Management Board, will be made available via the website. The YOT Management Board consists of a broad range of representatives from key partner agencies, including the statutory partners of Police, Children Social Care, Health, Education and Probation.</p>	<p>Sally Dickin</p>	<p>Completed</p>

2. That the Council closely monitor reoffending rates in Tameside and work with partners to explore new ways to actively reduce re-offending.	Accepted	The YJB has developed a reoffending tracker toolkit that was launched in Tameside in September. This toolkit will enable the YOT to monitor re-offending in a more timely way as it will produce up to date data that can be responded to more readily. Previous data on re-offending has always been after a significant time lag, resulting in information being out of date when received. With the new toolkit the YOT will be able to identify and respond to any trends or themes as they emerge to further reduce re-offending. The data produced will be scrutinised by the YOT management team and where necessary raised with the management board.	Sally Dickin	1.12.15 & Ongoing
3. To explore how the increased volume of diversion work will impact on capacity within the service and wider integration opportunities.	Accepted	Currently being explored in the wake of the announcement of further funding cuts from the YJB; links to 1 and the need to work in a more integrated manner.	Sally Dickin	1.12.15
4. To identify any increases in the number of female youth offenders in Tameside and the impact this may have on staff training needs.	Accepted	A working with girls training programme has been rolled out across the GM YOT's and several Tameside staff have attended and cascaded the learning to other team members. A GM wide policy on working with girls has been agreed and Tameside are monitoring the volume of girls that enter the system.	Sally Dickin	Completed & Ongoing
5. That the YOT is best positioned within a model of early intervention and prevention across Early Years, Troubled Families, Education and Stronger Communities.	Accepted	The AED will consider this recommendation as part of the review and design of the services to ensure a joined up approach for our young people. This is not without significant challenge given the efficiency savings that children's services are facing and at a time when cuts to service are inevitable. However the pivotal role that YOT are able to play in preventing young people from getting into trouble, supporting school attendance and reducing anti-social behaviour is	Dominic Tumelty	January 2016

		recognised. The review of services will give opportunity to ensure that there is no duplication and that the right young people are effectively targeted.		
6. For the YOT to strengthen links with schools and the Pupil Referral Service in relation to social education, offending behaviour and the decision making process for exclusions.	Accepted	The YOT Head of Service has met with the new principle of the PRU and accepted an invitation to join the PRU management committee. The YOT already work closely with the PRU but there are opportunities to strengthen this area of work with the purpose of increasing the numbers of young people who remain in education. The YOT has worked with the PRU to develop an additional training opportunity for young people and intends to influence and inform services for young people in the future.	Dominic Tumelty	January 2016
7. For the YOT to inform and influence packages of support and short term interventions for children and families where behaviour patterns are emerging.	Accepted	Ongoing and through links with other partner agencies. The YOT is currently identifying opportunities that can be created for the service to play a key role within the early help and prevention agenda.	Sally Dickin	Ongoing

APPENDIX 2

1. INTRODUCTION BY THE CHAIR OF THE SUPPORTING PEOPLE AND RESOURCES SCRUTINY PANEL

- 1.1 I am pleased to present this report of a review undertaken by the Supporting People and Resources Scrutiny Panel of the Delivery of Youth Offending Services in Tameside.
- 1.2 Each local authority in England and Wales has its own form of Youth Offending Team which creates a strong partnership approach towards the management and delivery of youth offending services at a local level. The multi-disciplined team is made up of staff from Social Services, Police, Probation, Education and Health.
- 1.3 The youth justice system works to prevent offending and re-offending carried out by young people under the age of 18. It is different to the adult system and structured to address the needs of youth offenders.
- 1.4 Not only is it more cost effective to be proactive in crime prevention it can also be beneficial to the young person in question. Often a variety of factors will need to be addressed, such as leaving education, home life or having parents and other family members who have offended.
- 1.5 In Tameside it is important that work is undertaken to identify and manage the risk of offending behaviour and actively aim to reduce the number of first time entrants to the youth justice system.
- 1.6 In order for the most appropriate interventions to take place it is important that time is taken to understand the complexity and range of issues. By making the best use of available intelligence, resources and skills services can work towards a clear vision of improved outcomes for young people and families in the borough.
- 1.7 The Council has a role to play in developing a youth offending offer based on local need. This includes exploring the best ways to deliver services and develop wider support through early intervention and prevention.
- 1.8 On behalf of the Supporting People and Resources Scrutiny Panel, I would like to thank all those who have participated in this review.

Councillor Gillian Peet
Chair of the Supporting People and Resources Scrutiny Panel

2. SUMMARY

- 2.1 There is a clear aim to improve the sustainability of youth offending outcomes in Tameside and actively reduce the impact that offending and reoffending has on local communities. Moving towards a delivery model that focuses on early intervention and prevention will help identify young people at risk of offending for the first time.
- 2.2 Given the challenges faced by a range of services it is important that a whole system and family approach is adopted. It is important for services to utilise all available intelligence and information to influence the way decisions are made, taking the best interests of the young person into account and raising aspirations.

3. MEMBERSHIP OF THE PANEL – 2014/15

Councillor Peet (Chair), Councillor Bowden (Deputy Chair).
Councillors Ballagher, Beeley, P Fitzpatrick, R Miah, Roberts, Ryan, Shember-Critchley, Sidebottom, F Travis, Wild

Mrs L Aspin (Roman Catholic Church)
Mrs S Marsh (Church of England)
Mr N Ahmed (Muslim Faith)
Mrs T N Sharma (Hindu Faith)
Mrs A Gregory (Parent Governor)
Mr M Osmond (Parent Governor)

4. TERMS OF REFERENCE

Aim of the Review

- 4.1 To produce workable recommendations for the Council to deliver a more integrated and cohesive approach to delivering Youth Offending Services and improving outcomes for children and young people in Tameside.

Objectives

- 4.2
1. To explore the way that youth offending services are delivered in Tameside
 2. To understand the changing landscape of the youth justice system
 3. To examine the work that is undertaken to prevent children and young people entering the youth justice system
 4. To compare working practices and performance outcomes with other areas in relation to pre-court interventions and reoffending rates
 5. To explore the benefits that can be achieved by adopting a more integrated approach towards early intervention and prevention
 6. To understand the role of schools and Pupil Referral Unit with young people who offend

Value for Money/Use of Resources

- 4.3 It is important that children and young people in Tameside are supported and receive the necessary levels of support. It is essential that the Council, partners and schools are working collaboratively to improve outcomes and develop effective strategies aimed at early intervention and prevention work to reduce the number of young people entering the youth justice system and to improve re-offending rates.

Equalities Issues

- 4.4 Youth offending can impact on all sections of Tameside's communities. The review will consider strategies that lead to positive and inclusive environments so that children and young people from all backgrounds receive the necessary support to improve future outcomes.

People and Place Scorecard

- 4.5 The following targets from the People and Place Scorecard relate to delivery of youth offending services.

Strong Community	<ul style="list-style-type: none">• Victim based crimes (per 1000 population)• Re-offending
Youth Opportunity	<ul style="list-style-type: none">• % of young people (aged 16-18) not in education, employment or Training (NEET)
Schools & Attainment	<ul style="list-style-type: none">• Permanent Exclusions (Primary)• Permanent Exclusions (Secondary)

5. METHODOLOGY

- 5.1 The working group met Stephanie Butterworth, Executive Director - People; Dominic Tumelty, Assistant Executive Director, Children's Services; and Sally Dickin, Head of Service to receive an overview of Youth Offending Services in Tameside.
- 5.2 The working group met with Sally Dickin, Head of Service; Gary Morement, Probation Officer; Kerry Glennie, YOT Practitioner; and Amanda Smith, YOT Practitioner to further explore the range of work and support that is undertaken.
- 5.3 The working group met with Sally Dickin, Head of Service; and Emma Varnam, Head of Stronger Communities to look at the role of Neighbourhood and Community Services in developing a more integrated approach towards improving youth offending outcomes.
- 5.4 The working group met with Sally Dickin, Head of Service; and Jane Forrest, Head of Strategy and Early Intervention to explore the range of collaborative work that is undertaken to prevent offending.
- 5.5 The group met with Brian Collier, Interim Principal at Tameside Pupil Referral Service to explore the role of the service in supporting young people in education and improving youth offending outcomes.

6. BACKGROUND TO THE REVIEW

- 6.1 The Youth Custody Report (April 2015) showed a total of 999 young people under the age of 18 in custody nationally. While a range of information sources show that fewer young people are committing crimes it is important that the incidence of reoffending is reduced.
- 6.2 There are two distinct elements of youth offending that require attention both locally and nationally. The first is to explore new ways of working to engage young people, families and communities earlier to prevent children from committing crime in the first instance. The second is to ensure that effective support is in place with regards to employment, education and training to reduce the number of young people that re-offend.
- 6.3 With the redesign of Children's Services it is important that youth offending strategies are effective and different ways of working are explored to improve outcomes. The review will look at current approaches and options available for the future delivery youth offending services in Tameside.

7. REVIEW FINDINGS

Requirements

- 7.1 The Crime and Disorder Act 1998 requires the co-operation of the named statutory partners to form a Youth Offending Team (YOT) and places a duty for partners to co-operate in order to secure youth justice services appropriate to their area.
- 7.2 Statutory partners are identified as the local authority, Police, Probation, Education and Health Services. However, membership of the YOT is not limited to these representatives and could include substance misuse workers and specialist staff in the production of management information.
- 7.3 In order for services to be as effective and responsive as possible the act does not prescribe service delivery at a local level. There are however two principal statutory functions assigned to each YOT. These are:

- To co-ordinate the provision of youth justice services for all those in the authority's area who need them.
- To carry out such functions assigned in the youth justice plan formulated by the local authority.

7.4 The term YOT is generic and across the country many are now called Youth Offending Services. A number are referred to as Youth Justice Services and a handful have been rebranded to Youth Support Services, or similar. Regardless of the name the YOT must be recognisable and provide the main supervisory elements:

- Assessment of young people who have offended along with the management of risk and safeguarding issues.
- Supervision of young people who have been remanded to custody and those requiring support in the community, as directed by court.
- Provision on pre-court interventions.
- Supervision of young people who have been given court orders which are to be managed in the community. This also includes the provision of a lay youth panel to discharge the responsibilities of Referral Orders.
- Sentence planning for young people in custody and supervision of them on release.

Changing Landscape

7.5 During recent years there has been a significant shift in the workload of the YOT with increased focus on working with young people at the pre-court stage. This is due to a change in legislations and a shift to ensure that only those young people with more entrenched offending behaviour are being put before the youth court.

7.6 The success of the YOT model relies on the ability to adjust the role and reach of the service to meet local need. This landscape spans many aspects of criminal justice and social care which are inevitably subject to change and reform as a result of national or local drivers. Within this context, the YOT partnership needs to have clear lines of accountability back to overarching parent bodies for community safety and Children's Services.

7.7 Despite the range of events and increased focus being placed on areas of Children's Services such as Troubled Families and Child Sexual Exploitation, it is important to remember that the legal requirements placed on the local authority and partners to form a YOT have not changed. Across local authorities it is becoming increasingly important for YOTs to become established within family and community intervention models.

Conclusions

1. Pre-court interventions are aimed at ensuring that only young people with entrenched criminal behaviour will appear before the courts.
2. There is a growing need for YOTs to have a clear vision and ensure they are best positioned to influence and improve outcomes across a range of services.

Recommendations

1. That the Council and partners look to develop a Youth Offending Strategy which sets out a clear vision for integration across a range of services in Tameside.

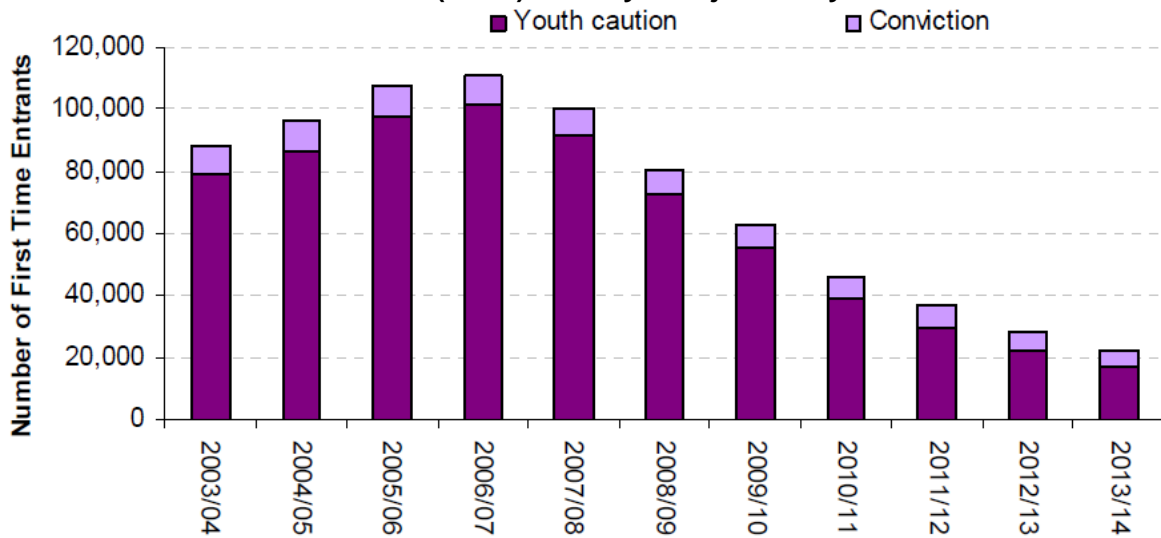
National Picture

7.8 Youth offending outcomes are monitored nationally across all local authority areas. Whilst there are a variety of ways to track whether outcomes are improving there are three targets which are used to determine the effectiveness of each YOT. These are

- To reduce first time entrants to the youth justice system aged 10-17.
- To reduce offending and re-offending by children and young people.
- To reduce the use of custody for children and young people.

7.9 Nationally there is a trend that shows a reduction in first time entrants to the youth justice system. The chart below shows that in 2013/14 there was just over 22,000 first time entrants, which equates to a 20% reduction from 2012/13 and around 80% from 2006/7.

Chart 1: First Time Entrants (FTEs) to the youth justice system 2003/4 to 2013/14

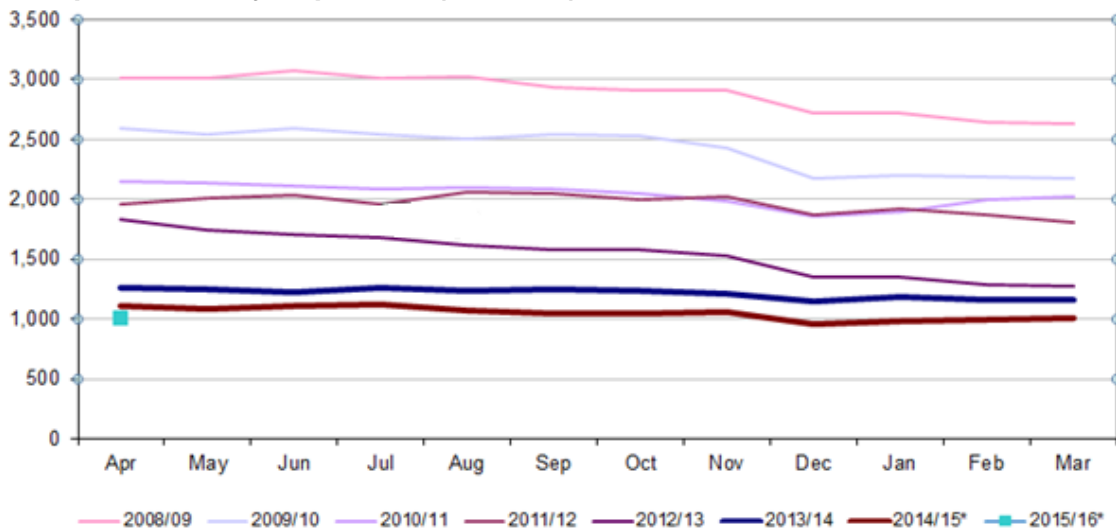


Source: Youth Justice Statistics 2013/14

7.10 With increased focus being placed on reducing the number of young people who commit crime, there is a direct correlation between first time entrants to the youth justice system and total numbers in custody.

7.11 The chart below shows the national custody population for young people under the age of 18. There is a reduction of two thirds over the period for the number of individuals in custody, falling from 3000 in 2008/9 to 999 in 2015.

Graph 1: Custody Population (under 18), 2008/9 to 2015



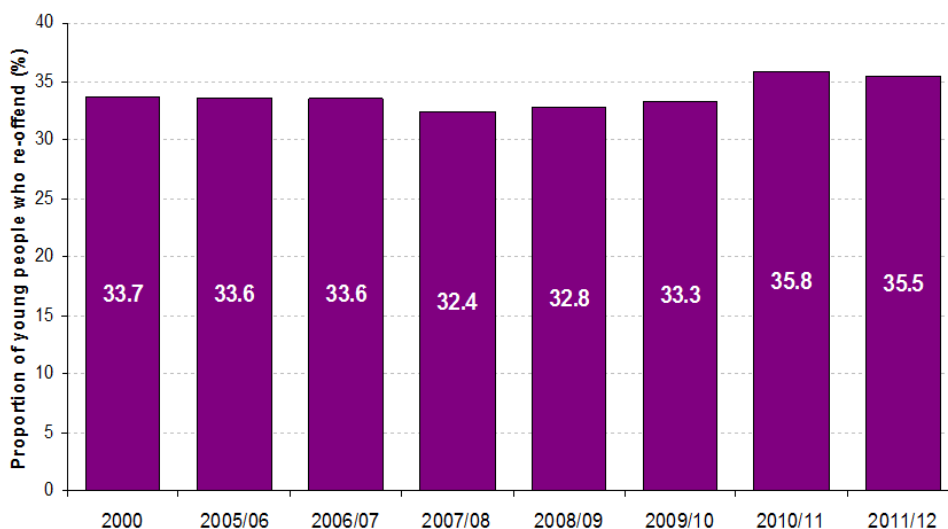
Source: Youth Custody Report, April 2015

7.12 The reduction in the number of young people receiving custodial sentences is mirrored in the local statistics. The positive outcomes have contributed to recent decisions to decommission of all the juvenile beds in HMYOI Hindley. This now means that young people from Tameside will be placed in HMYOI Wetherby which has potential to impact on the YOT, young people and their families in relation to ongoing support, contact and visiting.

7.13 With greater emphasis now placed on prevention methods and out-of-court disposals this requires YOTs to effectively address and combat the more entrenched criminal behaviour across the cohort of young people at a higher risk of re-offending.

7.14 The graph below shows the proportion of young people who re-offend. The frequency of re-offending remains a challenge nationally and work, which is ongoing, has been undertaken to try and understand this in more detail. Reduced rates of re-offending can be found amongst young people with no previous offences and who have been supported through out of court disposals.

Chart 2: National Statistics for the Proportion of Young People who Re-offend



Source: Youth Justice Statistics 2013/14

7.15 In 2002 over 130,000 young people formed the national reoffending cohort, by 2012/13 this had fallen by 61% to just over 52,000. This reduction now means that the average number of previous offences per offender has increased by almost the same percentage (62%). With reoffending becoming more prolific across a smaller number of offenders this now heightens the importance of a more targeted approach to support and intervention.

Conclusions

3. Prevention work that is undertaken to reduce first time entrants to the youth justice system has a significant impact in reducing the number of young people in custody.

4. Re-offending behaviour remains a challenge amongst a small cohort of offenders.

Recommendations

2. That the Council closely monitor reoffending rates in Tameside and works with partners to explore new ways to actively reduce re-offending.

3. To explore how the increased volume of diversion work will impact on capacity within the service and wider integration opportunities.

Local Picture

7.16 Tameside YOT follows national requirements in relation to the key objectives of reducing offending and re-offending; reducing first time entrants and reducing the use of custody. The demographics of young people coming into contact with the YOT are also in line with national and regional trends.

- 7.17 The table below provides a breakdown of the young people in Tameside who have become involved with the YOT from April 2014 to January 2015. The data refers to young people who have appeared before and been sentenced by the court.

Table 1: Young people subject to post court statutory intervention

Age	Number	%
10	0	0
11	0	0
12	0	0
13	14	8
14	17	10
15	39	23
16	47	28
17	50	30

Source: Tameside Youth Offending Service

- 7.18 It is clear to see from the table above that the majority of young people subject to post court statutory intervention from Tameside YOT are aged 15 to 17 years. Whilst there has been a national increase in the number of girls being sentenced by the court the service is still dominated by males at around 87%.

- 7.19 In Tameside there is a relatively even level of dispersion in relation to offending across all areas. The table below shows the number of young people that the YOT work with by area. The young people that have been categorised as 'other/out of area' includes looked after children placed in Tameside.

Table 2: Tameside YOT numbers by area

Geographical Area		
District	Number	%
Ashton-under-Lyne	34	20
Denton/Droylsden/Audenshaw	38	23
Hyde/Hattersley/Longdendale	19	11
Stalybridge/Dukinfield/Mossley	31	19
Other/Out of area	45	27

Source: Tameside Youth Offending Service

- 7.20 There is an effective Greater Manchester YOT partnership which promotes the sharing of information and enables local authorities to address any training needs. This also provides a platform for sharing of good practice and allows Tameside to explore new ways of working.

Conclusions

5. The YOT partnership provides access to training and best practice methods across Greater Manchester.

Recommendations

4. To identify any increases in the number of female youth offenders in Tameside and the impact this may have on staff training needs.

Delivering Services

- 7.21 Tameside YOT become involved in a young person's life if they:
- get in trouble with the Police or are arrested
 - are charged with a crime and have to go to court
 - are convicted of a crime and given a sentence

- 7.22 The Police are usually first to contact the YOT. However, family members and friends can contact the team if they have a particularly worry about the behaviour of a young person. It is also becoming increasingly important for the service to contact parents if any information is known about nuisance or anti-social behaviour to raise awareness of the support available.
- 7.23 The Assessment Team is primarily responsible for the case management functions of young people who are on court orders. This includes Referral Orders, Youth Rehabilitation Orders and Detention and Training Orders. Each member of this team manages a caseload of young people in line with the National Standards as set out by the Youth Justice Board.
- 7.24 Work is undertaken to complete assessments, prepare reports, plan interventions, deliver individual sessions with young people as well as attend court and child protection conferences. To improve outcomes a scaled approach is used in assessments to measure risk of reoffending and every sentence plan includes an employment, education and training element tailored to the individual.
- 7.25 Given the changing landscape in youth justice and the move away from putting young people before the court the volume of post court cases has reduced. This now leaves a cohort of young people with significant and complex offending behaviour.
- 7.26 The Programmes Team is responsible for the delivery of a broad range of services which includes the delivery of diversion work, out of court disposals, court cover for overnight arrests, appropriate adult functions, Intensive Supervision and Surveillance (ISS) and Saturday working.
- 7.27 ISS provides a targeted support package to offenders with more complex and challenging criminal behaviour. Individuals have a minimum of 25 hours contact with the service over a 7 day period to deliver a range of support to work on structure, interpersonal skills and offending behaviour. The majority of young people have been out of mainstream education for some time.
- 7.28 Within this team there are two members of staff who have specialist functions, one around the delivery of the ISS programme and one with responsibility for reparation projects and victim work. Over recent years there has been a significant increase in the amount of prevention work and the Council is experiencing a high volume of diversion and out of court disposal cases.
- 7.29 A Police Officer is seconded to the team and is involved with the administering of Youth Cautions and delivers interventions around knife crime to young people where this is deemed necessary. The bulk of their work centres on the Deter Young Offender (DYO) cohort and the sharing of information and intelligence on a real time basis with case managers.
- 7.30 The DYO group consists of around twenty young people who have been identified as presenting the greatest risk of re-offending. The Police Officer monitors all intelligence that the Police receive about the cohort of young people on a daily basis and this information supports YOT staff to manage the group as effectively as possible.
- 7.31 The seconded Police Officer conducts regular home visits to each of the young people on the cohort and engages with their parents/carers, as well as attending final pre-release meetings in custody and contributing to the overall risk management plans.
- 7.32 The health of the young people is a key priority, with a speech and language therapist and mental health practitioner positioned on Tameside's YOT. Both positions are grant funded from the Youth Justice Liaison and Diversion project and this is due to cease in March 2016. The funding is aimed to help identify and support any unmet health needs that could add to the risk of becoming involved with offending.

- 7.33 Research has shown that a significant percentage of young people within offending services have difficulty with communication and this can impact on their ability to achieve positive outcomes. The same can also be said for the incidence of mental health concerns amongst the YOT population and it is important that any needs are identified at the earliest opportunity.
- 7.34 The Health Team are currently working alongside the Police to ensure that, where appropriate, young people are diverted away from the court arena through the use of the mentally vulnerable offenders' panel. The seconded nurse post provides a specialist service across the YOT, with a number of young people having an unmet health need which requires treatment and access to a GP.
- 7.35 Tameside YOT works in close partnership with Greater Manchester Police and has created strong links that support the timely sharing of information about young people who offend. This enables both agencies to respond swiftly to any concerns raised and take appropriate action to try and prevent offending or re-offending. Shared information tends to focus on young people who are already on court orders and the DYO cohort.
- 7.36 The YOT currently receive referrals for diversionary work from a wide range of agencies, with a view to engage with the young people and divert them away from anti-social and offending behaviour before they formally enter the youth justice system. Options are also being explored to improve the way information is shared with Neighbourhood and Community Services for low level nuisance before escalating to anti-social and criminal behaviour.

Strengthening the Offer

- 7.37 There is a growing need across the Council to develop the way that services are delivered in a more joined up and systematic way to improve the long-term sustainability of outcomes. A number of services such as Social Care, Early Years and Neighbourhood Services that can be closely linked with youth offending.
- 7.38 It is important that information is shared and used to influence the way interventions are development. Integrating services and providing a comprehensive package for families can help address child development, education, family support, parenting and a range of neighbourhood issues.
- 7.39 There is a growing need for youth offending services to forge better links with education, forming part of the decision making process and improving social outcomes for children who are close to exclusion or have been excluded.
- 7.40 The development of the Public Service Hub in Denton is helping the Council to provide holistic support to children and families, bringing agencies together to ensure needs are being met at the earliest opportunity.
- 7.41 The Troubled Families Early Intervention Model has brought together partners to address issues much more up stream, looking at the family as a whole to determine what support is needed and preventing need from escalating. If a family is identified as requiring a lot of support they are assigned a key worker.

Conclusions

6. There is a clear need for information to be shared in order for service development and integration plans to be achieved.

7. Targeted work is undertaken as part of Intensive Supervision and Surveillance programme to help combat entrenched behaviour and re-offending.

8. Providing cross-service support is becoming increasingly essential in delivering effective

early intervention and prevention work.

Recommendations

5. That the YOT is best positioned within a model of early intervention and prevention across Early Years, Troubled Families, Education and Stronger Communities.

6. For the YOT to strengthen links with schools and the Pupil Referral Service in relation to social education, offending behaviour and the decision making process for exclusions.

7. For the YOT to inform and influence packages of support and short term interventions for children and families where behaviour patterns are emerging.

8. CONCLUSIONS

- 8.1 Pre-court interventions are aimed at ensuring that only young people with entrenched criminal behaviour will appear before the courts.
- 8.2 There is a growing need for YOTs to have a clear vision and ensure they are best positioned to influence and improve outcomes across a range of services.
- 8.3 Prevention work that is undertaken to reduce first time entrants to the youth justice system has a significant impact in reducing the number of young people in custody.
- 8.4 Re-offending behaviour remains a challenge amongst a small cohort of offenders.
- 8.5 The YOT partnership provides access to training and best practice methods across Greater Manchester.
- 8.6 There is a clear need for information to be shared in order for service development and integration plans to be achieved
- 8.7 Targeted work is undertaken as part of Intensive Supervision and Surveillance programme to help combat entrenched behaviour and re-offending.
- 8.8 Providing cross-service support is becoming increasingly essential in delivering effective early intervention and prevention work.

9.0 RECOMMENDATIONS

- 9.1 That the Council and partners look to develop a Youth Offending Strategy which sets out a clear vision for integration across a range of services in Tameside.
- 9.2 That the Council closely monitor reoffending rates in Tameside and work with partners to explore new ways to actively reduce re-offending.
- 9.3 To explore how the increased volume of diversion work will impact on capacity within the service and wider integration opportunities.
- 9.4 To identify any increases in the number of female youth offenders in Tameside and the impact this may have on staff training needs.
- 9.5 That the YOT is best positioned within a model of early intervention and prevention across Early Years, Troubled Families, Education and Stronger Communities.

- 9.6 For the YOT to strengthen links with schools and the Pupil Referral Service in relation to social education, offending behaviour and the decision making process for exclusions.
- 9.7 For the YOT to inform and influence packages of support and short term interventions for children and families where behaviour patterns are emerging.