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EXECUTIVE CABINET

Day: Wednesday
Date: 23 January 2019
Time: 2.00 pm or on the rise of the Strategic Commissioning Board should that meeting finish later.
Place: Lesser Hall 2 - 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.	URGENT ITEMS OF BUSINESS To determine whether there are any additional items of business which, by reason of special circumstances, the Chair decides should be considered at the meeting as a matter of urgency.	
3.	DECLARATIONS OF INTEREST To receive any declarations of interest from Members of Executive Cabinet.	
4.	ITEMS FOR EXCLUSION OF PUBLIC AND PRESS To determine any items on the agenda, if any, where the public are to be excluded from the meeting	
5.	MINUTES	
a)	EXECUTIVE CABINET To consider the minutes of the meeting of the Executive Cabinet meeting held on 12 December 2018.	1 - 8
b)	STRATEGIC COMMISSIONING BOARD To receive the minutes of the Strategic Commissioning Board meeting held on 12 December 2018.	9 - 12
c)	GREATER MANCHESTER COMBINED AUTHORITY To note the decisions of the Greater Manchester Combined Authority meetings held on 30 November and 14 December 2018.	13 - 32
6.	CORPORATE RESOURCES ITEMS	
a)	CONSOLIDATED REVENUE MONITORING STATEMENT - MONTH 8 To consider the recommendations specifically for Executive Cabinet within	33 - 52

From: Democratic Services Unit – any further information may be obtained from the reporting officer or from Robert Landon, Head of Democratic Services, to whom any apologies for absence should be notified.

Item No.	AGENDA	Page No
	attached report of the Deputy Executive Leader/Director (Finance).	
7.	STRATEGY/POLICY ITEMS	
a)	CULTURAL SERVICES - STRATEGIC UPDATES	53 - 66
	To consider the report of the Executive Member (Lifelong Learning)/Assistant Director (Operations and Neighbourhoods).	
8.	SERVICE OPERATIONAL ITEMS	
a)	SPORT AND LEISURE REVIEW	67 - 78
	To consider the attached report of the Executive Member (Neighbourhood Services)/Director (Population Health).	
b)	DETERMINATION OF SCHOOL ADMISSION ARRANGEMENTS 2020/21	79 - 108
	To consider the attached report of the Executive Member (Lifelong Learning)/Director (Children's Services)	
c)	OFSTED UPDATE	109 - 116
	To consider the attached report of the Executive Member (Children's Services)/Director (Children's Services).	
d)	FLOODING - FLOOD PREVENTION AND REPAIRS	117 - 128
	To consider the attached report of the Executive Member (Neighbourhood Services)/Director (Operations and Neighbourhoods).	
e)	WIDER PEDESTRIAN CONSIDERATIONS AROUND VISION TAMESIDE	129 - 142
	To consider the attached report of the Executive Member (Strategic Development and Transport)/Director (Growth).	

From: Democratic Services Unit – any further information may be obtained from the reporting officer or from Robert Landon, Head of Democratic Services, to whom any apologies for absence should be notified.

EXECUTIVE CABINET

12 December 2018

Present: Councillor Warrington (in the Chair)
Councillors Bray, Cooney, Fairfoull, Feeley, Gwynne, Kitchen and Ryan

In Attendance: Steven Pleasant Chief Executive
Sandra Stewart Director of Governance & Pensions
Kathy Roe Director of Finance
Ian Saxon Director (Operations & Neighbourhoods)
Ilys Cookson Assistant Director (Exchequer)
Emma Varnam Assistant Director (Operations and Neighbourhoods)

53. DECLARATIONS OF INTEREST

There were no declarations of interest submitted for this meeting.

54. MINUTES

a) Meeting of Executive Cabinet

Consideration was given to the Minutes of the Meeting of Executive Cabinet held on 28 November 2018.

RESOLVED

That the Minutes of the Meeting of Executive Cabinet held on 28 November 2018 be taken as read and signed by the Chair as a correct record.

b) Strategic Commissioning Board

Consideration was given to the Minutes of the Strategic Commissioning Board held on 28 November 2018.

RESOLVED

That the Minutes of the Strategic Commissioning Board held on 28 November be received.

c) Strategic Planning and Capital Monitoring Panel

Consideration was given to the recommendations of the Strategic Planning and Capital Monitoring Panel meeting held on 26 November 2018.

RESOLVED

That the Minutes of the Strategic Planning and Capital Monitoring Panel held on 28 November 2018 be received and the following recommendations approved:

Asset Condition Management

- (i) **Spends associated with statutory compliance capital repairs for the period July to August 2018 of £133,405.85.**

Capital Monitoring Period 6 2018/19

- (i) **Council be recommended to**

- a. Approve the reprofiling as detailed within Appendix 3 of the submitted report to reflect up to date investment profiles.
- b. Approve the changes to the Capital Programme as detailed in Appendix 1 of the submitted report.
- c. Approve the updated Prudential Indicator position as detailed within Appendix 5 of the submitted report.

Education Capital Programme 2018/19

- (i) The £1.5m grant award by Sport England be added to the Tameside Wellness Centre, project value in the Capital Programme.
- (ii) The proposed changes of £42,169 to the Education Capital Programme (Basic Need Funding Schemes), as detailed in Appendix 1 of the submitted report.
- (iii) The proposed changes to the School Condition Allocation Funding Schemes as detailed in Appendix 2 of the submitted report.

Engineering Capital Programme 2018/19

- (i) The £1.950m fully grant funded cycle scheme between Hyde town centre and Mottram and Hollingworth be included in the Council's capital programme.

Section 106 Agreements and Developer Contributions

- (i) A s106 payment of a Green Space Contribution of £69,000 to fund enhancements to the facilities at Bennett Street Youth Centre including the provision of a cycle path.

Vision Tameside Phase 2

- (i) The virements and the revised budget for the Vision Tameside Phase 2 development as detailed within section 3 of the submitted report.

d) AGMA Executive Board Meetings / 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 recent Greater Manchester Combined Authority meetings.

RESOLVED

That the content of the report be noted.

55. ANNUAL AUDIT LETTER FOR 2017/18

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

It was explained that the annual audit letter summarised the key findings arising from the work carried out for the year ending 31 March 2018. External Audit provided an unqualified value for money conclusion in 2017/18, stating that in all significant respects, the Council put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources, except that the Council cannot yet demonstrate sufficient improvement in Children's Services.

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

RESOLVED:

That the Annual Audit Letter for 2017/18 be noted.

56. STRATEGIC COMMISSION AND NHS TAMESIDE AND GLOSSOP INTEGRATED CARE FOUNDATION TRUST – CONSOLIDATED 2018/19 REVENUE MONITORING STATEMENT

Consideration was given to a report of Deputy Executive Leader / Director of Finance which showed as at 31 October 2018 the Integrated Commissioning Fund was forecasting to spend £582.3m against an approved budget of £580.4m, an overspend of £1.9m, this was an improvement on the position reported at month 6. The improved position from month 6 was due to a combination of improved savings delivery and the release of corporate contingency budgets. However, the forecast masked significant risks and pressures in a number of areas, including Continuing Care, Children's Services and Operations and Neighbourhoods.

Members were informed for the year to 31 March 2019 that service expenditure was expected to exceed the approved budget in a number of areas, due to a combination of cost pressures and non-delivery of savings. These pressures were being partially offset by additional income in corporate and contingency which may not be available in future years. Members were advised that there was a clear urgency to implement associated strategies to ensure the projected funding gap in the current financial year was addressed and closed on a recurrent basis. The Medium Term Financial Plan for the period 2019/20 to 2023/24 identified significant savings requirements for future years. If budget pressures in service areas in 2018/19 were sustained, this would lead to an increase in the level of savings required in future years to balance the budget.

Members were advised of additional cost pressures to the Capital Programme including with the Hyde Leisure Pool extension. Included within the Capital Programme was a remaining budget of £3.088m for Hyde Leisure Pool extension and wave machine, after initial expenditure of £97k in previous years. A revised budget of £3.096m for the extension of Active Hyde was recommended for approval by Strategic Planning and Capital Monitoring Panel on 10 July 2017. In addition, a further £88k was approved by Executive Cabinet on 21 March 2018 to increase the overall capital allocation to £3,185k over the life of the project. It was envisaged that the additional capital would enable work to start on site in May 2018 subject to contract. A proposal has been submitted by a potential new contractor which had been fully evaluated by the LEP. The outcome of the evaluation had led to the need for additional capital funding of £280k. The cost of the scheme has increased for the following reasons:

- The company that came second in the tender process was significantly more expensive than the company that came first.
- The cost of works packages has increased since the original tender exercise due to inflation and full order books particularly for ground works, steel and brickwork labour.
- Additional LEP fees attributed to the remobilisation of the scheme.

A further additional cost pressure to the Capital Programme had been identified at Fairlea Denton and Greenside Lane, Droylsden. Both plots required works to ensure the stability of the embankments for which the Council was responsible as the land owner. The total cost of the work was reported to be £650k, for which there was no earmarked funding within the Capital Programme. Members were advised that approving this funding would impact on the ongoing Capital Project reprioritisation which was reported to Executive Cabinet in July 2018. Alternatively Members could determine to fund the works from the general fund reserve, which the Council holds for risk mitigation and management purposes.

RESOLVED:

- (i) **That the significant level of savings required during 2018/19 to deliver a balanced recurrent economy budget together with the related risks which are contributing to the overall adverse forecast, be noted.**

- (ii) That the significant cost pressures particularly in respect of Continuing, Healthcare, Children's Social Care and Operations & Neighbourhoods, and Growth; be noted.
- (iii) The allocation of additional Capital Funding and an increase in the Capital Programme for Hyde Leisure Pool Extension (£0.280m) and remedial slope stability works required at Fairlea Denton and Greenside Lane Droylsden (£0.650m), be approved subject to approval by Council to amend the Capital Programme.

57. TREASURY MANAGEMENT ACTIVITIES

Consideration was given to a report of the Deputy Executive Leader / Director of Finance setting out the Treasury Management activities for the financial year 2018/19, including the borrowing strategy and investment strategy.

Members were informed the Council held £95.860m of investments as at 30 September 2018 and the investment portfolio yield to date is 0.77% against the London Interbank Bid Rate (LIBID) benchmark of 0.43%. This represented a cash increase of £0.187m against benchmark. As at 30 September 2018 the Council's total borrowing was £111.852m.

RESOLVED:

That the treasury management activities undertaken on behalf of both Tameside MBC and the Greater Manchester Metropolitan Debt Administration Fund be noted.

58. CONSULTATION OUTCOME AND SETTING LOCAL COUNCIL TAX SUPPORT SCHEME 2019-20

Consideration was given to a report of the Deputy Executive Leader / Director of Finance setting out the procedural guidelines to be followed when consulting on changes to a local Council Tax Support scheme and seeking a recommendation to Council for the approval of the Council Tax Support scheme for 2019/20, which looked to reflect both the consultation feedback received together with the budget position facing the Council.

Consultation had been undertaken on options between 19 September and 22 November 2018. Option one had been to award a two week run on for claimants moving from benefit to work; option two had been to apply an earnings disregard to self-employed claimants. After the consultation closed 2019 a total of 43 valid responses had been received. The majority of respondents 35 (81.39% of the total) agreed that a two week run on for claimants moving into work should be awarded with 6 respondents (13.95%) disagreeing. Two respondents (4.65%) neither agreed nor disagreed. The majority of respondents 33 (76.74% of the total) agreed that an earnings disregard should be applied to the earnings of self-employed working age claimants. A total of 7 respondents (16.27%) disagreed. Three respondents (6.99%) neither agreed nor disagreed.

In considering the responses Members took into account the Equality Impact Assessment and the impact of implementation of the proposals on the claimant groups affected.

RESOLVED:

That Council be recommended to approve the Council Tax Support scheme for 2019/20, which remains the same scheme as that set effective from April 2017, subject to annual benefit uprating as detailed in the scheme, and the following:

- (i) Award a two week run on for claimants moving from benefit to work
- (ii) Apply an earnings disregard to self-employed working age claimants

59. UPDATE TO HIGHWAYS WINTER MAINTENANCE POLICY

Consideration was given to a report of the Executive Member for Neighbourhoods / Assistant Director of Operations and Neighbourhoods which sought as recommendation to Council to approve the updated Winter Maintenance Policy for the treatment of Tameside's highway assets in inclement weather.

Members were advised the Department for Transport had commissioned a review and an update of a number of Codes of Practice with regards to the maintenance of the key assets that make up the highway network. The new Code of Practice, *Well managed Highway Infrastructure (WmHI)*, was published on 28 October 2016. The new WmHI Code of Practice advocates changing the reliance on specific guidance and recommendations in the previous codes, to a risk-based approach determined by each highway authority. Across Greater Manchester a framework has been produced giving due regard to all council highway duties, adopting the guidance that reflects the recommendations from the new WmHI Code of Practice.

The new policy contains details of the procedures related to the general operational activities in the Winter Service Operational Plan, the Highway Maintenance Policy (Local Code of Practice) and Highway Risk Management - Winter Gritting Operations. The new policy document set out the Council's standards and operational processes to deliver the Winter Service provision. The standards were set to ensure that the Council provides an effective and deliverable service sustainable within available resources.

RESOLVED:

That Council be recommended to approve the updated Winter Maintenance Policy.

60. ASHTON OLD BATHS PHASE 3 - ANNEXE AND NEW DATA CENTRE

Consideration was given to a report of the Deputy Executive Leader / Assistant Director of Digital which set out the full business case for the Ashton Old Baths Phase 3 project, involving the redevelopment of the Annexe and a new Data Centre, and sought approval of proposals to secure the delivery of the project.

The business space would provide an environment that could accommodate up to 73 new jobs, which would be targeted at the media, digital and creative sectors. Phases 1 and 2 of the Ashton Old Baths Project had seen a similar scale of development of business space, with a range of businesses currently employing more than 83 people occupying the office space.

The Capital programme included £1.600m for the redevelopment of Ashton Old Baths Annexe. At the meeting on 13 December 2017, Executive Cabinet approved £0.840m towards the new Data Centre as part of the Tameside Digital Infrastructure capital scheme. The report sought additional funding of £1.157m. This total of £2.757m would need to be funded entirely by the Council, from reserves or capital receipts. As such this would require other identified schemes within the Capital Programme to be delayed or removed, or additional assets identified for sale. The majority of Capital Programme had been placed on pause due to concerns about the achievement of capital receipts from asset sales, and cost overruns on a number of projects. Executive Cabinet had previously agreed that only schemes that had already started and those of a business critical nature could proceed. This scheme was considered business critical due to the requirement to relocate the data centre and ensure that a disaster recovery capability was established.

To not provide the additional investment would mean the project could not be completed and the benefits would not be realised. Delays to the Data Centre would cause financial and operational implications for the Council. Overall annual costs of £150k per annum by supporting existing arrangements with Rochdale MBC would be avoided by developing the data centre in Ashton Old Baths. This saving could be used to contribute to the balancing of the Council's budget.

Furthermore, it was anticipated that additional rental income and business rates income would amount to £234k per annum which represented a payback period of 16 years on the gross proposed spend of £3.847m.

RESOLVED:

- (i) That Council be recommended to amend the Capital Programme to increase the budget by £1,157k to £2,757k for this project, subject to the conclusion of procurement. Any revisions to the budget requirement will be subject to a further report to Executive Cabinet.**
- (ii) Subject to approval of the additional budget, approve the proposals for the Ashton Old Baths Phase 3 project, and proceed with the project and procurement as outlined within the submitted report.**
- (iii) Approve a waiver of Procurement Standing Orders for the award of the contract for the Supply and Installation of a new Electricity Sub-Station to Electricity North West (ENWL), the Licenced Distribution Network Operator (LDNO) for the North West of England, for the sum of £85,699.88.**
- (iv) Approve a waiver of Procurement Standing Orders for the award of the main contract through a two-stage design and construct procurement process.**
- (v) That progress on the delivery of this project be reported to the Strategic Planning and Capital Monitoring Panel on a quarterly basis.**

61. VISION TAMESIDE UPDATE

Consideration was given to a report of the Deputy Executive Leader / Director of Operations and Neighbourhoods which updated Members on the main communication activity and the staff and service relocation plans associated with the Vision Tameside project.

RESOLVED:

That the communication activity and the staff and service relocation plans associated with the Vision Tameside project be noted.

62. MEDICAL REFEREE FEE

Consideration was given to a report of the Executive Member for Neighbourhoods / Assistant Director of Operations and Neighbourhoods which sought approval for the increase in the Medical Referee fee for the Cremation Authority, from £18 to £19 per form and this be backdated from 1 April 2018 at the request of the Medical Referee.

Under the Cremation Regulations 1930, Regulation 10, every Cremation Authority must have a Medical Referee and a Deputy Medical Referee, who must be registered medical practitioners of not less than five years' standing and must possess such experience and qualifications as will fit them for the discharge of the duties required of them by these Regulations. Medical referees at crematoria are paid by local authorities to scrutinise cremation certificates. If not satisfied, medical referees are required to contact the associated doctors and, if necessary, order an autopsy examination. They also have a duty, where appropriate, to refer a case to the coroner. The Budget approved by Council in February 2018 allowed for an increase of 2.5% in fees and charges for the associated forms except where costs are not being recovered or market conditions indicate a different rate is more appropriate.

An increase to £19 per form will align Tameside Council's fees closer to the majority of Greater Manchester Crematoria.

The risks of not increasing the fees are that the Medical Referee could decide not to continue with providing the service and could leave the authority in a position where it would not be able to fulfill its statutory obligations.

RESOLVED:

That the Medical Referee Fee be increased from £18 to £19 per form and backdated from 1 April 2018.

63. PREVENTING HOMELESSNESS STRATEGY 2018-21

Consideration was given to a report of the Executive Member for Economic Growth, Employment and Housing / Assistant Director of Operations and Neighbourhoods which sought approval of the updated Preventing Homelessness Strategy for 2018-2021, following consultation with the public and strategic stakeholders on the draft strategy.

The Homelessness Act 2002 requires all housing authorities to adopt a homelessness strategy based on a review of all forms of homelessness in their district. The strategy must be renewed at intervals of no more than 5 years and set out the Authority's plans for the prevention of homelessness and for securing sufficient accommodation and support for people who become homeless or who are at risk of becoming homeless.

The submitted Tameside MBC draft Preventing Homelessness Strategy sought to bring about a borough wide cultural change in the Council's approach to tackling and preventing homelessness in Tameside advocating a holistic and integrated approach to Preventing Homelessness which tackles the complexity of issues which can result in homelessness. The strategy aimed to broaden and deepen constructive collaboration between services, partner organisations, the Faith sector, and members of the community.

RESOLVED:

That the Preventing Homelessness Strategy for 2018-2021 be approved.

64. SITES OF BIOLOGICAL IMPORTANCE AND REGIONALLY IMPORTANT GEOLOGICAL AND GEOMORPHOLOGICAL SITES REVIEW UPDATE

Consideration was given to a report of the Executive Member for Strategic Development and Transport / Head of Planning which sought approval of changes which have occurred to designated Sites of Biological Importance (SBI) and Regionally Important Geological and Geomorphological (RIGs) sites within the Borough. Members were advised that each of the sites had been surveyed by or under the supervision of the Greater Manchester Ecology Unit.

Tameside has 56 SBI in total across the borough, a position which has neither increased nor decreased since the last survey presented for consideration, the 2015 review. When surveying first commenced in 1984 initially 30 sites were designated. In total 1,438.8ha of the Borough is designated as SBI a marginal decrease of 0.1% as part of this survey update, primarily due to technical advances in GIS resulting in the deletion of areas at Pole Bank (North) although a small pond had been included.

RESOLVED:

That the changes to the Boroughs SBI and RIGS designated Sites of Biological Importance and Regionally Important Geological and Geomorphological, be approved.

CHAIR

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STRATEGIC COMMISSIONING BOARD

12 December 2018

Commenced: 1.00 pm

Terminated: 2.20 pm

Present:

Dr Alan Dow (Chair) – NHS Tameside and Glossop CCG
Councillor Brenda Warrington - Tameside MBC
Councillor Bill Fairfoull - Tameside MBC
Councillor Leanne Feeley - Tameside MBC
Councillor Gerald Cooney - Tameside MBC
Councillor Allison Gwynne - Tameside MBC
Councillor Warren Bray - Tameside MBC
Councillor Oliver Ryan - Tameside MBC
Steven Pleasant - Tameside MBC Chief Executive and Accountable
Officer for NHS Tameside and Glossop CCG
Dr Jamie Douglas - NHS Tameside and Glossop CCG
Carole Prowse - NHS Tameside and Glossop CCG
Dr Ashwin Ramachandra – Tameside and Glossop CCG
Dr Christine Ahmed – Tameside and Glossop CCG

In Attendance:

Sandra Stewart – Director of Governance and Pensions
Kathy Roe – Director of Finance
Jeanelle De Gruchy – Director of Population Health
Gill Gibson – Director of Quality and Safeguarding
Jessica Williams – Interim Director of Commissioning

Apologies for Absence: Dr Vinny Khunger – NHS Tameside and Glossop CCG

75 DECLARATIONS OF INTEREST

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

76 MINUTES OF THE PREVIOUS MEETING

The Minutes of the previous meeting held on 28 November 2018 were approved as a correct record.

77 CHAIR'S OPENING REMARKS

In opening the meeting the Chair welcomed Dr Christine Ahmed to this her first meeting of the Strategic Commissioning Board following her recent appointment to the CCG Governing Body.

The Chair was delighted to announce that Kathy Roe, joint Director of Finance for NHS Tameside and Glossop Clinical Commissioning Group and Tameside Council had won Finance Director of the Year at the Healthcare Financial Management Association Awards 2018. Members of the Board joined the Chair in extended their congratulations which was a testament to Kathy's exceptional financial leadership.

78 STRATEGIC COMMISSION AND NHS TAMESIDE AND GLOSSOP INTEGRATED CARE FOUNDATION TRUST - CONSOLIDATED 2018/19 REVENUE MONITORING STATEMENT AT 31 OCTOBER 2018 AND FORECAST TO 31 MARCH 2019

The Director of Finance presented a report providing an overview of the financial position of the Tameside and Glossop economy in 2018/19. As at 31 October 2018, the Integrated Commissioning

Fund was forecast to spend £582.3 million against an approved budget of £580.4 million, an overspend of £1.9 million. This was an improvement on the position reported at month 6 and was due to a combination of improved savings delivery and the release of corporate contingency budgets. However, the forecast masked significant risks and pressures in a number of areas, including Continuing Healthcare, Children's Services and Operations and Neighbourhoods and Growth.

She reported that the opening economy wide savings target for 2018/19 was £35.920 million. Against this target, £18.9 million of savings had been realised in the first seven months, 53% of the required savings. Expected savings by the end of the year were £32.8 million, a shortfall of £3.1 million against target and a small improvement on the position reported last month. The Medium Term Financial Plan for period 2019/20 to 2023/24 identified significant savings requirements for future years. If budget pressures in service areas in 2018/19 were sustained, this would inevitably lead to an increase in the level of savings required in future years to balance the budget.

Reference was made to a letter that had been sent from NHSE to all CCGs asking them to reduce their costs by 20%. The Board commented that Tameside and Glossop Strategic Commission had already taken decisions to work more efficiently and collaboratively to maximise the money that could be spent across the system to transform health and care services.

RESOLVED

- (i) That the content of the report be noted.**
- (ii) That the significant level of savings required during 2018/19 to deliver a balanced recurrent economy budget together with the related risks contributing to the overall adverse forecast be acknowledged.**
- (iii) That the significant cost pressures facing the Strategic Commission, particularly in respect of Continuing Healthcare, Children's Social Care and Operations and Neighbourhoods and Growth be acknowledged.**

79 QUALITY ASSURANCE REPORT

The Director of Quality and Safeguarding presented a report providing the Strategic Commissioning Board with assurance that robust quality assurance mechanisms were in place monitoring the quality of the services commissioned. It also highlighted any quality concerns and provided assurance as to the action being taken to address such concerns.

In particular, she explained the role of the Quality Improvement Team who were now offering support to homes with preparation for their CQC inspections. She was pleased to advise that there was an improved locality position since the report had been produced with three more care homes now rated as Good.

In addition, reference was made to the Quality Premium Scheme 2017/18, intended to reward clinical commissioning groups for improvements in the quality of the services that they commission and for associated improvements in health outcomes and reducing inequalities. Details of the provisional award for Tameside and Glossop CCG were provided and it was noted that there had been a significant improvement on performance compared to previous years.

The Director of Quality and Safeguarding responded to questions from Board Members relating to staff capacity within the Integrated Care Foundation Trust, increase in cases of MRSA bacteraemia across the economy, mortality data and the work being undertaken with General Practices to understand the challenges being faced in achieving a higher Quality Outcomes Framework score and reduce variations.

RESOLVED

That the content of the Quality and Assurance update report be noted.

80 PERFORMANCE UPDATE

The Assistant Director (Policy, Performance and Communications) presented a report providing the Strategic Commissioning Board with a Health and Care performance update at December 2018. The Health and Social Care dashboard was attached at Appendix 1 to the report and the measures for exception reporting and those on watch were highlighted as follows:

EXCEPTIONS (areas of concern)	1	A&E- 4 hour Standard
	3	Referral To Treatment-18 Weeks
	40	Direct Payments
	45	65+ at home 91days
ON WATCH (monitored)	7	Cancer 31 day wait
	11	Cancer 62 day wait from referral to treatment
	41	Learning Disability service users in paid employment

Reference was made to updates on issues raised by Members of the Board which were outside the Health and Care Dashboard and other data or performance issues that the Strategic Commissioning Board needed to be aware of relating to:

- NHS 111;
- 52 Week Waiters;
- A&E at Manchester University Hospital NHS Trust;
- Elective Waiting Lists; and
- Referrals.

RESOLVED

That the content of the performance update report be noted.

81 COMMISSIONING INTENTIONS 2019/20: TAMESIDE AND GLOSSOP INTEGRATED CARE NHS FOUNDATION TRUST, PENNINE CARE NHS FOUNDATION TRUST AND ALL OTHER PROVIDERS FOR TAMESIDE AND GLOSSOP RESIDENTS

Consideration was given to a report of the Director of Commissioning and draft letters to the Tameside and Glossop Integrated Care NHS Foundation Trust, Pennine Care Foundation Trust and all other providers for Tameside and Glossop residents. The letters set out, in high level terms, how Tameside and Glossop Strategic Commission intended to commission services from providers in 2019-20. Details of specific commissioning intentions, in terms of activity and financial planning, would be shared with appropriate providers during contract negotiations.

These commissioning intentions were in line with the 'Approach to Planning' guidance issued by NHS Improvement and NHS England on 16 October 2018, setting out the timetable for 2019/20.

The Strategic Commission was committed to early intervention, prevention and tackling unacceptable inequalities and these were the bedrock for the strategic commissioning intentions and long term commitment to deliver sustainable improvement to healthy life expectancy. The Director of Commissioning outlined the content of the letters making particular reference to the following sections:

- Tameside and Glossop Financial Context 2019/20;
- Aligning health and social care with wider public sector reform;
- Prevention and Population Health;
- Starting Well;
- Living Well;
- Ageing Well; and
- Additional Commissioning Intentions for 2019/20.

The Board was pleased to support the Commissioning Intentions 2019/20 which continued to drive the commissioning agenda and aimed to support the implementation of a new model of care, based on place and realign the system to support the development of preventative, local, high quality services. There had been significant inroads into delivering the Strategic Commission's ambitions, thinking about the future and how this could be taken forward after 2019/20 would be influenced not only by what was happening in Greater Manchester, such as the development of the Local Industrial Strategy, but also key national events, not least the forthcoming publication of the 10 Year NHS Plan and the conduct of the Comprehensive Spending Review.

RESOLVED

That the commissioning intentions 2019/20 be supported and the Strategic Commission continue to work with its providers towards delivering a stable economy and its long term commitment to delivering sustainable improvement to healthy life expectancy.

82 COMMUNITY HEALTH ESTATE AND INTEGRATION

The Director of Commissioning presented a report setting out a strategic vision for the modernisation of the Community Healthcare Estate and the development of Integrated Neighbourhood Hubs.

In each neighbourhood, there was a variety of estate options and differing pressures to be considered. With increasing housing developments and ageing NHS infrastructure, there was a need to ensure that all neighbourhoods benefitted from modern and fit for purpose healthcare facilities and the report detailed the main issues surrounding the community and primary care estate and outlined a developing plan to modernise the estate in combination with delivering multi-agency services in a co-located or hub format in each neighbourhood.

Due to the prioritisation of estates and integrated hubs within Greater Manchester, resource had been made available centrally to develop opportunities further. Tameside and Glossop Strategic Commission had submitted a number of funding bids based on specific neighbourhoods and all had been successful. The funding allocations awarded ranged from between £25,000 to £80,000 with a total sum of external monies secured amounting to £250,000. It was proposed to use these funds to develop more detailed assessment of potential opportunities.

The Board was pleased to learn that external funding had been secured for the purpose of developing Outline Business Cases, to be agreed in advance by the Strategic Commissioning Board, which aimed to provide more aligned care for each of the neighbourhoods, making access to health and social care more streamlined for all.

RESOLVED

- (i) That the prioritisation of estates and neighbourhood integrated hubs within Greater Manchester be noted and the availability centrally of external resources to develop opportunities.**
- (ii) That Tameside and Glossop had been successful in securing some of this resource via funding bids ranging from £25,000 to £80,000 and totalling £250,000.**
- (iii) That approval be given to the spending of these funds to gain more detailed understanding of potential neighbourhood opportunities leading to the development of Outline Business Cases.**

83 DATE OF NEXT MEETING

To note that the next meeting of the Strategic Commissioning Board will take place on Wednesday 23 January 2019.

CHAIR

Report To:	EXECUTIVE CABINET
Date:	23 January 2019
Executive Member/ Reporting Officer:	Cllr Brenda Warrington, Executive Leader Steven Pleasant, Chief Executive
Subject:	AGMA EXECUTIVE BOARD MEETINGS / GREATER MANCHESTER COMBINED AUTHORITY
Report Summary:	To inform Members of the issues considered at the recent meetings of the AGMA Executive Board and Greater Manchester Combined Authority meeting. Under the GMCA Constitution there are provisions to ensure that GMCA 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 recent meetings of the AGMA Executive Board and the Greater Manchester Combined Authority are appended for Members information.
Recommendations:	That Members note and comment on the appended minutes.
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.
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 Michael Garraway, Democratic Services Business Manager by:  phone: 0161 342 3178  e-mail: michael.garraway@tameside.gov.uk

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**NOTICE OF DECISIONS AGREED AT THE GMCA MEETING
HELD ON 30 NOVEMBER 2018**

PRESENT:

Greater Manchester Mayor	Andy Burnham (In the Chair)
Greater Manchester Deputy Mayor	Baroness Bev Hughes
Bolton	Councillor Linda Thomas
Bury	Councillor Rishi Shori
Manchester	Councillor Sue Murphy
Oldham	Councillor Sean Fielding
Rochdale	Councillor Allen Brett
Salford	City Mayor Paul Dennett
Stockport	Councillor Alex Ganotis
Tameside	Councillor Brenda Warrington
Trafford	Councillor Andrew Western
Wigan	Councillor David Molyneux

OTHER MEMBERS IN ATTENDANCE:

TfGMC	Councillor Mark Aldred
Rochdale	Councillor Sara Rowbotham
Tameside	Councillor Leanne Feeley
Wigan	Councillor Jenny Bullen

OFFICERS IN ATTENDANCE:

GMCA Chief Executive	Eamonn Boylan
GMCA –Deputy Chief Executive	Andrew Lightfoot
GMCA – Monitoring Officer	Liz Treacy
GMCA – Treasurer	Richard Paver
Office of the GM Mayor	Kevin Lee
Bolton	
Bury	Geoff Little
Oldham	Carolyn Wilkins
Manchester	Sara Todd
Rochdale	Steve Rumbelow
Salford	Jim Taylor
Stockport	Laureen Donnan
Tameside	Steven Pleasant
Wigan	Alison McKenzie-Folan
TfGM	Steve Warrener
	Simon Warburton
GMCA	Julie Connor
GMCA	Sylvia Welsh
GMCA	Nicola Ward

Agenda Item No.

1. APOLOGIES:

Apologies were noted and received on behalf of:

Councillors Richard Leese (Manchester), Andrea Simpson (Bury), Ebrahim Adia (Bolton) and Paula Boshell (Salford); and

Joanne Roney (Manchester), Donna Hall (Wigan), Tony Oakman (Bolton) and Pam Smith (Stockport).

3. DECLARATIONS OF INTEREST

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

4. MINUTES OF THE GMCA MEETING HELD ON 26 OCTOBER 2018

RESOLVED/-

That the minutes of the GMCA meeting held on the 26 October be approved.

5. GMCA OVERVIEW & SCRUTINY COMMITTEES – MINUTES: NOVEMBER 2018

RESOLVED/-

a) Housing, Planning and Environment – 15 November 2018

That the minutes of the Housing, Planning and Environment Overview and Scrutiny Committee held 15 November 2018 be noted.

b) Economy, Business Growth & Skills – 16 November 2018

That the minutes of the Economy, Business Growth & Skills Overview and Scrutiny Committee held 16 November 2018 be noted.

c) Corporate Issues & Reform – 23 October 2018

That the minutes of the Corporate Issues & Reform Overview and Scrutiny Committee held 23 October 2018 be noted.

6. MINUTES OF THE TRANSPORT FOR GREATER MANCHESTER COMMITTEE – 9 NOVEMBER 2018

RESOLVED /-

That the minutes of the Transport for Greater Manchester Committee held 9 November be noted.

7. MINUTES OF THE GREATER MANCHESTER LOCAL ENTERPRISE PARTNERSHIP – 12 NOVEMBER 2018

RESOLVED /-

That the minutes of the Greater Manchester Local Enterprise Partnership held 12 November be noted.

8. MINUTES OF THE GMCA RESOURCES COMMITTEE – 26 NOVEMBER 2018

RESOLVED /-

That the minutes of the GMCA Resources Committee held 26 November 2018 be noted.

9. MINUTES OF THE GM WASTE AND RECYCLING COMMITTEE – 15 NOVEMBER 2018

RESOLVED /-

That the minutes of the GM Waste and Recycling Committee held 15 November 2018 be noted.

10. ASYLUM DISPERSAL CONTRACT

RESOLVED /-

1. That the GMCA note the position statement that the GM Mayor gave to the Select Committee in relation to the commitment from Government to work on ensuring the fair and equitable distribution of asylum seekers going forward under the new contract.
2. That the GMCA continue to work constructively with Government to ensure that families and individuals have the support they need whilst their asylum claims are considered.
3. That Councillor Rishi Shori and Steven Pleasant be thanked for their continuing work with the Home Office.
4. That the GMCA be kept updated on the progress of work with Government.

11. CLEAN AIR PLAN UPDATE

RESOLVED/-

1. That the governance of the final draft of the Outline Business Case be noted.
2. That the rationale for the public conversations following the Outline Business Case be noted.
3. That dialogue continue with Government regarding the impact of the motorway network on air quality with a view to ensuring that Highways England are a participant in the delivery of the Clean Air Plan for GM.
4. That further work be undertaken to identify the 20% of non-compliant vehicles, together with the options for providing support, including a car 'swapping scheme'.
5. That a further report to include the projected impact of the Outline Business Case, be submitted to the December meeting of the GMCA.
6. That the final draft of the Outline Business Case be submitted to the January meeting of the GMCA for commending to the GM Local Authorities for approval.
7. That the GMCA record its thanks to Councillor Alex Ganotis, the teams of Officers at TfGM and the GMCA, Public Health colleagues and Local Authority Executive Members for progressing the work to date and going forward.

12. GOVERNMENT HOUSING PROGRAMMES – GEOGRAPHICAL TARGETTING

RESOLVED /-

1. That it be noted that a report would be submitted to the GMCA on 11 January seeking agreement to consult on the GM Spatial Framework, with a second phase of consultation intended to be undertaken during the summer 2019.
2. That a GM approach to responding to the Government announcements be agreed, ensuring that the concerns of members regarding the injustice of the methodology be included within the representations.

13. GREATER MANCHESTER STRATEGY – SIX MONTHLY UPDATE

RESOLVED /-

1. That the updated GM Strategy Implementation Plan and Performance Dashboard be agreed.
2. That the overall progress towards the achievement of the GMS 2020 ambitions and targets be noted.
3. That the proposed updated process for future iterations of the Implementation Plan and Performance Update be agreed.
4. That the thanks of the GMCA be recorded to the GM Local Authorities for the work undertaken in supporting and implementing the structures to address homelessness and rough sleeping.

14. TACKLING HATEFUL EXTREMISM AND PROMOTING SOCIAL COHESION COMMISSION:-FINDINGS, RECOMMENDATIONS AND PROPOSED GOVERNANCE ARRANGEMENTS

RESOLVED /-

1. That the findings and recommendations of the Tackling Hateful Extremism and Promoting Social Cohesion Commission be noted and that the proposed governance arrangements be agreed.
2. That it be agreed that the GMCA receive an annual report on the progress of the implementation of the recommendations of the Cohesion Commission.
3. That the GM Mayor and Deputy Mayor formally respond to the Kerslake Review, detailing the work undertaken to address their recommendations in March 2019.
4. That the thanks of the GMCA be recorded to Councillor Rishi Shori and the Team for the work undertaken to date.

15. APPOINTMNT OF NON EXECUTIVE DIRECTORS – TRANSPORT FOR GREATER MANCHESTER

RESOLVED /-

1. That the re-appointment of Mr Richard Paver as a Non-Executive Director of TfGM until 30th June 2019 following the re-designation of Mr Eamonn Boylan from Non-Executive Director to Interim Director General and Chief Executive of TfGM be approved.
2. That the re-appointment of Mr Edward Pysden and Mr Les Mosco as Non-Executive Directors of TfGM until 30th June 2019 be approved.

3. That authority be delegated to the Interim Chief Executive of TfGM to formalise the terms of Mr Pysden's, Mr Mosco's and Mr Paver's re-appointments.
4. That authority be delegated to the GMCA Resources Committee to extend the appointments of the fixed-term members of TfGM's Board, as part of the interim senior management arrangements, if needed.
5. That the GM Mayor's thanks be recorded to TfGM Officers and the Chair and Members of TfGMC for ensuring the continuing performance and delivery of services on Metrolink and Leigh Guided Busway during a period of poor performance by the rail industry.

16. RAIL STATION PARTERSHIP UPDATE

RESOLVED /-

1. That the contents of the report be noted and that the proposed deliverables associated with the three established workstreams and timescales for progress be noted and endorsed, as set out in the report.
2. That the GM Mayor's thanks be recorded to Steve Warrener and TfGM colleagues for the progress to date on the three workstreams identified.
3. That a further report be submitted to the GMCA in the spring 2019 providing members with an update on progress against the deliverables contained within the three workstreams.
4. That the opportunity to coordinate the strategic development and regeneration opportunities with GM local authorities as part of the wider regeneration around station areas and town centre challenge works be progressed.

17. NORTHERN AND TRANSPENNINE EXPRESS PERFORMANCE

RESOLVED /-

1. That the report be noted.
2. That the work of the GM Mayor, via Transport for the North to resolve the dispute regarding rail guards on trains be endorsed.
3. That it be agreed that the continuing appalling performance by rail operators on northern rail lines be condemned and in light of the unacceptable performance the GMCA opposes the announcement of rail fare increases in the New Year.

4. That the introduction of the May 2019 timetable was the deadline for seeing an improved rail service from the rail operators. In the event that there was not an improved service in the region of high 80/90% performance then Transport for the North and the GMCA would need to call for the removal of the rail franchises.

18. HS2 PHASE 2B DRAFT ENVIRONMENTAL STATEMENT CONSULTATION - GREATER MANCHESTER RESPONSE

RESOLVED /-

1. That the report be noted and authority be delegated to the Head of Paid Service at GMCA / Interim Chief Executive of TfGM, in consultation with the GM Mayor to finalise the response to the consultation.
2. That it be noted that the GMCA will submit a formal response to the Government by the deadline of 21 December 2018, which will be circulated to GMCA members for information.

19. BREXIT MONTHLY MONITOR (NOVEMBER 2018)

RESOLVED /-

1. That the contents of the November Brexit Monthly Monitor be noted.
2. That it be agreed that a further more detailed report on the regional impact of the Brexit scenarios be submitted to the GMCA meeting on the 14 December.

20A. GREATER MANCHESTER INVESTMENT FRAMEWORK APPLICATIONS (KEY DECISION)

RESOLVED /-

1. That the changes to the commercial terms, in line with the update provided on James Briggs Ltd as set out in the confidential part of the agenda (Item 22A), be approved.
2. That authority be delegated to the GMCA Treasurer and GMCA Monitoring Officer to review 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 update at a) above.

20B. GREATER MANCHESTER INVESTMENT FRAMEWORK APPLICATIONS (KEY DECISION)

RESOLVED /-

1. That the investment of £430,000 into NorthWest EHealth, as set out in the confidential part of the agenda (Item 22B), be approved.
2. That authority be delegated to the GMCA Treasurer and GMCA Monitoring Officer to review 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 update at a) above.

212. 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 items on 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.

PART B

22A. GREATER MANCHESTER INVESTMENT FRAMEWORK APPLICATIONS

CLERK'S NOTE: This item was considered in support of the Part A report Greater Manchester Investment Framework Applications (agenda item 20A).

RESOLVED /-

That the report be noted.

22B. GREATER MANCHESTER INVESTMENT FRAMEWORK APPLICATIONS

CLERK'S NOTE: This item was considered in support of the Part A report Greater Manchester Investment Framework Applications (agenda item 20B).

RESOLVED /-

That the report be noted.

A link to the full agenda and papers can be found here:
https://www.greatermanchester-ca.gov.uk/meetings/meeting/618/greater_manchester_combined_authority

This decision notice was issued Tuesday 4 December 2018 on behalf of Eamonn Boylan, Secretary to the Greater Manchester Combined Authority, Churchgate House, 56 Oxford Street, Manchester M1 6EU. The deadline for call in of the attached decisions is 4.00pm on Tuesday 11 December 2018.

Call-In Process

In accordance with the scrutiny procedure rules, these decisions would come into effect five days after the publication of this notice unless before that time any three members of the relevant Overview and Scrutiny Committee decides to call-in a decision.

Members must give notice in writing to the Chief Executive that they wish to call-in a decision, stating their reason(s) why the decision should be scrutinised. The period between the publication of this decision notice and the time a decision may be implemented is the 'call-in' period.

Decisions which have already been considered by an Overview and Scrutiny Committee, and where the GMCA's decision agrees with the views of the Overview and Scrutiny Committee may not be called in.

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**NOTICE OF DECISIONS AGREED AT THE GMCA MEETING
HELD ON 14 DECEMBER 2018**

PRESENT:

Greater Manchester Mayor	Andy Burnham (In the Chair)
Greater Manchester Deputy Mayor	Baroness Bev Hughes
Bolton	Councillor Linda Thomas
Bury	Councillor Rishi Shori
Manchester	Councillor Richard Leese
Oldham	Councillor Sean Fielding
Rochdale	Councillor Allen Brett
Salford	City Mayor Paul Dennett
Stockport	Councillor Alex Ganotis
Tameside	Councillor Brenda Warrington
Trafford	Councillor Andrew Western
Wigan	Councillor David Molyneux

OTHER MEMBERS IN ATTENDANCE:

TfGMC	Councillor Mark Aldred
Rochdale	Councillor Janet Walmsley
Tameside	Councillor Leanne Feeley

OFFICERS IN ATTENDANCE:

GMCA Chief Executive	Eamonn Boylan
GMCA –Deputy Chief Executive	Andrew Lightfoot
GMCA – Monitoring Officer	Liz Treacy
GMCA – Treasurer	Richard Paver
Office of the GM Mayor	Kevin Lee
Bolton	Tony Oakman
Bury	Geoff Little
Oldham	Carolyn Wilkins
Manchester	Sara Todd
Rochdale	Steve Rumbelow
Salford	Jim Taylor
Stockport	Pam Smith
Tameside	Steven Pleasant
Wigan	Rebecca Heron
TfGM	Simon Warburton
GMCA	Julie Connor
GMCA	Sylvia Welsh
GMCA	Nicola Ward

Agenda Item No.

1. APOLOGIES

Apologies were received on behalf of Cllr Sharon Briggs (Bury), Cllr Jenny Bullen (Wigan), Cllr Catherine Hymes (Trafford), Joanne Roney (Manchester City Council) and Donna Hall (Wigan Council). Apologies were also received on behalf James Wallace (GMFRS) and Ian Hopkins (GMP).

2. CHAIR'S ANNOUNCEMENTS AND URGENT BUSINESS

RESOLVED /-

1. That the GMCA record its thanks all Local Authorities for their work to support the launch of 'A Bed Every Night' which, since its launch in November 2018 had supported 456 rough sleepers, and moved 141 individuals into fixed addresses.
2. That the GMCA recognise this day as a significant day for the unveiling of the Emmeline Pankhurst statue on St Peters Square to mark the centenary year of the women's suffragette movement, and that the GMCA record its thanks to Cllr Andrew Simcock, the Lord Mayor and Cllr Richard Leese and the team at Manchester City Council for organising the unveiling event.
3. That the GMCA also acknowledged the unveiling of the Annie Kenney, Statue, the English working-class suffragette who became a leading figure in the Women's Social and Political Union. The unveiling would be taking place in Oldham this afternoon.
4. That it be noted that the GMCA has produced the DVD 'Making of a Militant' to help raise awareness of equality within Secondary Schools.

3. DECLARATIONS OF INTEREST

There were no declarations of interest received in relation to any item on the agenda.

4. MINUTES OF THE GMCA MEETING HELD ON 30 NOVEMBER 2018

RESOLVED /-

That the minutes of the GMCA meeting held on the 30 November 2018 be approved.

5. GMCA CORPORATE ISSUES & REFORM OVERVIEW & SCRUTINY COMMITTEE – MINUTES: 20 NOVEMBER 2018

RESOLVED /-

That the minutes of the GMCA Corporate Issues and Reform Overview and Scrutiny Committee held 20 November 2018 be noted, and that the specific resolutions from the meeting be agreed below:

i) CI54/18 GM RESPONSE TO MINISTRY OF JUSTICE FEMALE OFFENDER STRATEGY

That the Mayor and GMCA are recommended to consider undertaking an impact assessment to help understand how future funding could be allocated.

ii) CI54/18 GM RESPONSE TO MINISTRY OF JUSTICE FEMALE OFFENDER STRATEGY

That the Mayor and GMCA are recommended to consider how a more sustainable funding base could be secured.

6. GMCA RESOURCES COMMITTEE MINUTES – 30 NOVEMBER 2018

That the minutes of the GMCA Resources Committee held on 30 November 2018 be noted.

7. GREATER MANCHESTER CHILDREN'S PLAN (Key Decision)

RESOLVED /-

1. That the final draft GM Children's Plan be approved.
2. That the allocation of £500,000 grant to each GM Local Authority to support their local business cases be agreed.
3. That the allocation of a further £150K for programme and evaluation costs be approved.
4. That delegated authority to the GMCA Treasurer and GMCA Monitoring Officer to agree grant terms and conditions with Districts be approved.
5. That the GMCA record its thanks to Cllr Rishi Shori and GM Local Authority colleagues for their work in developing the plan.
6. That a further report on the work underway to establish a Care Leavers Trust and the establishment of a Care Leavers Guarantee be submitted to a meeting of the GMCA in the New Year.

8. GREATER MANCHESTER BREXIT ECONOMIC IMPACT ANALYSIS

RESOLVED/-

1. That the updated economic impact analysis be noted.
2. That the GMCA places on record its concern about the current appalling situation in relation to Brexit and were disappointed with the Government's handling of this matter.
3. That it be noted all GM organisations are thinking through resilience planning and preparedness on a worst case scenario basis in order to support GM residents.

9. GREATER MANCHESTER DISABLED PEOPLES' PANEL

RESOLVED /-

That the Item be withdrawn from the agenda for consideration at a future GMCA meeting.

10. CLEAN AIR PLAN UPDATE

RESOLVED/-

1. That the report be noted and that a further report be submitted to the GMCA in January 2019.
2. That the GMCA record it's thanks to Cllr Alex Ganotis for the work undertaken to date to progress.

11. MAYORS CYCLING & WALKING CHALLENGE FUND (MCF) (Key Decision)

RESOLVED /-

1. That the progress of the first 2 tranches previously granted Programme Entry for inclusion in the MCF, as set out in section 2 of the report. be noted.
2. That the third tranche of cycling and walking schemes, as set out in section 3 of the report, be approved for Programme Entry for inclusion in the MCF.
3. That it be noted that the schemes were to be further developed and would be subject to subsequent approval by the GMCA in early 2019, as appropriate, as set out in section 3 of the report.
4. That the release of £0.6 million, of the previously agreed budget for scheme development and design in 2018/19, be approved and that

authority be delegated to the GMCA Treasurer to make appropriate grants to District Councils to facilitate this, as set out in paragraph 3.9 of the report.

5. That it be agreed that scheme promoters (including Local Authorities) be able to claim for Mayor's Challenge Fund (MCF) scheme development costs in advance of full approval once programme entry has been secured, provided that the conditions set out in paragraph 4.2 of the report.

12. NORTHERN AND TRANSPENNINE EXPRESS RAIL PERFORMANCE

RESOLVED /-

1. That the report be noted.
2. That the re-opening of the Manchester, Bolton, Preston line be noted.
3. That the implementation of the new timetable on 9 December be noted.
4. That it be noted that the GM Mayor would continue, via Transport for the North, to resolve the dispute regarding guards on trains.
5. That the introduction of the May 2019 timetable, as the deadline for seeing an improved rail service from operators be reaffirmed.

13. CREATIVE INDUSTRIES INVESTMENT READINESS PILOT

RESOLVED /-

1. That the GMCA agree to support the Creative Industries Investment Readiness – GM Pilot.
2. That it be agreed that the GMCA would act as the accountable body for the £1.3million Creative Industries Investment Readiness – GM Pilot.
3. That it be agreed that the GMCA will receive S31 grant funding for the Creative Industries Investment Readiness – GM Pilot from DCMS and in turn will enter into a grant agreement with the Growth Company to deliver the Creative Industries Investment Readiness – GM Pilot, retaining a small amount to cover the cost of undertaking accountable body functions as required by DCMS.
4. That the GMCA record it's thanks to Sir Richard Leese for progressing the GM Pilot.

14. CITY CENTRE HOUSING DEVELOPMENT & USE OF PROPERTY SURPLUS FUNDS

RESOLVED /-

1. That the principle of investing further GMHILF into City Centre housing developments be agreed, in principle, with all proposals subject to normal due diligence and approval via the GMCA.
2. That it be noted that the Evergreen Holding Fund will be requested to provide up to £3m of Evergreen surpluses to the GMCA to be spent over the next 3 years as revenue funding to support the development of pipeline projects.
3. That the use of £350k of GMHILF surpluses as revenue to develop affordable housing propositions as set out in this paper be approved.
4. That the ring fencing of the majority of GMHILF surpluses to support affordable housing priorities as identified in the GM Housing Strategy be approved.
5. That The GMCA record it's thanks to City Mayor, Paul Dennett on the work undertaken around the potential options for the use of the property surplus funds.

15. GREATER MANCHESTER HOUSING INVESTMENT LOANS FUND – 2018/19 HALF YEAR REPORT

RESOLVED /-

1. That the half-year position of the GM Housing Investment Loans Fund be noted.
2. That it be noted that there has been no requirement for the GM Local Authorities to account for any impairments as a result of the performance of the Fund.

16. GREATER MANCHESTER INVESTMENT FRAMEWORK APPLICATIONS (KEY DECISION)

RESOLVED /-

1. That it be agreed that the funding application by Commercial and Northern Ltd (investment of £250k) be given conditional approval and progress to due diligence.
2. That authority be delegated 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 investment above.

17. EXCLUSION OF PRESS AND PUBLIC

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 items on 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.

18. GREATER MANCHESTER INVESTMENT FRAMEWORK APPLICATIONS

CLERK'S NOTE: This item was considered in support of the Part A report Greater Manchester Investment Framework Applications (Item 16 above refers)

RESOLVED /-

That the report be noted.

A link to the full agenda and papers can be found here:

https://www.greatermanchester-ca.gov.uk/meetings/meeting/635/greater_manchester_combined_authority

This decision notice was issued Monday 17 December 2018 on behalf of Eamonn Boylan, Secretary to the Greater Manchester Combined Authority, Churchgate House, 56 Oxford Street, Manchester M1 6EU. The deadline for call in of the attached decisions is 4.00pm on Monday 24 December 2018.

Call-In Process

In accordance with the scrutiny procedure rules, these decisions would come into effect five days after the publication of this notice unless before that time any three members of the relevant Overview and Scrutiny Committee decides to call-in a decision.

Members must give notice in writing to the Chief Executive that they wish to call-in a decision, stating their reason(s) why the decision should be scrutinised. The period between the publication of this decision notice and the time a decision may be implemented is the 'call-in' period.

Decisions which have already been considered by an Overview and Scrutiny Committee, and where the GMCA's decision agrees with the views of the Overview and Scrutiny Committee may not be called in.

Report to:	EXECUTIVE CABINET
Date:	23 January 2019
Executive Member/Officer of Strategic Commissioning Board	Councillor Bill Fairfoull – Deputy Executive Leader Kathy Roe – Director Of Finance – Tameside & Glossop CCG and Tameside MBC
Subject:	STRATEGIC COMMISSION AND NHS TAMESIDE AND GLOSSOP INTEGRATED CARE FOUNDATION TRUST – CONSOLIDATED 2018/19 REVENUE MONITORING STATEMENT AT 30 NOVEMBER 2018 AND FORECAST TO 31 MARCH 2019
Report Summary:	<p>This report has been prepared jointly by officers of Tameside Council, NHS Tameside and Glossop Clinical Commissioning Group and NHS Tameside and Glossop Integrated Care Foundation Trust (ICFT).</p> <p>The report provides a consolidated forecast for the Strategic Commission and ICFT for the current financial year. Supporting details for the whole economy are provided in Appendix 1.</p> <p>The Strategic Commission is currently forecasting that expenditure for the Integrated Commissioning Fund will exceed budget by £1 million by the end of 2018/19 due to a combination of non-delivery savings and cost pressures in some areas.</p>
Recommendations:	<p>Members are recommended :</p> <ol style="list-style-type: none">1. Acknowledge the significant level of savings required during 2018/19 to deliver a balanced recurrent economy budget together with the related risks which are contributing to the overall adverse forecast.2. Acknowledge the significant cost pressures facing the Strategic Commission, particularly in respect of Continuing Healthcare, Children’s Social Care and Growth.
Links to Community Strategy	The Integrated Commissioning Fund supports the delivery of the Tameside and Glossop Health and Wellbeing Strategy
Policy Implications	Service reconfiguration and transformation has the patient at the forefront of any service re-design. The overarching objective of Care Together is to improve outcomes for all of our citizens whilst creating a high quality, clinically safe and financially sustainable health and social care system. The comments and views of our public and patients are incorporated into all services provided.
Legal Implications: (Authorised by the Borough Solicitor)	<p>There is a statutory duty to ensure the Council sets a balanced budget and that it is monitored to ensure statutory commitments are met. There are a number of areas that require a clear strategy to ensure in the face of demand they achieve this.</p> <p>Given the implications for each of the constituent organisations this report will be required to be presented to the decision making body of each one to ensure good governance.</p> <p>It is necessary that any cost sharing arrangements and implications of the same are agreed in advance with external</p>

auditors.

Risk Management:

Associated details are specified within the presentation

Access to Information :

Background papers relating to this report can be inspected by contacting :

Tom Wilkinson, Assistant Director of Finance, Tameside Metropolitan Borough Council

 Telephone:0161 342 5609

 e-mail: tom.wilkinson@tameside.gov.uk

Tracey Simpson, Deputy Chief Finance Officer, Tameside and Glossop Clinical Commissioning Group

 Telephone:0161 342 5626

 e-mail: tracey.simpson@nhs.net

David Warhurst, Associate Director Of Finance, Tameside and Glossop Integrated Care NHS Foundation Trust

 Telephone:0161 922 4624

 e-mail: David.Warhurst@tgh.nhs.uk

1. INTRODUCTION

- 1.1 This report aims to provide an overview on the financial position of the Tameside and Glossop economy in 2018/19 at the 30 November 2018 with a forecast projection to 31 March 2019. Supporting details for the whole economy are provided in **Appendix 1**.
- 1.2 The report includes the details of the Integrated Commissioning Fund (ICF) for all Council services and the Clinical Commissioning Group. The total net revenue budget value of the ICF for 2018/19 is currently £580.816 million.
- 1.3 It should be noted that the report also includes details of the financial position of the Tameside and Glossop Integrated Care NHS Foundation Trust. This is to ensure members have an awareness of the overall Tameside and Glossop economy position. Reference to Glossop solely relates to health service expenditure as Council services for Glossop are the responsibility of Derbyshire County Council.
- 1.4 Please note that any reference throughout this report to the Tameside and Glossop economy refers to the three partner organisations namely:
- Tameside and Glossop Integrated Care NHS Foundation Trust (ICFT);
 - NHS Tameside and Glossop CCG (CCG);
 - Tameside Metropolitan Borough Council (TMBC).

2. FINANCIAL SUMMARY

- 2.1 Table 1 provides details of the summary 2018/19 budgets and net expenditure for the ICF and Tameside and Glossop Integrated Care NHS Foundation Trust (ICFT) projected to 31 March 2019. The Strategic Commission is currently forecasting that expenditure for the Integrated Commissioning Fund will exceed budget by £1m by the end of 2018/19 due to a combination of non-delivery savings and cost pressures in some areas. Supporting details of the projected variances are explained in **Appendix 1**.

Table 1: Summary of the ICF and ICFT – 2018/19

Organisation	Net Budget £000s	Forecast £000s	Variance £000s
Strategic Commission (ICF)	580,816	581,853	(1,037)
ICFT	(19,139)	(19,139)	0
Total	561,677	562,714	-1,037

- 2.2 The Strategic Commission risk share arrangements remain in place for 2018/19. Under this arrangement the Council has agreed to increase its contribution to the ICF by up to £5.0m in 2018/19 in support of the CCG's QIPP savings target. There is a reciprocal arrangement where the CCG will increase its contribution to the ICF in 2020/21.
- 2.3 Any variation beyond is shared in the ratio 68:32 for CCG: Council. A cap is placed on the shared financial exposure for each organisation (after the use of £5.0m) in 2018/19 which is a maximum £0.5m contribution from the CCG towards the Council year end position and a maximum of £2.0m contribution from the Council towards the CCG year end position. The CCG year end position is adjusted prior to this contribution for costs relating to the residents of Glossop (13% of the total CCG variance) as the Council has no legal powers to contribute to such expenditure.
- 2.4 A summary of the financial position of the ICF analysed by service is provided in Table 2. The projected variances arise due to both savings that are projected not to be realised

and emerging cost pressures in 2018/19. Further narrative on key variances is summarised in sections 3 and 4 below with further detail in **Appendix 1**.

Table 2: 2018/19 ICF Financial Position

Service	Net Budget £000s	Forecast £000s	Variance £000s
Acute	203,804	204,615	(811)
Mental Health	32,726	33,415	(689)
Primary Care	83,664	83,237	427
Continuing Care	14,279	16,937	(2,658)
Community	29,913	30,119	(206)
Other CCG	24,707	20,770	3,936
CCG TEP Shortfall (QIPP)	0	411	(411)
CCG Running Costs	5,209	5,209	0
Adults	40,480	40,276	204
Children's Services	49,330	56,630	(7,300)
Population Health	16,232	16,160	72
Operations and Neighbourhoods	50,333	51,198	(865)
Growth	7,846	10,293	(2,447)
Governance	8,813	7,711	1,102
Finance & IT	4,553	4,286	267
Quality and Safeguarding	79	94	(15)
Capital and Financing	9,638	8,058	1,580
Contingency	(2,660)	(7,365)	4,705
Corporate Costs	1,870	(201)	2,071
Integrated Commissioning Fund	580,816	581,853	(1,037)
CCG Expenditure	394,302	394,713	(411)
TMBC Expenditure	186,514	187,140	(626)
Integrated Commissioning Fund	580,816	581,853	(1,037)
A: Section 75 Services	266,571	268,693	(2,122)
B: Aligned Services	240,841	247,310	(6,469)
C: In Collaboration Services	73,404	65,850	7,554
Integrated Commissioning Fund	580,816	581,853	(1,037)

3. BUDGET VARIATIONS

3.1 The forecast variances set out in Table 2 includes a number of variances driven by cost pressures arising in the year and risks or non-delivery of savings. The key variances by service area are summarised below.

Continuing Care (£2.658m)

3.2 Growth in the cost and volume of individualised packages of care is amongst the biggest financial risks facing the Strategic Commission. Expenditure growth in this area was 14% in 2017/18, with similar double digit growth rates seen over the previous two years. When benchmarked against other CCGs in GM on a per capita basis spend in Tameside & Glossop spends significantly more than average in this area. A continuation of historic growth rates is not financially sustainable and should not be inevitable that the CCG is an outlier against our peers across GM in the cost of individualised commissioning. Therefore budgets which are reflective of this and assume efficiency savings have been set for 2018/19.

3.3 A financial recovery plan was put in place and progress against this is reported to the Finance and QIPP Assurance Group on a regular basis. Since the recovery plan was put in place we have seen a reduction in forecast of circa £0.3m.

CCG Other £3.936m

3.4 Services within this directorate such as Better Care Fund, estates, safeguarding and patient transport are spending broadly in line with budget and do not present a risk to the CCG position. We have received £3.2m of the approved £6.3m transformation funding so far this year. Allocations for the remainder will be transacted later in the year and we have plans in place to spend.

3.5 The significant favourable variance has been calculated in order to balance the CCG position and can only be delivered if the CCG is able to fully achieve the £19.8m Targeted Efficiency Plan (TEP) target. As reported in **Appendix 1**, there is a £0.4m risk attached to fully closing this gap.

CCG TEP Shortfall (£0.400m)

3.6 The CCG has a TEP target (also known as the QIPP), of £19.8m for 2018/19. Against this target, £13.803m (70%) of the required savings have been achieved in the first eight months of the year. A further £5.023m is rated green and will be realised in future months. After the application of optimism bias, anticipated further savings of £1.126m from schemes currently rated as amber, as the CCG no longer has any schemes as red (high risk), reducing the net gap to £0.4m.

Children's Services (£7.300m)

3.7 The Council continues to experience extraordinary increases in demand for Children's Social Care Services, placing significant pressures on staff and resources. The number of Looked after Children has gradually increased from 612 at 31 March 2018 to 654 at 30th November 2018. Despite the additional financial investment in the service in 2017/18 and 2018/19, the service is projecting to exceed the approved budget for Third Party Payments by £6.475m; due to the additional placement costs. It should be noted that the 2018/19 placements budget was based on the level of Looked After Children at December 2017 (585); the current level at 30th November is 654; a resulting increase of 69 (11.8%). This should also be considered alongside the current average weekly cost of placements in the independent sector with residential at £4,009 and foster care £786.

Growth (£2.447m)

3.8 The service continues to face pressures due to non-delivery of savings and additional cost pressures.

3.9 Following the liquidation of Carillion the appointed liquidator PwC managed the contracts to effect a transfer to other providers. This transfer took place on 31 July 2017 but significant costs were incurred up to this date, which were not included in the budget.

3.10 Significant pressures are also being experienced in relation to loss of income due to the sale of assets and utilisation of assets for Council purposes, income from advertising and income from Building Control and Development Control is currently forecast to be less than budget.

3.11 Non delivery of savings is also creating further pressures. The additional Services contract with the Local Education Partnership (LEP) was due to end at the end of October 2018, it was anticipated that savings as a result of a new provision would be achievable although there was no robust review of these proposals. As a result of the collapse of Carillion the existing contract with the LEP has been extended until July 2019 to enable a full review of the Service. Savings proposed will therefore not materialise in 2018/19. In addition, the purchase of the Plantation Industrial Estate is no longer proceeding and the anticipated additional income will not be realised.

4. TARGETED EFFICIENT PLAN (TEP)

- 4.1 The economy wide savings target for 2018/19 is £35.920m. This consists of:
- CCG £19.800m
 - TMBC £3.119m
 - ICFT £13.001m

Table 3 : 2018/19 Targeted Efficiency Plan (TEP)

Organisation	High risk	Medium risk	Low risk	Savings posted	total	target	Post bias expected savings	Post bias variance
CCG	0	1,126	5,023	13,803	19,952	19,800	19,389	(411)
TMBC	547	280	543	941	2,311	3,119	1,679	(1,440)
Strategic commissioner	547	1,406	5,566	14,744	22,263	22,919	21,068	(1,851)
ICFT	726	180	4,056	8,233	13,195	13,001	12,469	(533)
Economy total	1273	1,586	9,622	22,977	35,458	35,920	33,536	(2,384)

- 4.2 Against this target, £22.977m of savings have been realised in the first eight months, 64% of the required savings. Expected savings by the end of the year are £33.536m, a shortfall of £2.384m against target. Slides 10 and 11 of **Appendix 1** provide a summary of the associated risks relating to the delivery of these savings for the Strategic Commission. It is worth noting that there is a risk of under achievement against this efficiency target across the economy at this reporting period.
- 4.3 More work is required to identify new schemes and turn red and amber schemes green. As things stand we would need to fully deliver all of the amber rated schemes and half of the red rated schemes to fully close the gap. It is therefore essential that additional proposals are considered and implemented urgently to address this gap on a recurrent basis thereafter.
- 4.4 There are high risk savings proposals of £1.273m which are currently at risk of non-delivery in 2018/19. **Appendix 1** summarises risks by service area, which for the Strategic Commission includes:
- For Adults the remaining £0.318m of the savings is due to delays in the delivery which has had an impact on the achievement. Other savings are being identified across the service which it is expected will compensate for non-delivery of the planned savings.
 - Governance - £0.129m savings target red rated relates to summons fee increases not being achievable as a result of a reduction in the number of summons being issued due to changes in approach to recovery processes under revised government guidance. The non-delivery of this saving is being offset by other cost savings elsewhere in the service.
 - Operations and Neighbourhoods - Most of this savings target relates to the new Car parking provision at Darnton Road which was expected to generate additional income per annum. A delay in the construction of the spaces has resulted in the forecast additional income for this financial year being reduced.

5 CCG SURPLUS

- 5.1 In 2018/19 the CCG is now planning to deliver a surplus of £12.347m, a £3m increase from the original £9.347m as set out by national guidance. This overall surplus is broken down into three parts:

- **£3.668m** Mandated 1% surplus;
- **£5.679m** Cumulative surplus brought forward from previous years;
- **£3.000m** Agreed increase in Surplus to support national financial risks.

- 5.2 The 1% in year surplus is a requirement of the business rules. It is calculated on the basis of 1% of opening allocations, excluding the allocation for delegated co-commissioned primary care.
- 5.3 The cumulative surplus brought forward was built up in 2016/17 and 2017/18, when CCGs had to contribute into a national risk reserve offsetting overspend in the provider sector. While the cumulative surplus brought forward remains on the CCG balance sheet, there is currently no mechanism through which Tameside and Glossop are able to drawdown or use any of this resource.
- 5.4 There is no national risk reserve in 2018/19. However there is still a significant financial gap nationally, which needs to be addressed. Greater Manchester Health and Social Care Partnership have been in discussions with national bodies to address this gap and has confirmed and agreed that any CCG who could increase their surplus for 2018/19 would be able to drawdown some of their cumulative surplus in 2019/20. Using the flexibility of the ICF we have increased our surplus by £3m, which will allow for a potential of up to £6m drawdown in 2019/20, under the 2 for 1 offer by NHS England.
- 5.5 Under the terms of the GM proposal, increasing the 18/19 surplus by £3m would enable drawdown of £6m in 2019/20, reducing the cumulative surplus to £6.3m. The money drawn down would be paid back into the ICF through increased CCG contributions to the pool.
- 5.6 An additional benefit from this proposal would be an improvement in the aggregate GM financial position in 2018/19. Any underspend against the GM system control total would attract 48p of additional Provider Sustainability Funding for every £1 of underspend.
- 5.7 5 year financial plans have been built on the assumption that there will be no mechanism to access the CCGs cumulative surplus. If we are able to drawdown some of our surplus in 2019/20 through the GM proposal, the financial position of the integrated commissioner will improve on a recurrent basis and the reported gap will reduce.

6 RECOMMENDATIONS

- 6.1 As stated on the report cover.

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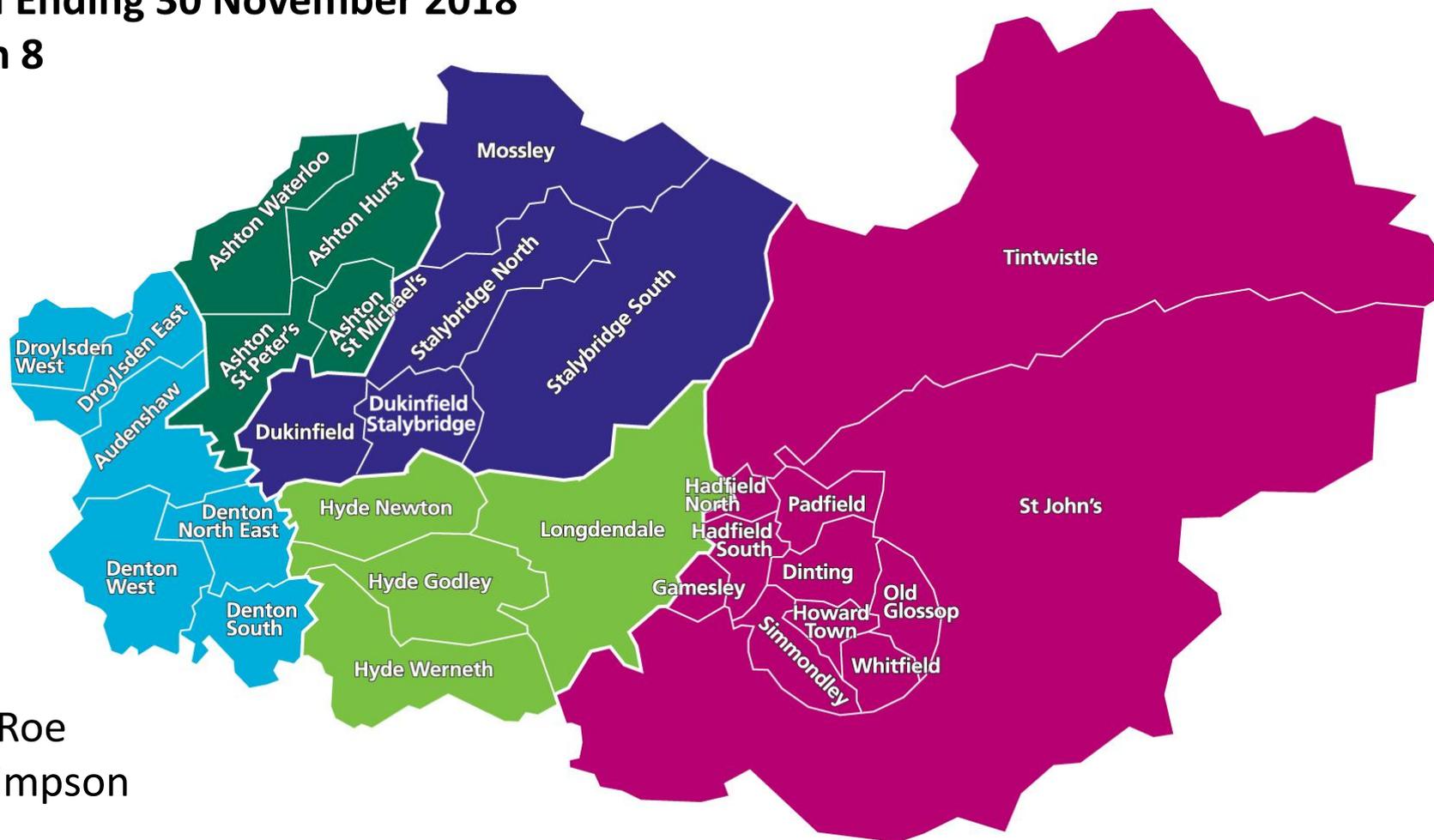
Tameside and Glossop Integrated Financial Position

financial monitoring statements

Period Ending 30 November 2018

Month 8

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Kathy Roe
Sam Simpson

Integrated Financial Position Summary Report

Economy Wide Financial Position	3
Tameside and Glossop Integrated Commissioning Fund	4
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Targeted/Trust Efficiency Plan	9

Tameside & Glossop Integrated Economy Wide Financial Position

£7.3m

Children's Services

Unprecedented levels of demand in Children's Social Care continue and place significant pressures on staff and resources. **Placement costs are the main driver of the forecast £7.3m in excess of approved budget.**

Message from the DOFs

****Congratulations**** to Kathy Roe who has won the prestigious HfMA award for Finance Director of the Year. This award is a testament to Kathy's exceptional financial leadership of our ground-breaking integration work here in Tameside & Glossop. This award is a testament to the amazing work of the finance team and wider colleagues.

As we head towards winter, we are feeling fairly comfortable with the economy wide financial position as it continues to improve this month. Whilst we remain optimistic that we have covered most of our risks, there will be elements that will be out of our control such as any unexpected severe weather, which will add additional pressures to our front line services.

Whilst we are confident that we can meet financial control totals and deliver an in-year balanced position, savings delivery for 2018/19 and future years remains a key priority. Financial plans for 2019/20 and beyond are now being refined and savings required next year remain significant.

£0.9m

Strategic Commission Forecast

Overall forecast outturn for the Strategic Commission has improved by £0.9m due mainly to the delivery of further savings. The forecast is now for an overspend of £1m.

This report covers all spend at Tameside & Glossop Clinical Commissioning Group (CCG), Tameside Metropolitan Borough Council (TMBC) and Tameside & Glossop Integrated Care Foundation Trust (ICFT). It does not capture any Local Authority spend from Derbyshire County Council or High Peak Borough Council for the residents of Glossop.

Forecast Position £000's	Forecast Position			Variance	
	Budget	Forecast	Variance	Previous Month	Movement in Month
CCG Expenditure	394,302	394,713	-411	-926	515
TMBC Expenditure	186,514	187,140	-626	-967	341
Integrated Commissioning Fund	580,816	581,853	-1,037	-1,893	856
ICFT - post PSF Agreed Deficit	-19,139	-19,139	0	0	0
Economy Wide In Year Deficit	-19,139	-20,176	-1,037	-1,893	856

Tameside & Glossop Integrated Commissioning Fund

As at 30 November 2018 the Integrated Commissioning Fund is forecasting to spend £581.8m, against an approved budget of £580.8m, an **overspend of £1.0m**, which is an improvement of £0.9m since last month. Whilst we have seen another month of improvement to the integrated commissioning fund, there still remains significant risks within Children's services that has seen another adverse movement of £0.7m due to the significant increase in placements over the past couple of weeks. Whilst we are seeing unrepresented levels of children being placed in care, there is a further risk of an increase over the Christmas period. The improved position from month 7 is due to a combination of savings exceeding expectations and the release of corporate contingency budgets and reduced corporate costs.

Forecast Position £000's	Forecast Position					Net Variance	
	Expenditure Budget	Income Budget	Net Budget	Net Forecast	Net Variance	Previous Month	Movement in Month
Acute	203,804	0	203,804	204,615	-811	-1	-810
Mental Health	32,726	0	32,726	33,415	-689	-672	-16
Primary Care	83,664	0	83,664	83,237	427	286	141
Continuing Care	14,279	0	14,279	16,937	-2,658	-2,766	108
Community	29,913	0	29,913	30,119	-206	-327	122
Other CCG	24,707	0	24,707	20,770	3,936	3,481	456
CCG TEP Shortfall (QIPP)	0	0	0	411	-411	-926	515
CCG Running Costs	5,209	0	5,209	5,209	0	-0	0
Adults	82,653	-42,172	40,480	40,276	204	213	-9
Children's Services	78,173	-28,843	49,330	56,630	-7,300	-6,575	-725
Individual Schools Budgets	116,029	-116,029	0	0	0	0	0
Population Health	16,912	-680	16,232	16,160	72	61	11
Operations and Neighbourhoods	76,306	-25,973	50,333	51,198	-865	-777	-88
Growth	42,614	-34,768	7,846	10,293	-2,447	-2,447	0
Governance	88,619	-79,807	8,813	7,711	1,102	1,102	0
Finance & IT	6,103	-1,550	4,553	4,286	267	231	36
Quality and Safeguarding	367	-288	79	94	-15	0	-15
Capital and Financing	10,998	-1,360	9,638	8,058	1,580	1,580	0
Contingency	4,163	-6,823	-2,660	-7,365	4,705	4,358	347
Corporate Costs	8,726	-6,857	1,870	-201	2,071	1,287	784
Integrated Commissioning Fund	925,965	-345,150	580,816	581,853	-1,037	-1,893	856

£810k Acute

As the RTT issue remains a real concern for the CCG and the impact on the achievement of QPP, the CCG has seen a real increase in the level of activity going through the independent sector providers. This increase and our expectation that we will make some headway towards meeting the national targets has resulted in an increase in the forecast outturn of £498k. Key providers are BMI Healthcare, Spire and Spamedia, in particular with day case surgery and ophthalmology.

Salford Royal FT contract has increased by £94k due to an increase in high costs patients. This has been seen in critical care, neuro and bariatric surgery. In connection with Salford Royal the forecast with the Priory Group has increased by £100k this month to account for a patient due for discharge from critical care but will be admitted into neuro rehab.

Based on the current levels of activity for acute out of area treatment and the trajectory for winter, the forecast has seen an increase of £100k



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£725k Children's Services – Social Care

The Council continues to experience extraordinary increases in demand for Children's Social Care Services, placing significant pressures on staff and resources. The number of Looked after Children has gradually increased from 612 at 31 March 2018 to 654 at 30th November 2018. Despite the additional financial investment in the service in 2017/18 and 2018/19, the service is projecting to exceed the approved budget for Third Party Payments by £6.475m; due to the additional placement costs. It should be noted that the 2018/19 placements budget was based on the level of Looked After Children at December 2017 (585); the current level at 30th November is 654; a resulting increase of 69 (11.8%). This should also be considered alongside the current average weekly cost of placements in the independent sector with residential at £4,009 and foster care £786.



Integrated Commissioning Fund – Movements since month 7

£784k Corporate Costs

Corporate Costs budgets include dividend income from the Council's shareholding in Manchester Airport Group. In previous months, the forecast outturn for corporate costs was based on the level of dividend received in the previous year. The Council now has confirmation of the dividend that will be paid in December 2018 which results in total dividend receipts in 2018/19 being £800k in excess of the previous forecast. This additional income will be used to offset overspends in other service areas but is one-off in nature and cannot be guaranteed in future years.



£347k Contingency

The Corporate Contingency budget includes an annual provision for risks and unforeseen costs. Year-end projections for the use of contingency budgets are reviewed and updated each month. The revised forecast at month 8 has released further contingency budget which offsets forecast overspends in other areas..



£515k CCG TEP

The net risk has reduced down from £926k last month to £411k in Month 8. This is an improved position of £515k. Based on our expectations, we anticipate that our net risk will reduce to zero in month 9 with the full achievement of TEP.

One of the key benefits to the TEP position this month is the successful review of prescribing for patients with respiratory which has exceeded expectations.

Additional non-recurrent benefit is due to the achievement of the Quality Premium, which is the highest ever seen in Tameside & Glossop and the success of the Primary Care Access tender which has now gone live sooner than anticipated.

Other benefits have been through the NHS associate contract performance and budget management.



Tameside & Glossop Integrated Commissioning Fund

Forecast Position £000's	YTD Position			Forecast Position			Variance	
	Budget	Actual	Variance	Budget	Forecast	Variance	Previous Month	Movement in Month
Acute	134,978	135,715	-737	203,804	204,615	-811	-1	-810
Mental Health	21,932	22,379	-447	32,726	33,415	-689	-672	-16
Primary Care	55,178	54,826	352	83,664	83,237	427	286	141
Continuing Care	9,270	10,454	-1,184	14,279	16,937	-2,658	-2,766	108
Community	19,941	19,895	46	29,913	30,119	-206	-327	122
Other CCG	20,558	18,601	1,958	24,707	20,770	3,936	3,481	456
CCG TEP Shortfall (QIPP)	0	0	0	0	411	-411	-926	515
CCG Running Costs	2,613	2,600	13	5,209	5,209	0	-0	0
Adults	30,987	31,408	-421	40,480	40,276	204	213	-9
Children's Services	28,886	31,055	-2,168	49,330	56,630	-7,300	-6,575	-725
Population Health	12,321	12,474	-152	16,232	16,160	72	61	11
Operations and Neighbourhoods	33,555	34,598	-1,043	50,333	51,198	-865	-777	-88
Growth	7,231	9,225	-1,995	7,846	10,293	-2,447	-2,447	0
Governance	15,375	14,801	574	8,813	7,711	1,102	1,102	0
Finance & IT	3,036	3,043	-8	4,553	4,286	267	231	36
Quality and Safeguarding	53	-92	144	79	94	-15	0	-15
Capital and Financing	0	1	-1	9,638	8,058	1,580	1,580	0
Contingency	-1,773	-871	-902	-2,660	-7,365	4,705	4,358	347
Corporate Costs	1,246	-262	1,508	1,870	-201	2,071	1,287	784
Integrated Commissioning Fund	395,387	399,850	-4,464	580,816	581,853	-1,037	-1,893	856
CCG Expenditure	264,470	264,470	0	394,302	394,713	-411	-926	515
TMBC Expenditure	130,917	135,380	-4,464	186,514	187,140	-626	-967	341
Integrated Commissioning Fund	395,387	399,850	-4,464	580,816	581,853	-1,037	-1,893	856
ICFT - post PSF Agreed Deficit	-14,755	-14,693	62	-19,139	-19,139	0	0	0
Economy Wide In Year Deficit	-14,755	-19,157	-4,402	-19,139	-20,176	-1,037	-1,893	856

The CCGs net risk at the start of the financial year was £3m, which was a significant challenge against an overall TEP target of £19.8m. To report the net risk of £0.4m at month 8 is a massive achievement, but recognise that there is still the longer term recovery plan to deliver.

Tameside Integrated Care Foundation Trust Financial Position



Tameside and Glossop
Integrated Care
NHS Foundation Trust

SUMMARY

- For the financial period to the **30th November 2018**, the Trust has reported a net deficit of c.£16.2m (Pre PSF), which is c.£0.1m better than plan. The in month position for November reported a £1.6m net deficit, £142k worse than plan.
- The Trust delivered c.£1.6m of savings in month, this is an overachievement against target of c.£331k in month, cumulatively the Trust is reporting an overachievement against plan of c£0.9m
- To date the Trust has spent c.£5.0m on Agency, against a plan of £6.0m; based on this run rate, spend should be within the agency cap of £9.5m.

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Financial Performance Metric	Month 8			YTD			Outturn
	Plan £000	Actual £000	Variance £000	Plan £000	Actual £000	Variance £000	Plan £000s
Normalised Surplus / (Deficit) Before PSF	-1,455	-1,597	-142	-16,231	-16,169	62	-23,360
Provider Sustainability Fund (PSF)	281	281	0	1,476	1,476	0	4,221
Surplus / (Deficit)	-1,174	-1,316	-142	-14,755	-14,693	62	-19,139
Trust Efficiency Savings	1,316	1,646	331	7,298	8,233	934	13,000
Use of Resources Metric	3	3		3	3		3

KEY RISKS

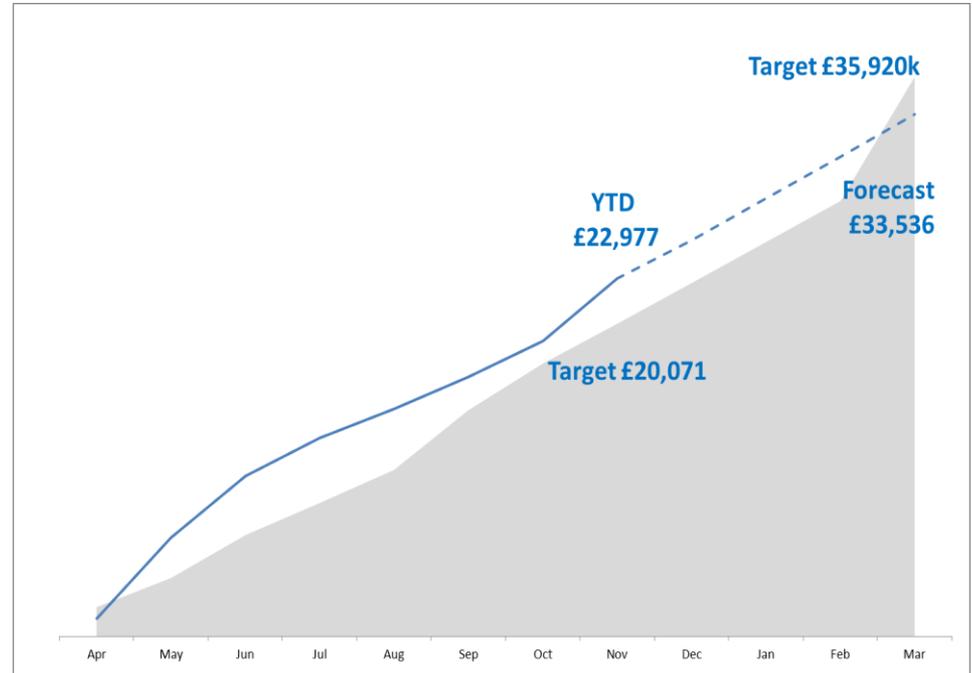
- Control Total** – The Trust now has an agreed control for 2018/19 of **c£19.1m**, this assumes the Trust will be in receipt of the full Provider Sustainability fund.
- Provider Sustainability Fund** - The Trust must achieve its financial plan at the end of each quarter to achieve 70% of the PSF, the remainder is predicated on achievement of the A&E target. If the Trust fail to deliver the financial and/or performance targets it will need to borrow additional cash at 1.5%
- TEP** – The Trust is currently forecasting an underachievement against its in year TEP delivery of **c£0.5m** and recurrently of **c£1.2m**. **Failure of delivering the TEP target will challenge the Trust's ability to deliver its control total.** Work is on-going with Theme groups to progress high risk schemes and hopper ideas to improve this forecast position.

TEP – Targeted/Trust Efficiency Plan

Organisation	High Risk	Medium Risk	Low Risk	Savings Posted	Total	Target	Post Bias Expected Saving	Post Bias Variance
CCG	0	1,126	5,023	13,803	19,952	19,800	19,389	(411)
TMBC	547	280	543	941	2,311	3,119	1,679	(1,440)
Strategic Commissioner	547	1,406	5,566	14,744	22,263	22,919	21,068	(1,851)
ICFT	726	180	4,056	8,233	13,195	13,001	12,469	(533)
Economy Total	1,273	1,586	9,622	22,977	35,458	35,920	33,536	(2,384)

Progress Against Target

- The opening economy wide savings target for 2018/19 is £35,920k:
 - Commissioner £22,919k (£19,800k CCG & £3,119k TMBC)
 - Provider £13,001k
- Against this target, £22,977k of savings have been realised in the first eight months, £2,906k above plan
- Expected savings by the end of the year are £33,536k, a shortfall of £2,384k against target. This is an improvement of £721k on the position reported last month.
- More work is required to identify new schemes and turn red and amber schemes green.
- The scale of the financial gap in future years mean there must be a continued focus on identifying schemes for 2019/20 and beyond.



TEP – Targeted/Trust Efficiency Plan

£1,862k CCG



The expected savings reported last month has improved by £515k. This is largely attributable to prescribing for patients with respiratory conditions which has exceeded expectations and the earlier than anticipated Go-Live date of the new Primary Care access service following the successful tender, along with the QPP achievements. Actual savings achieved in month are in the table opposite.

Theme	Savings Posted
Reverse Demographic Growth	207
GP Prescribing	268
Individualised Commissioning Recovery Plan	46
Associate Provider Demand Management Schemes	250
Running Costs Savings	52
Primary Care Access Service	173
Budget Management	365
Release of reserves	500
TOTAL	1,862

Org	Theme	High Risk	Medium Risk	Low Risk	Savings Posted	Total	Target	Post Bias Expected Saving	Post Bias Variance
Page 50 CCG	Emerging Pipeline Schemes	0	0	0	0	0	3,239	0	-3,239
	GP Prescribing	0	615	797	1,695	3,107	2,000	2,800	800
	Individualised Commissioning Recovery Plan	0	0	347	346	693	1,326	693	-633
	Other Established Schemes	0	261	581	2,869	3,711	4,283	3,580	-703
	Tameside ICFT	0	0	827	1,653	2,480	2,480	2,480	0
	Technical Financial Adjustments	0	250	2,471	7,240	9,961	6,472	9,836	3,364
CCG Total		0	1,126	5,023	13,803	19,952	19,800	19,389	-411
TMBC	Adults	318	0	0	379	697	697	411	-286
	Growth	0	25	340	0	365	898	353	-546
	Finance & IT	50	0	0	122	172	172	127	-45
	Governance	129	0	0	25	154	154	38	-116
	Childrens (Learning)	0	0	90	0	90	90	90	0
	Operations & Neighbourhoods	50	255	0	0	305	580	133	-448
	Pop. Health	0	0	113	415	528	528	528	0
TMBC Total		547	280	543	941	2,311	3,119	1,679	-1,440
Strategic Commissioner Total		547	1,406	5,566	14,744	22,263	22,919	21,068	-1,851

TEP – Targeted/Trust Efficiency Plan

£1,647k ICFT



Overall expected savings have improved from the previous month with savings posted in month of £1.6m. The Trust is currently forecasting an underachievement against its in year TEP delivery of **£0.5m** and recurrently of **£1.2m**. **Failure of delivering the TEP target will challenge the Trust's ability to deliver its control total.** Work is on-going with Theme groups to progress high risk schemes and hopper ideas to improve this forecast position.

Page Org ICFT	Theme	High Risk	Medium Risk	Low Risk	Savings Posted	Total	Target	Post Bias Expected Saving	Post Bias Variance
51	Community	6	11	195	107	318	363	312	(51)
	Corporate	12	0	207	836	1,054	805	1,043	238
	Demand Management	320	0	302	776	1,398	1,474	1,078	(396)
	Estates	28	6	214	267	514	569	486	(83)
	Finance Improvement Team	80	0	366	1,180	1,626	1,067	1,546	480
	Medical Staffing	3	83	33	166	286	1,103	282	(820)
	Nursing	132	0	274	791	1,198	1,243	1,065	(178)
	Paperlite	27	0	26	72	124	250	97	(153)
	Pharmacy	43	80	430	164	717	450	674	224
	Procurement	76	0	325	96	496	752	420	(331)
	Transformation Schemes	0	0	1,225	2,211	3,436	3,000	3,436	436
	Technical Target	0	0	58	430	488	375	488	113
	Vacancy Factor	0	0	401	1,139	1,539	1,550	1,539	(11)
ICFT Total		726	180	4,056	8,233	13,195	13,001	12,469	(533)

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Report To:	EXECUTIVE CABINET
Date:	23 January 2019
Executive Member/Reporting Officer:	Cllr Leanne Feeley – Executive Member, Lifelong Learning, Emma Varnam – Assistant Director Operations and Neighbourhoods
Subject:	CULTURAL SERVICES – STRATEGIC VISION
Report Summary:	<p>Cultural Services consists of Libraries, Arts and Engagement, Museums and Galleries and the Local Studies and Archives Centre. Over recent years there have been changes to the way in which these services are delivered to meet the challenges of austerity faced by local government and to take into account changing ways in which people access services.</p> <p>Some of the changes include a 3 phased approach to the library offer. Phase 1 included closure of 5 libraries in October 2012 and relocating libraries to shared venues to release buildings for sale and subsequent capital receipt. The Council's strategy has been to reduce the number of buildings owned and operated by the Council before reducing services to communities. Relocating libraries to shared buildings secures the service for the future, makes full use of the Council's prestigious buildings, releases some buildings for sale and thereby the cost of maintaining those buildings going forward.</p> <p>Phase 2 consisted of Implementation of Open+ libraries and Executive Cabinet agreed the new operating hours on the 14 December 2016. All venues now operate an Open+ model with the exception of Ashton library. This has resulted in a reduction in the cost to run the library service but a substantial increase in opening hours from 276 to 495 per week across the estate.</p> <p>This report sets out the implementation of 3rd phase of the strategic vision for the service including consideration of the feasibility of relocation of both Dukinfield and Droylsden libraries.</p> <p>Relocation of Ashton Central Library to the Tameside One building would leave Central Art Gallery in an unviable position if it were to remain in the current location. This report therefore considers the opportunities to mitigate closure of this gallery and the medium and longer term opportunities alongside the possibility of re-development of the Museum of the Manchester Regiment previously located in Ashton Town Hall.</p> <p>Appropriate business cases with full costing will need to be developed where appropriate.</p>
Recommendations:	<p>That Executive Cabinet considers and supports the strategic direction of Cultural Services and in particular:</p> <ul style="list-style-type: none">• The closure period of 1 month to facilitate the move of Ashton Library;• The opportunity to relocate Droylsden library to the Guardsman Tony Downes House;• The lack of opportunity to relocate Dukinfield library to the

Town Hall;

- The closure of Central Art Gallery but the redevelopment of Astley Cheetham Art Gallery to expand the gallery offer at that venue and mitigate the closure;
- The opportunity to redevelop the Museum of the Manchester Regiment in Ashton Town Hall and include gallery space for the permanent Rutherford collection and temporary exhibitions.
- The development of fully costed business cases where appropriate and as detailed in the report.

Links to Community Strategy:

The Library Service and the wider Culture offer provide a range of services and activities that contribute to the aims of the Community Strategy 2012-22. In particular the services promote lifelong learning, health and wellbeing and employment skills whilst supporting communities.

Policy Implications:

It is essential that any proposals demonstrate value for money and make a clear contribution to Council priorities.

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

The financial implications as a result of this report are included in section 8 and will depend in the main on the success of capital business cases.

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

A number of consultations have taken place since 2012 in relation to libraries, and its future offer, the provision of which is a statutory function. In the circumstances it would be wise to undertake a further equality Impact Assessment to ensure that we are meeting the aims of the vision for services.

Risk Management:

Opportunities in respect of relocation of Droylsden library and redeveloping the Museum of the Manchester Regiment depend on capital investment. Should capital investment not be available these projects will need to be reconsidered.

Following a condition survey of Astley Cheetham Art Gallery costs to repair the structural integrity of the building may be high.

Access to Information:

The background papers relating to this report can be inspected by contacting the report writer, Mandy Kinder, Head of Cultural and Customer Services

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 e-mail: mandy.kinder@tameside.gov.uk

1. BACKGROUND

- 1.1 Cultural Services consists of Libraries, Arts and Engagement, Museums and Galleries and the Local Studies and Archives Centre. Over recent years there have been changes to the way in which these services are delivered to meet the challenges of austerity faced by local government and to take into account changing ways in which people access services.
- 1.2 Some of the changes include a 3 phased approach to the library offer. Phase 1 included closure of 5 libraries in October 2015 and relocating libraries to shared venues to release buildings for sale and subsequent capital receipt. The Council's strategy has been to reduce the number of buildings owned and operated by the Council before reducing services to communities. Relocating libraries to shared buildings secures the service for the future, makes full use of the Council's prestigious buildings, releases some buildings for sale and thereby the cost of maintaining those buildings going forward.
- 1.3 Phase 2 consisted of Implementation of Open+ libraries and Executive Cabinet agreed the new operating hours on the 14 December 2016. All venues now operate an open+ model with the exception of Ashton library. This has resulted in a reduction in the cost to run the library service but a substantial increase in opening hours from 276 to 495 per week across the estate.
- 1.4 Some libraries remain in their original venues and this report sets out phase 3 of the strategic vision for libraries and considers the feasibility of relocation of both Dukinfield and Droylsden libraries.
- 1.5 Relocation of Ashton Central Library to the Tameside One building would leave Central Art Gallery in an unviable position if it were to remain in the current location. This report therefore considers the opportunities to mitigate closure of this gallery and the medium and longer term opportunities alongside the possibility of re-development of the Museum of the Manchester Regiment previously located in Ashton Town Hall.
- 1.6 The report also identifies where fully costed business cases will be required to take the strategic vision forward.

2. LIBRARY SERVICE

- 2.1 A 3 phased approach to the delivery of a modern fit for purpose library service has been implemented over recent years. Phase 1 of the approach followed an extensive consultation process and a decision made by Executive Cabinet on the 24 September 2012 to close 5 libraries. One of these libraries was taken over by the community and another by the local Housing Association. Alongside this 4 other libraries moved to new and more accessible locations. Mossley Library is now in the single level George Lawton Hall, only a very short walk from the old Wyre Street site. Hattersley Library has re-opened in the bright and modern Hub on Stockport Road. Denton Library has returned to its original venue within Denton Town Hall and Hyde Library has moved into the nearby Town Hall. This has released the Victorian Union Street building, which had become costly to maintain and at the same time is helping to secure the future of the Town Hall which dates back to the 1880s.
- 2.2 Phase 2 of the library vision was to implement technology which alongside staffed hours would allow customers to become Open+ members and use the library independently when there are no staff present. This served to significantly increase the opening hours and allows customers and communities more flexibility and choice as to when and how they engage with the library service and at the same time reduces the cost to run the service. All sites, with the exception of Ashton Library now operate on an Open+ model.

- 2.3 A review of other library venues and possibility of relocation has been undertaken as part of the 3rd and final phased approach to the future library service.

Ashton Library

- 2.4 The Council's largest library is located in a purpose built building on Old Street; the building was originally designed as a Technical School and Free Library and was formally opened on the 1 July 1893. The library has remained at this venue with the exception of a closure period of 4 years from August 1994 – June 1998 for a complete refurbishment of the Grade II listed building. Whilst the building façade is magnificent, it is not the most accessible for those with mobility issues and being out of the town centre the opportunity for people to stumble across it and be enticed inside is lost.
- 2.5 A decision was made in 2015 to re-develop Ashton Town Centre and create a public service centre where front facing services were located in one venue in the centre of the town. This vision included the Ashton Library alongside the Council's Customer Services, Cash Box Credit Union, CAB and also JobCentrePlus. Tameside One, as the building will be known, has brought a marvelous opportunity for the library to move into this fantastic modern building and be right in the heart of the town centre in close proximity to the college and other vital public services. The library will play a pivotal part of welcoming visitors to Tameside One not only for wider services but also those who have not used the library for many years or at all. The location of the library is right at the front of the building in a light, bright and airy double height space providing an ideal frontage to attract a wider audience to experience cultural activity that they may not previously have known was available.
- 2.6 It is envisaged that Ashton library in its current venue will close in mid-January 2019 for a month to allow books and equipment to be moved. The library will re-open mid-February 2019 in the new Tameside One building accessible from the Market Square and contain improved facilities, brand new computers including some tablets and multi-media PCs. The existing staff will be utilised during this period to undertake the move.
- 2.7 Once the library has been move the current building will form part of the wider Council relocation plan.

Droylsden Library

- 2.8 In December 2013 an Executive Cabinet agreed that Droylsden library should relocate to Guardsman Tony Downes House. This relocation has not yet taken place, but subject to the relevant business case, it is envisaged that this move could take place during 2019.
- 2.9 The current library has fallen into disrepair and needs considerable work to bring it up to a fit for purpose building. Some elements of the structure are unsafe and there has been much anti-social behavior and vandalism to the building over recent years.
- 2.10 The library provision is arranged over 3 floors making it difficult to access for those with mobility issues or with prams/push chairs. Whilst there is a passenger lift, it is over 40 years old and cumbersome to use. Guardsman Tony Downes House will provide a much more accessible venue for customers in a prominent place within Droylsden close to the shops and with a modern shop front setting allowing the service to be show cased and attract new visitors.
- 2.11 Relocating from the current site allows the building to be part of the wider economic development of the area and a market value capital receipt can be achieved.

Dukinfield Library

- 2.12 Dukinfield library is currently located in a standalone building in Concord Way, Dukinfield. As part of an overall library venue review consideration has been given to relocating this library to the prestigious Dukinfield Town Hall, in line with the Council's strategy to reduce the number of buildings owned and operated by the Council.

- 2.13 Dukinfield library operates on an Open+ model and when this is the case in a shared building there are certain factors that need to be considered. These include the specific location of the library within the building and the need to ensure the rest of the building is isolated and secure when the library is in Open+ mode – when no staff are present. In both Hyde and Denton Town Halls the library is in one side of the building and therefore can be isolated from the rest of the building which can be made secure with the doors that were already insitu. The same applies for both Hattersley Library which is the only service on the lower floor of the Hub and Mossley Library which is at one side of the George Lawton Hall.
- 2.14 Another important consideration is the load bearing capacity of the floors as Town Hall buildings have cellars and are therefore not built on solid structures. At both Denton and Hyde Town Halls work was undertaken to insert additional steel floor strengthening beams to allow for the weight of library books. Both these libraries are situated on the ground floor and therefore works were undertaken in the cellars.
- 2.15 When considering Dukinfield Town Hall the space available on the opposite side of the building to Registrars (Chapel Street) is insufficient to house an adequate sized library (185m²) as opposed to the current library facility which is 490.9m². But a further consideration is that the basement below this area is utilised for staff and therefore inserting steel floor strengthening beams would be an issue.
- 2.16 Consideration was given to the Lesser Halls, but again the size of the space is very small (173m²) and there is no opportunity to utilise other space in the same vicinity. The weight bearing capacity in this area would only support single lines of shelving at a maximum of 1200mm. Inserting floor strengthening beams in this listed building is unlikely to be accepted on conservation grounds as this would affect appearances on existing ground floor rooms at ceiling height. Typically free standing shelving in libraries is 1500mm high with wall shelving being 1800mm. Shelving would also be back to back to ensure sufficient capacity for stock. Single lines of shelving at 1200mm would provide insufficient space to house the stock levels required for a library.
- 2.17 Additionally Dukinfield Town Hall provides complexities in terms of securing the rest of the building when the library is in Open+ mode. On the Chapel Street side of the building access can be gained over the walkway to the stairs leading up to the main hall – there are no doors that could be used to secure this area. If the Lesser Halls were utilised the customer journey to that space is either up the main stairs from the front entrance, up the stairs from Chapel Hill or in the lift – these access arrangements pose an issue in terms of security of the rest of the building and the staff working 24 hours a day in the basement area.
- 2.18 A further consideration is that Dukinfield Town Hall has been identified as a building to be utilised as part of the Council wide recant when the Tameside One building is complete with staff identified for occupation of the office space on the Chapel Street side of the building.

3. GALLERIES

Central Art Gallery

- 3.1 The Central Art Gallery located above the library on Old Street, Ashton-under-Lyne is open to the public for 19.5 hours per week and received 15,946 visitors a year (2017/18 figure). The gallery spaces host a varied programme of temporary exhibitions and the permanent Rutherford Gallery.
- 3.2 The gallery opened in 1998 as a venue to exhibit works by local and regional artists. The gallery has exhibited paintings, textiles, sculptures, light and sound installations and local schools' artwork. Artists submit exhibition proposals, which are reviewed by curators and, if given the go ahead, are programmed into the gallery's exhibition plan. One of the most popular exhibitions is the annual Open Art exhibition. The borough's artists, both amateur

and professional, are invited to submit up to two artworks for display, and every picture gets a place on the wall. The exhibition has been running for around 60 years, having started life at Astley Cheetham Art Gallery, and features, on average, 200 artworks.

- 3.3 In 2012 the gallery became the permanent home for the borough's collection of Harry Rutherford artworks. Harry Rutherford was a nationally renowned artist who came from the Tameside area. His career was long and varied, working initially as a draughtsman and then training with the eminent artist Walter Sickert. The Rutherford Gallery is a celebration of a 20th century master, an artist whose talent allowed him to experience many avenues of artistic life. The works on display span his entire artistic career.
- 3.4 In 2014-16 the gallery partnered with three other northern galleries to commission artists to create interactive art installations aimed at a family audience. Funded by Arts Council England, the project brought a new audience to the gallery and raised the profile of service as a whole.
- 3.5 The gallery hosts children's theatre events, talks connected to the Local Studies and Archives Centre and has been a venue for community events. A Knit and Natter group meet at the gallery twice a month. The gallery also offers artist-led school workshops on a variety of topics, including textiles, landscapes, local artists and hatting.
- 3.6 When Ashton Central Library closes in January 2019 the art gallery will also close at the same time. Leaving the gallery in this space without the library is not a viable proposition both in terms of safely staffing the site but also the gallery would be left isolated in this area and visitor numbers would be adversely affected. A better option is to consider the longer term offer and sustainability for art gallery provision in Tameside.

Astley Cheetham Art Gallery

- 3.7 Astley Cheetham Art Gallery, situated above the library on Trinity Street, Stalybridge is the oldest gallery in Tameside.
- 3.8 The library was built in 1889 with money from the local industrialist and politician John Frederick Cheetham. The gallery originally opened as a lecture theatre and then the space was turned into a gallery to house the Astley Cheetham Art collection, bequeathed by J F Cheetham and his wife Beatrice Astley in 1932. The collection has grown to 540 art works with gifts and donations throughout the twentieth century and is one of the most interesting small regional collections.
- 3.9 The gallery is family friendly and visits from children are welcome. There is always a craft activity on offer, children's books about artists to read and an eye spy trail of things to spot in the paintings on display.
- 3.10 The gallery hosts children's theatre events during school holidays, which are always very well attended. Film screenings aimed at both children and adult audiences have been held at the gallery, with craft activities related to the children's films, such as the Gruffalo and Stick Man. 'I Made It' adult masterclasses have been held at the gallery, teaching skills such as lino cutting and screen printing.
- 3.11 The gallery was recently accredited by Visit England following a visit from a mystery shopper. The quality of the exhibitions, the impressiveness of the art collection and the high level of customer care were highlighted as strengths. This is an annual assessment and allows the gallery to display the Visit England logo, showing that it provides a quality visitor experience.
- 3.12 Opening hours are currently very limited (the first and third Saturday each month from 10am – 3pm and every Saturday in August from 10am – 3pm). There are 711 visitors to the gallery per annum (2017/18 figure).

- 3.13 Both galleries are part of the Accreditation scheme administered by Arts Council England. The Accreditation scheme sets out standards for museums and galleries in terms of collections care, collection documentation procedures, acquisitions, disposals and interpretation of collections. Tameside has retained Accreditation for both gallery sites in 2014 and will be reassessed in 2020.

4. MUSEUMS

Museum of the Manchester Regiment

- 4.1 The Manchester Regiment collection has been on loan to the Council and displayed in Ashton Town Hall since 1987. Prior to this the collection had been in the care of Manchester City Council since 1963.
- 4.2 The Museum tells the story of generations of Manchester Regiment soldiers through 200 years of service from 1756 until 1958 and up to today as part of the Duke of Lancaster's Regiment. The Manchester Regiment was formed in 1881 and had its headquarters at Ladysmith Barracks in Ashton-under-Lyne and as a result the majority of its recruits came from the surrounding towns that now make up the Tameside area. The displays centered on real life stories and utilised a diversity of display techniques and inter-actives to interpret the collections. It displayed over 2,200 service medals awarded to over 800 men. The medal collection covers a number of campaigns and includes both World Wars, Northern Ireland and Afghanistan. The Manchester Regiment saw active service in the First World War and the famous war poet Wilfred Owen was serving with the regiment when he was killed in action in 1918.
- 4.3 The museum collection consists of medals (including 6 Victoria Crosses), uniforms, weapons, equipment, silverware, memorials and personal souvenirs.
- 4.4 Due to the closure of Ashton Town Hall upon its separation from the previous Council office building the Museum has had to temporarily close. A funding application was submitted by the Council to the Heritage Lottery Fund in February 2018 to create a new museum in the ground floor space of Ashton Town Hall. If successful this new museum would have been developed alongside the refurbishment of the wider Town Hall building.
- 4.5 Unfortunately the bid failed at stage 1 of the HLF process with the reason being stated as an oversubscription to the fund and strong competition from other bids. Feedback was sought from the HLF and following a meeting with a representative from that organisation it was determined that re-submitting a bid was not a viable option and would be highly unlikely to succeed.
- 4.6 The museum remains part of the Arts Council England Accreditation scheme, with a Temporary Accreditation status being assessed on an annual basis while it remains closed.

Portland Basin Museum

- 4.7 Portland Basin Museum continues to be the borough's flagship museum, attracting 114,733 visitors per annum (2017/18 figures). The museum features a recreated old street, a changing exhibition space, and displays of local industrial history including cotton mills, coal mining, hatting and gloving. A range of school workshops are offered, including Home and Hearth, Victorian Schoolroom, Toys, Transport in the Past and Victorian Christmas, attracting schools both inside and outside the borough.
- 4.8 The museum offers a wide range of activities for families, such as the Nuts and Bolts play area for young children, trails, activity sheets, regular school holiday craft activities and 'Meet Tommy Atkins' sessions. In addition, regular event days are held throughout the year, often to tie in with national events such as Science Week.

- 4.9 To celebrate the museum's 20th birthday in March 2019 (the museum opened as Portland Basin Museum in 1999, having previously been a heritage centre) the museum is hosting an event day to bring the museum's past to life.
- 4.10 The museum runs a successful gift shop and there is an independently operated café on site.
- 4.11 In 2018, the museum entered the Trip Advisor 'Hall of Fame' having achieved an 'Excellent' rating from reviewers for more than five years in a row. The venue is also accredited by Visit England as providing a quality visitor experience. The museum is also part of the Arts Council England Accreditation scheme and will next be assessed along with the art galleries in 2020.

5.0 ARTS AND ENGAGEMENT

- 5.1 The Arts and Engagement Team are responsible for delivering and supporting a vibrant and affordable events programme which is generally free at the point of delivery. Through partners the service offers support to early years, formal arts education, families and a range of lifelong learning opportunities including theatrical productions, lectures, talks and workshops.

The Engagement and Events programme

- 5.2 Within the programme offered by the Arts and Engagement team there are heritage films and lectures / talks about the local area and through our Arts Award Programme we are keen to ensure that children can explore their local history and take pride in their local area.

Outdoor offer

- 5.3 The team's education offer ensures all schools have access an affordable programme of outdoor learning allowing pupils to explore our natural environment from geology to wildlife habitats across the borough. This theme is carried through into the outdoor events taking place across parks and green spaces during school holidays.
- 5.4 Central to the outdoor events programme is the outdoor theatre taking place across parks during August. The programme has a long track record for delivering high quality free family theatre for all.

Arts Award

- 5.5 The Arts and Engagement team is a nationally recognised centre for the delivery and accreditation of all aspects of Arts Award. Often delivered in partnership with national organisations such as National Theatre and the BBC.
- 5.6 Arts Award, a nationally recognised qualification supports children and young people aged 5 - 25 years old to enjoy the arts, develop creative and leadership skills. Arts Award reflects many different interests and ambitions, respects individual development and helps young people to define their creative futures.

Civic Events

- 5.7 The Council delivers and supports a number of key civic events annually: Whit Friday Brass Band Contests, Armed Forces Day, Remembrance Services and Christmas celebrations. These are all well attended, bring communities together and help foster a greater sense of belonging and community cohesion. The events bring investment into the borough as well as providing opportunities for local businesses to be involved.
- 5.8 Different years will occasionally have additional significant events which the Council wishes to celebrate or commemorate. 2018 marks the one hundred years since the First World War ended. This will have a national as well as local focus with the Council working together with partners to celebrate and commemorate Battles End on the 11 November 2018.

- 5.9 It is also the one hundred years since some women were given the right to vote. Known as 'Women's Suffrage' the Council and other organisations are marking this momentous occasion throughout the year.
- 5.10 Looking forward to 2019 the Peterloo Massacre is something the Council will be commemorating. These are expected events rooted in history; however there may also be significant events which arise out of the present and on such occasions, after agreement by the Council's Events Panel, the service will lead on the Council's response.

Event Support

- 5.11 A range of support is offered to many community based arts groups and to community groups undertaking events. Through partnership working, a wide range of quality arts provision is shared both regionally and nationally.
- 5.12 The Team provide advice and support for community event/festival organisers staging outdoor public events and festivals within the Borough.

6. LOCAL STUDIES AND ARCHIVE CENTRE (LSAC)

- 6.1 The Tameside Local Studies and Archive Centre is situated behind Ashton Central Library and is connected to the library via a glass atrium. The centre was purpose built in 2005 and collects, conserves and preserves material relating to the history of Tameside's 9 towns.
- 6.2 In addition to the records of the Borough Council and its predecessors, LSAC takes in a wide variety of archives and photographs from private donors, depositors and organisations and makes them available to the public. Records relating to places, organisations and people from the Tameside area, along with records relating to the Manchester Regiment are accepted. The regiment archive collection consists of photographs, letters, personal diaries, war diaries and regimental records.
- 6.3 Archives contain the original documents that tell the history of people, places and events that have shaped the world we live in today. They include written documents, printed materials, images, maps, sound recordings and other media that bring the past to life in a unique way.
- 6.4 Archives have the power to enrich our understanding of the present through an appreciation of the past. They connect us to our families and the places where we live, work and study. Archives sit at the heart of our collective understanding: who we are, where we came from, and, indeed, where we are going.
- 6.5 In July this year the service was awarded National Archive Service Accreditation which is the UK wide quality standard for archive services. Achieving Accreditation status demonstrates that the service has met clearly defined national standards relating to management and resourcing; the care of its unique collections and what the service offers to its entire range of users.
- 6.6 Whilst the LSAC is connected to Ashton Central Library via an atrium, there is a roller shutter in place which serves to completely separate access to the two buildings which can and do operate independently of each other.
- 6.7 As the LSAC is a purpose built facility with all the requirements of housing an archive including environmentally controlled storage, rolling stacks and search room, are in place and it would be financially prohibitive to relocate this facility. The LSAC will therefore remain in its current location.

7. FUTURE CULTURAL DEVELOPMENTS

Short term

- 7.1 When Ashton Central Library closes in early in 2019 there will be a period of just 1 month before the brand new, modern library with updated IT facilities opens its doors to welcome people in. However assuming capital investment is allocated to a new Museum of the Manchester Regiment, incorporating gallery exhibition space, there will be a gap in provision following the closure of Central Art Gallery as it is estimated that the facility would not be complete until 2020/21.
- 7.2 With this in mind it is proposed to redevelop Astley Cheetham Art Gallery and make it an attractive, engaging must-see destination which attracts both a local audience and tourists to the town.
- 7.3 There are a number of improvements which will need to be implemented to achieve this aim which include:
- Investigate and remedy the cause of the damage to the walls on the staircase which is causing the plaster to crumble
 - Redecorate the entire space including the walls and the ceiling to transform the gallery into a modern, welcoming space.
 - Install moveable exhibition walls to allow more of the art collection to be on display at any one time and allow for different zones to be created. During events and film showings the walls can be removed to create space.
 - Investigate the feasibility of un-boarding some of the windows where possible. The windows are currently boarded to prevent UV damage to the artworks on display, but UV film is now available which would be applied to the windows thus enabling the gallery to be safely filled with natural light. Blackout blinds would be required to manage the lux levels.
 - Replace the reception desk with a much smaller desk. The current desk is too large and takes a significant amount of floor space. Replacing this would allow more artworks to be displayed and provide a less intimidating entrance for first time visitors.
 - Replace the current display boards with new ones that reach higher up the walls allowing more artworks to be displayed. The current boards have been in situ for many years and have uneven surfaces where screw holes have been filled multiple times.
 - Either replace the current dated carpet or revive the existing wooden flooring in the gallery.
 - Install a new lighting track enabling the art collection to be displayed at its best.
 - More appropriate seating which encourages people to spend time enjoying the artworks.
- 7.4 The gallery would remain predominantly a space to showcase the Astley Cheetham collection but could also be used for temporary exhibitions such as Open Art and for local artist exhibitions which would currently be displayed at Central Art Gallery. The installation of moveable walls would allow more than one theme to be displayed at a time.
- 7.5 Opening hours to the redeveloped gallery would match the staffed library hours and therefore be increased to 17 hours per week. This would allow the Museum service to offer school workshops in the gallery using facilitators in the same way as they currently operate in Central Art Gallery.
- 7.6 Relevant experts have been approached to discuss the scope of the works required with the important initial steps being the integrity of the building structure. Before moving forward with the proposals set out above a fully costed model will need to be developed. For that reason it is difficult to provide an accurate likely timescale, but with the closure of Central Art Gallery in early 2019 this project needs to move at pace to minimise the gap in art gallery provision.

Longer term

- 7.7 Following the failure of the HLF bid with regard to the Museum of the Manchester Regiment, a request for capital investment from the Council has been submitted as part of the wider Ashton Town Hall scheme in order to redevelop the museum as was planned in the HLF bid. Professional design experts had been used to develop the plans which are still relevant and would ideally be utilised if capital funding were to be granted.
- 7.8 Alongside the Museum of the Manchester Regiment, the plans include space for exhibiting art works – both the permanent Rutherford collection and temporary exhibitions.
- 7.9 Should capital investment be provided for the Museum of the Manchester Regiment and gallery space it is envisaged this venue would be open in 2020/21.

8. FINANCIAL IMPLICATIONS

Ashton Library

- 8.1 The cost of the relocation of this service has been considered and approved as part of the wider Vision Tameside Scheme.

Droylsden Library

- 8.2 When Guardsman Tony Downes House was in the planning stages £1.4 million was the estimated cost for the ground floor to develop a new library and community space. This element of the plan was not undertaken at that time and therefore development of an up to date business case and detailed costings will be required. Approval of the new business case will be required before this project progresses.

Dukinfield Library

- 8.3 As the proposed move to Dukinfield Town Hall is not feasible, the cost to run this venue will remain and therefore the current budget provision for the running costs of this building will remain.

Central Art Gallery

- 8.4 This venue achieves very little income (approximately £600 per annum). The loss of this income will potentially be mitigated by redeveloping Astley Cheetham Art Gallery and increasing opportunities for school visits.

Astley Cheetham Art Gallery

- 8.5 A building condition survey has been commissioned to establish the works required to repair the fabric of the building. The cost of the condition survey is £3,498 which will be funded from the corporate landlord budget along with the subsequent repair costs.
- 8.6 For the redevelopment of the gallery space it was agreed that £160,000 from underspends from the Cultural and Customer Services budget in previous years could be set aside into a reserve to redevelop the gallery space. Once quotes have been received it will be determined if this amount is sufficient.

Museum of the Manchester Regiment

- 8.7 A request for £1m has been included in the wider Ashton Town Hall development capital funding bid. If the funding bid and business case is successful this would be utilised to fund a new Museum of the Manchester Regiment.

9. GREATER MANCHESTER COMBINED AUTHORITY

- 9.1 The work of the GMCA has a direct bearing on supporting cultural activity delivered in the 10 GM partner authorities. The Mayor of Greater Manchester has appointed the leader of Bolton Council, Linda Thomas, as portfolio lead for Culture, Arts and Leisure.
- 9.2 The Culture Portfolio will oversee the development and delivery of an ambitious, over-arching GMCA strategy for Culture, Arts and Leisure which plays a pivotal role in delivering a range of GM Strategy priorities.
- 9.3 A draft strategy has been developed closely linked to the Greater Manchester Strategy (GMS). The aim is to demonstrate the impact culture has in delivering wider outcomes and working within this framework, making the case for culture going forward. The strategy recognises culture as not just a “nice to have” but as a vital part of the lives of our residents and the vibrancy and distinctiveness of our places. Culture has a role to play in addressing some of Greater Manchester’s most pressing issues which is why the GM Culture Strategy reflects and will support successful delivery of the GM Strategy which sets out Greater Manchester’s ambitions.
- 9.4 The draft Culture strategy is based around three thematic areas:
People – Health, Ageing and Families
Economy – Education, Skills and Jobs
Place – Regeneration, Environment and Communities
- 9.5 The strategy is currently in the consultation phase with the aim of having a final version for sign off by GMCA in December 2018.
- 9.6 The GMCA Culture portfolio holder is also responsible for administration and monitoring of the Culture and Social Impact Fund (CSIF). The CSIF provides grant funding to properly constituted, not for profit, voluntary organisations, who are committed to providing excellent cultural experiences or work that has significant social impact across the ten boroughs in Greater Manchester.
- 9.7 The scheme builds on the success of the previous AGMA-run Section 48 grants fund and provides £7m funding over 2 years to successful organisations. The criteria for the scheme is shaped around 4 main objectives and successful applicants had to meet at least 2 of the priorities:
- Contribute to the recognition of GM locally, nationally and internationally to attract new investment, new visitors and new talent to Greater Manchester;
 - Make a positive contribution to improving skills and employability of residents in Greater Manchester, including the creative education, expression and ambition of young people across Greater Manchester;
 - Play a strong role in developing strong and inclusive communities and an improved quality of life for residents, particularly those residents at risk of disengagement or social isolation;
 - Be able to evidence how the project will make a positive contribution to improving residents’ health and well-being.
- 9.8 28 organisations will receive funding from 1 April 2018 – 31 March 2020 to work with and in communities across Greater Manchester, delivering the four main objectives of the fund. 89% of funding will be delivered across Greater Manchester, not just where the receiving organisation is based. As part of the monitoring process we will be keen to ensure that activity takes place in Tameside.

10. TAMESIDE CULTURAL STRATEGY

10.1 Currently there is a Cultural Plan in place for Tameside which is due to expire at the end of 2018. Following the finalisation and publication of the GM Culture Strategy it is intended to commence development of a new strategy which aligns with the aims and objectives of Greater Manchester but is specific to Tameside residents and the offer available in the Borough. It is estimated that this work will begin in the first quarter of 2019.

11. CONCLUSIONS

11.1 Much has been achieved over the past few years in the library service to significantly extend the opening hours with a mix of staffed and Open+ operating hours. Additionally, relocations have meant utilising underused prestigious building and securing their future whilst at the same time reducing the cost of the service and in some cases releasing a capital receipt for further investment in the Borough. Whilst this is not a feasible option due to the limitations within Dukinfield Town Hall, with capital investment the opportunity to provide a much more accessible and modern library whilst releasing a capital receipt does present itself with Droylsden library.

11.2 Redevelopment plans for Astley Cheetham Art Gallery will see a transformed space which is much more versatile, allowing more exhibition space and longer opening hours. This will mitigate the closure of Central Art Gallery which would be unviable in its current location.

11.3 There are exciting times ahead with the Tameside One building containing a bright, new, modern library right in the heart of the town centre with the potential to open up opportunities to far wider numbers of visitors. Adding to this, if capital investment is received, and the Museum of the Manchester Regiment is once again located in Ashton Town Hall, along with gallery space for the permanent Rutherford collection and temporary exhibition space for local artists to exhibit, there will be the creation of a true cultural corner for all to enjoy.

12. RECOMMENDATIONS

12.1 As detailed on the front of this report

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Report To:	EXECUTIVE CABINET
Date:	23 January 2019
Executive Member/Reporting Officer:	Councillor Brenda Warrington, Executive Leader Debbie Watson, Interim Assistant Director of Population Health Tom Wilkinson, Assistant Director of Finance
Subject:	TAMESIDE SPORT AND LEISURE REVIEW
Report Summary:	<p>The report updates Executive Board on the recently commissioned Sport and Leisure Options Appraisal, including the current performance of the provider, Active Tameside. The report shows the substantial progress Active Tameside have made to achieve financial balance in 2018/19. Delays to the Hyde Pool extension and Wellness Centre, Denton schemes have meant that the original financial assumptions underpinning the management fee proposed in March 2016 are nonviable. To ensure stability for the Borough's leisure offer moving ahead, in light of these scheme delays, it is proposed to re-profile the current savings plan agreed in March 2016, which will enable the timely repayment of the outstanding prudential borrowing that is owed by Active Tameside, alongside a sustainable reduction in the management fee paid by the Council.</p>
Recommendations:	<p>Executive Board are recommended to:</p> <ol style="list-style-type: none">1. Note the findings of the options appraisal and progress made by Active Tameside to become more financially stable over the last six months2. Approve the supplementary management fee levels payable in 2018/19 due to capital delays, and re-profiled levels of management fee for 2019/20 and 2020/21 per Appendix 13. Acknowledge that the existing level of prudential borrowing will be wholly repaid by Active Tameside by 31 March 2025 (2024/25). Active Tameside have requested up to £ 1 million additional borrowing to finance the equipment for the commercial venture at Active Denton. The repayment terms for this additional borrowing will need to be agreed and are not included in Appendix 1. It is proposed however that the repayment terms commence from 2021/22 in line with the next management fee schedule for the period 2021/22 to 2023/24 (the end of the existing lease term). A further report will be presented to Members during 2020/21 to consider the value of management fee payable during the remaining lease term.4. Note the actions that will be carried out in section 4.3.
Links to Community Strategy:	Healthy Tameside
Policy Implications:	Local authorities have a central role to play when it comes to the provision of community sport and recreation facilities and are responsible for the health outcomes for their populations –

specified in the as specified in the Public Health Outcomes Framework.

As part of the health reforms brought in by the Health and Social Care Act 2012, local authorities have a duty to take such steps as they consider appropriate for improving the health of the people in their area. The steps listed in legislation include:

- Providing information and advice
- Providing services or facilities designed to promote healthy living
- Providing services or facilities for the prevention, diagnosis or treatment of illness
- Providing assistance to help individuals to minimise any risks to health arising from their accommodation or environment
- Making any other services or facilities available

Financial Implications:
(Authorised by the Section 151 Officer)

Section 3 of the report provides supporting details of the rationale for the re-profile of the management fees payable to Active Tameside in 2018/19, 2019/20, 2020/21. The related values are provided in **Appendix 1**.

Members should acknowledge that the existing level of prudential borrowing due from Active Tameside will be wholly repaid by 31 March 2025 (2024/25). Active Tameside have requested up to £ 1 million additional borrowing to finance the fit out of the commercial venture at Active Denton. The repayment terms for this additional borrowing will need to be agreed and are not included in **Appendix 1**. It is proposed however that the repayment terms commence from 2021/22 in line with the next management fee schedule for the period 2021/22 to 2023/24 (the end of the existing lease term).

A further report will be presented to Members during 2020/21 to consider the value of management fee payable during the remaining term of the lease

Legal Implications:
(Authorised by the Borough Solicitor)

Any expenditure on leisure facilities is discretionary and consequently as we continue to have budget challenges and austerity (but in any event) elected members need to be clear that any funding must serve to meet our priorities, including to reduce demand on more expensive and costly medical interventions. A process should be developed which seeks to measure these outcomes and demonstrate value for money in relation to spend on leisure facilities.

Members should ensure that the Council has a sustainable leisure strategy fulfilling public sector values, including our legal fiduciary duty to the public purse, whilst contributing to demonstrable social and health benefits, and recognise that this report contributes towards informing that strategy going forward.

It would be prudent to put this strategy in place in the next 12 months in preparation for a procurement exercise should

that be necessary to undertake and which should be carried out well in advance of the expiry of the leases with Active Tameside in 2024. Guidance issued by Sport England should be taken into account at all times to demonstrate objectivity, together with advice from independent specialists.

Risk Management:

Active Tameside have risk management and business continuity plans in place. Any additional risks identified as a result of the review will be noted and sets taken to mitigate these.

Access to Information:

For background papers relating to this report can be inspected by contacting Debbie Watson, Interim Assistant Director of Population Health on 0161 342 3358, or at debbie.watson@tameside.gov.uk

1. BACKGROUND

- 1.1 Tameside Council currently commissions Active Tameside, a registered charity, to operate 9 sport and leisure facilities and a community physical activity and wellbeing programme. An annual management fee is paid to Active Tameside to deliver public benefit and health outcomes, in keeping with its charitable objectives, with all surplus revenues reinvested into services and facilities. Active Tameside delivers a wide range of leisure facility and community-based services that generate participation in physical activity and sport to improve health and wellbeing, predominantly in the Tameside area but also with partners across Greater Manchester.
- 1.2 Active Tameside is the operating name of Tameside Sports Trust, an independent company established in 1999 with a Board of 11 voluntary Directors, with two nominated by the Council. Active Tameside employs circa 300 people and has a turnover which has grown to over £10 million. Income is generated from admissions income, subscriptions, contracted work, grants and an annual management fee.
- 1.3 The current contract and funding agreement runs until 31 March 2024 and is co terminus with the lease to operate Tameside Council's leisure assets which has just over 6 years to run.
- 1.4 A report to Executive Cabinet on 24 March 2016 titled – “Active Tameside – A Blueprint for Sustainability”, set out proposals to ensure the provision of high quality sports and leisure facilities in Tameside, to create a platform upon which to increase physical activity, and to develop a sustainable funding model for Active Tameside. The report detailed a reduction to the planned annual management fee from £1.7 million in 2016/17 to £0.1 million by 2025/26. The report explained that this reduction was deliverable alongside significant capital investment across the leisure estate of £20.4 million. It was envisaged that the capital investment would lead to a realisation of additional revenue for Active Tameside together with savings from the closure of provision on some of the existing sites. In addition Active Tameside was expected to attract further inward investment. The outcome of these savings and additional revenue funding streams would enable the Council to reduce the management fee annually.
- 1.5 Although good progress has been made towards achieving some of the expected outcomes set out in the report, Active Tameside continues to report a difficult financial position due to current and historic lack of reserves and limited working capital. The Council continues to support Active Tameside's cash flow position by delaying approved/planned management fee reductions and by front loading the profile of the management fee payments in year. The Council has subsequently approved supplementary management fee sums payable in 2017/18 (£ 0.3 million), 2018/19 (£ 0.3 million) and 2019/20 (£ 0.2 million). It should also be noted that Active Tameside has repayable loan liabilities with the Council of £4.6 million (including interest). This liability is scheduled to be wholly repaid by 31 March 2025.
- 1.6 A report to Executive Board on 11 July 2018 outlined the Council's vision for sport and leisure provision and the drive to improve health and wellbeing outcomes for all residents in Tameside. The current and immediate challenges and risks faced by Active Tameside, were described. Active Tameside had reported to the Council imminent issues with cash flow, which they claim due to the current and historic lack of reserves and working capital and the pressure of repayments on borrowing they have taken from the Council to support capital investment. The Council has sought to support Active Tameside with the payment of management fee 'up front' but there was at that time, a risk of them being unable to meet their financial obligations. The Council were therefore working with Active Tameside to ensure business continuity plans cover actions required.

- 1.7 The continued issues around the sustainability of Active Tameside have been the catalyst for an options appraisal undertaken by the Council with the support of Max Associates, a specialist Leisure Management Consultant.
- 1.8 Due to the need for expediency a Waiver to appoint Max Associates was approved on 1 August 2018. The draft report discussed in this report is based on a review, carried out over the last 4-5 months, to investigate, analyse and advise on the options open to the Council in relation to the sustainable management and operation of sport and leisure in Tameside going forward.
- 1.9 Since the last report to Executive Board on 11 July 2018 there has been significant improvement in the financial status of Active Tameside. The organisation has put in place some urgent measures to ensure they improve their financial position and have willingly worked with Council Officers using an 'open book' accounting approach to allow the Council to better understand the current situation.

2. OUTCOME OF OPTIONS APPRAISAL / CURRENT ACTIVE TAMESIDE PERFORMANCE

- 2.1 The key objective of the appraisal was to assess current provider performance, identify strengths, weakness and areas for improvement and evaluate whether an alternative delivery model is required to make the leisure services financially sustainable.
- 2.2 Due to the circumstances at that time the aim was to urgently identify the best solution to enable an improvement in the sustainability of the contract in the short, medium and long term.
- 2.3 The approach to delivering the options appraisal was to:
- Visit the sites and review the background information for the services and facilities;
 - Summarise the local context of population profiles, sports participation, health profiles and a review of neighbouring boroughs approach to leisure and cultural services;
 - To provide an overview of national trends with leisure providers, and the national strategic context;
 - Undertake a review of the Council's current strategic documents in relation to the services;
 - Analyse and benchmark the current service performance, looking at cost of service, staffing, service delivery levels and support services;
 - Provide an overview of the management options;
 - Engage with Council officers and members to agree criteria and scoring requirements for the evaluation model of the management options;
 - Undertake an assessment of each management option against set financial and service delivery criteria;
 - Develop an implementation plan and recommendations for the way forward and next steps.
- 2.4 Introduced for the year 2016/17, a new agreement had been put in place for an outcome based agreement with an overarching set of measures tied to the improvement of population wide health through the provision of sports and leisure services via the local leisure estate. Key elements of the outcomes required relate to:
- Improvements in the levels of activity amongst the Tameside population;
 - Impact on the activity levels and health of the most deprived Tameside communities;
 - Impact relating to early years, long term conditions and older adults.

- 2.5 Chris Rushton became Chief Executive of Active Tameside in May 2018 following the departure of Mark Tweedie to Active Northumberland. Notwithstanding the consultancy exercise (by Max Associates), the delivery of the 2018/19 budget was his primary consideration.
- 2.6 From a difficult financial position, for 2018/19, the approved budget is now predicted to generate a bottom line surplus of circa £120,000 – the difference between total revenue (including the TMBC Management Fee) and total expenditure.
- 2.7 The performance of three facilities in particular (iTrain/Total Adrenaline/Sky High Adventure) and the prudential borrowing repayments associated with them are at the heart of Active Tameside's ongoing budgetary challenge. In combination, the difference between the initial business plan profitability projections and the actual performance of these facilities was £425K in 2017/18. However, in 2016, the business plan projections were aligned to the TMBC management fee schedule which reduces in line with both these projections and a number of others including those related to the new Wellness Centre, Denton and the Hyde Leisure Pool extension.
- 2.8 As a consequence, the 'balanced budget' for 2018/19 seemed to be unachievable as the 'investment hole' could no longer be masked by other efficiencies and interventions. The absence of any cash reserves meant that unless the management fee in its entirety was paid 'up front' ie within Q1 fundamentals such as monthly salary payments were jeopardised.
- 2.9 In order to protect, and ultimately enhance, the sector leading outcomes validated by UK Active (Outstanding Organisation of the Year), a twin track approach has been adopted by the organisation:
- Focusing on three key revenue streams in the form of Health & Fitness, Swimming Lessons and Gymnastics;
 - Promotion of the most valuable memberships in the form of direct debit/paid in full options;
 - Maximising conversion of the additional revenue to 'profit' by ensuring variable costs are minimised.
 - Reviewing central costs with a view to demonstrable added value to meet benchmarked industry standards.
- 2.10 Interventions put in place immediately include:
- A moratorium on non-essential recruitment resulting in a saving equating to some 100 hours per week (various roles) at the time of writing;
 - The dissolution of the Organisational Development 'team' resulting in a saving of 2 FTE posts from Q3;
 - A 50% reduction in Group Exercise classes by end Q3 in line with industry metrics/seasonality;
 - The 're-design' of commercial architecture with particular regard to pricing, sales commission and promotion;
 - The Sept/Oct 'big bang' (the first test of the new commercial Health & Fitness regime);
 - The recruitment of a part-time Finance Director despite the absence of budgetary provision on the basis of perceived business criticality;
- 2.11 The accounts to Period 6 are currently being finalised after which the year-end outturn will be revised. However, at Period 4, overall trading income (fees and charges) was up circa £9K against budget despite disappointing attractions revenues with the overall operating surplus essentially on plan.
- 2.12 Going forward, the indicators below suggest that the longer term commercial strategy is gaining traction:

- Sept/Oct analysis (Health & Fitness - uplift – 44%
Swimming Lessons/Gymnastics Direct Debit growth:
Swimming Lesson Direct Debit collection October 17 - £29,800
Swimming Lesson Direct Debit collection October 18 - £58,400 (95% uplift)

Gymnastics Direct Debit collection October 17 - £11,200
Gymnastics Direct Debit collection October 18 - £19,000 (70% uplift)
- Overall Direct Debit Growth
During the course of this financial year (April – October), the overall monthly direct debit collection has grown as below:
April - £194,200
October - £229,500 (18% uplift)

2.13 These numbers bode well for longer term growth in member numbers (capacity notwithstanding), associated revenues/conversion and diminished administrative burden/enhanced customer experience.

2.14 Going into Q4 of 2018/19, Active Tameside have committed to:

- Redouble efforts around the three key revenue streams and conversion to 'profit'. The learnings from the Sept/Oct Health & Fitness campaign will underpin the Jan/Feb campaign which will lay the foundations for Direct Debit revenue for the calendar year 2019.
- Seek to make further efficiency savings in terms of central support payroll. The embryonic collaboration with Link4Life (Rochdale) in particular will be progressed with a view to both the sharing of resource and best practice.
- The closure of access to the Local Government Pension Scheme for all new employees will suppress payroll growth during the remainder of the current agreement with TMBC.
- Protect sector leading outcomes by ensuring that both commissioned and non-commissioned services under the Live Well banner are operating optimally with regard to productivity/sustainability.

2.15 As well as the traditional leisure management requirements and day to day operation of the sites Active Tameside is delivering services beyond the physical facilities to support the delivery of better health and social outcomes, including services targeting the inactive and those with long term health conditions, services for adults with disabilities and people in need of day care and services to schools and special schools which engage over 7,000 children per week. Some recent estimates of cost avoidance to the Council Adult and Children's Social Care services, schools, residents and wider partners show substantial savings when compared to other health and social care providers in the following areas:

- Short breaks and overnight respite
- Complex needs respite breaks
- Individual Education Places Bespoke
- Adult social care 'Everybody Can'
- Adult social care 1:1

2.16 Active Tameside currently delivers commissioned work that totals £2 million per annum, which includes a number of branded social, development and health related initiatives, key amongst these are Live Active, Everybody Can and Active Education. 'Everybody Can' services in general offer a range of early intervention, health and well-being initiatives and incentives to encourage physical activity as a holistic approach to tackling inactivity in Tameside through the life-course of all individuals.

2.17 Noting the progress made by Active Tameside and that financial risk to the organisation is very much reduced, the independent evaluation carried out by Max Associates recommends that the Council continues with the existing operator. Max Associates report the following main reasons for this:

- Throughout the review and evaluation it has been evident that the centres are currently generally performing well and many of the benchmarks are in line with or above industry standards. A new operator for these facilities would not necessarily improve the revenue position, particularly in the short term.
- There are some sites where fitness income per station is below average and it is recommended that latent demand reports are requested by Active Tameside to understand the scope for improvement or to ascertain if the sites are meeting levels of demand due to the level of competition in the area. It is recommended that this should be undertaken before any future procurement process is considered, as Active Tameside's performance may be being limited by the local market rather than underperforming.
- Active Tameside has demonstrated nationally success and ability in delivering commissioned services relating to increasing participation in physical activity, improving health and health and social care cost avoidance. They are market leaders in this sector and therefore other operators are unlikely to match them in meeting some of the key local social objectives.
- Whilst merging with a neighbouring trust may result in some financial benefits, the strength of Active Tameside as an operator and the potential impact a merger could have on local outcomes and bespoke services suggests that they would be better working with neighbouring trusts on specific items of service delivery and operations, for example procuring marketing services jointly or utility suppliers, which would give economies of scale to both operators.
- One of the main reasons for financially underperforming is the issue of depreciation (expressed through the repayment of prudential borrowing taken by Active Tameside) and operational costs. This will remain problematic whichever management option is chosen and therefore taking into account their operational performance, it would be better value to resolve this through discussions with Active Tameside.
- Whilst the "attraction" sites are underperforming, any new contractor/operator would base projections on historic performance data and therefore are unlikely to show significant improvements unless contractors/operators propose alternative use or investment.

2.18 Given the above the key factor that would support continued improvement is the potential reduction in central costs. This is recognised by Active Tameside as an area of improvement and in the short term the Council will work with the Trust to bring costs in line with industry standards.

3 MANAGEMENT FEE

3.1 It is acknowledged that Active Tameside is demonstrating an improved financial position. The current management fee proposal was agreed by Executive Cabinet on 24 March 2016.

3.2 The Executive Cabinet meeting of 30 August 2017 approved a report that explained delays to the Active Tameside infrastructure would require supplementary management fee payments which effectively re-profiled the original fee reductions, because of these delays.

3.3 There have been subsequent delays to these schemes with revised operational opening dates of October 2020 for Active Hyde and April 2020 for Active Denton.

- 3.4 Following a tendering exercise Strategic Team Group (STG) were selected to carry out the pool extension at Active Hyde. Active Hyde did have an opening date of February 2020; however on 13 December 2018 the Council received notification from STG, outlining their Board's decision not to proceed with the pool project at Hyde. The organisation also had declined two other housing projects worth in excess of £5m in turnover. Their decision made by their Board had been driven by four main issues:
- Supply chain uncertainty and price volatility
 - Competitor instability, leading to STG consolidation
 - Current unforecastable position both economically and politically due to Brexit
 - Current order book and pipeline

The contract therefore will be re-procured, but this will cause an estimated further delay of 4 to 6 months.

- 3.5 Members are requested to also note that whilst the two schemes will be operational in 2020/21, it is prudent to acknowledge that Active Tameside will require a lead in period to realise the expected levels of additional surplus revenue as estimated in the March 2016 business plan.
- 3.6 **Appendix 1** provides an analysis of the proposed re-profile of the management fee values payable for the financial years 2018/19, 2019/20 and 2020/21, which is summarised in **Table 1**. Active Tameside are amenable to agreeing a gain share arrangement if performance at Active Denton and Active Hyde exceeds the level of assumed operating surplus in 2020/21, whereby the management fee would be reduced in subsequent years.

Table 1

Management Fee Summary (£000)	2018/19	2019/20	2020/21
Existing Management Fee	1,451	924	715
Proposed Management Fee	1,498	1,403	1,077
Additional Management Fee Variation	47	479	362

- 3.7 A further report will be presented to Members during 2020/21 to consider the value of management fee payable for the years 2021/22 to 2023/24 (the end of the existing lease term), in light of the performance of the newly operational sites.
- 3.8 At the end of the contract in March 2024 it is in the interests of the Council for Active Tameside to be a financially stable and viable business in order to give the Council the broadest range of future delivery options at this time.
- 3.9 The re-profiling of the management fee allows Active Tameside to remain financially sustainable for the foreseeable future. Members should also note that this will enable the existing level of prudential borrowing (£4.5m) to be wholly repaid by 31 March 2025 (2024/25). Active Tameside have requested up to £1 million additional borrowing to finance the equipment for the commercial venture at Active Denton. The repayment terms for this additional borrowing will need to be agreed and are not included in **Appendix 1**. It is proposed however that the repayment terms commence from 2021/22 in line with the next management fee schedule for the period 2021/22 to 2023/24 as explained in section 3.6.

4 CONCLUSION

- 4.1 Max Associates review recommends that Active Tameside works with the Council to reach a sustainable financial position within the existing contract term which ends 31 March 2024. Once this is achieved the Council could then consider a procurement exercise, which Active Tameside can choose to participate in, to achieve the optimal management contract for the Council. Before the end of the contract, the Council should develop a procurement strategy, including a facilities options appraisal to determine the shape of leisure provision for the next generation over the next 25 years.
- 4.2 Alongside this work it is also recommended that Active Tameside undertake a review of the attraction sites to understand the context and detail behind the original projections, why they are underperforming, if there is scope to improve the financial position of these sites and identify opportunities for change.
- 4.3 Following the outcome of the review it is recommended that the following actions are carried out in 2019/20:
- A latent demand report is carried out for all sites to understand membership potential.
 - A review of the performance and original business plans for the attraction sites, to understand why they are underperforming and the options available to make them financially sustainable.
 - A facilities/estates plan is developed to determine whether there are further opportunities for investment or rationalisation.
 - Consequently a future procurement strategy is produced detailing procurement options available at the end of the current contract with Active Tameside.

5 RECOMMENDATIONS

- 5.1 As stated on the report cover.

APPENDIX 1

Active Tameside Management Fee

	2018/19	2019/20	2020/21	
	£'000	£'000	£'000	Comments
Existing				
Management Fee - Exec Cabinet 24/03/16	1,124	715	715	
Supplementary Payment - Exec Cabinet 30/08/17	327	209	0	
Total	1,451	924	715	

Prudential Borrowing Repayment	(788)	(788)	(788)	Currently excludes any borrowing requirements for Active Denton - £ 1 million assumed in the business case for bowling facility
Net Council Payment / Repayment	663	136	(73)	

Reprofiled Fee				
Management Fee - Exec Cabinet 24/03/16	1,124	715	715	
Supplementary Payment - Exec Cabinet 30/08/17	327			
Active Hyde - 01/08/18 to 31/03/19	47	70	35	Estimated - New Facility Open 1 October 2020
Active Hyde - 01/10/20 to 31/03/21			18	50% assumption on surplus delivery in 20/21 - 1 October 2020 to 31 March 2021
Active Denton - Existing Site - Closure Savings		98	49	New Facility Open 1 April 2020 - 50% assumption on savings achieved in 2020/21
Active Denton - New Site - Surplus		160	80	New Facility Open 1 April 2020 - 50% assumption on surplus delivery in 2020/21
Active Denton - New Site - Commercial Venture		160	80	New Facility Open 1 April 2020 - 50% assumption on surplus delivery in 2020/21
Inward Investment		200	100	Assumption 50% realised in 2020/21
Total Re-profiled Fee	1,498	1,403	1,077	

Prudential Borrowing Repayment	(788)	(788)	(788)	Currently excludes any borrowing requirements for Active Denton - £ 1 million assumed in the business case for bowling facility
Net Council Payment / Repayment	710	615	289	
Net Reduction in Fee Payable		(95)	(421)	

Management Fee Summary			
Existing Management Fee	1,451	924	715
Re-profiled Management Fee	1,498	1,403	1,077
Additional Management Fee Payable	47	479	362

Report To:	EXECUTIVE CABINET
Date:	23 January 2019
Executive Member Reporting Officer:	/ Councillor Leanne Feeley – Executive Member – Lifelong Learning Richard Hancock – Director of Children’s Services
Subject:	PRIMARY, JUNIOR AND SECONDARY SCHOOL ADMISSION ARRANGEMENTS – DETERMINATION OF ADMISSION ARRANGEMENTS FOR 2019/20
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 2019.
Recommendations:	That Executive Cabinet be recommended to approve the determination of admission arrangements for all Tameside community and voluntary controlled schools for 2020/21 without change from those that applied for admission in 2019/20 as set out in Appendix 1 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 2020/21.
Policy Implications:	The admission arrangements for 2020/21 academic year for all voluntary controlled and community schools remain largely the same as for 2019/20 as determined in February 2018 with some slight amendments for clarification as required by the Department for Education.
Financial Implications: (Authorised by the Section 151 Officer)	<p>The place planning within the borough, will present financial challenge for schools as the pupil population starts to drop as the authority and schools are funded on a per pupil basis.</p> <p>Place planning is kept under review and close working between the admissions team and finance will be necessary to ensure schools are supported effectively where they are likely to see a drop in future funding.</p>
Legal Implications: (Authorised by the Borough Solicitor)	<p>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”).</p> <p>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. The Code is periodically reviewed by the Department of Education (last reviewed on 17 September 2015). Any changes to the Code should be adopted into working practices to ensure compliance.</p> <p>While it is for the Council to decide the admission arrangements</p>

that best suits its residents and its schools, it must ensure the arrangements comply with law and regulations.

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. This includes named feeder or partner schools. The selection of a feeder school or schools as an oversubscription criterion must be transparent and made on reasonable grounds.

The Council must if changing the admission arrangements conclude a statutory consultation over a 6 week period between 1 October and 31 January. Paragraph 2.2 of the report identifies the bodies consulted with during this exercise. Under paragraph 1.44 of the Code, Page 18 the Council is also required to consult all other admission authorities within the relevant area. As the admission arrangements have not changed this year and the previous consultation was in 2017 for admission in September 2019, less than 7 years ago, consultation is not required. Consultation is required every 7 years, even if there have been no changes in that time.

The Council must then determine its admission arrangements, including its oversubscription criteria by the 28 February in the determination year (see section 88C of the SSFA 1998 and regulation 17 of the School Admissions (Admission Arrangements and Co-ordination of Admission Arrangements) (England) Regulations 2012.

For a community or voluntary controlled school, the local authority (as admission authority) must consult at least the governing body of the school where it proposes either to increase or keep the same Published Admission Number.

Under the Code each admission authority must maintain a clear, fair and objective waiting list until at least 31 December of each school year of admission, stating in their arrangements that each added child will require the list to be ranked again in line with the published oversubscription criteria.

If the Council does not notify the Secretary of State that it has adopted a co-ordinated scheme by the 28 February the Secretary of State may impose one (see paragraph 2.20, page 26 of the Code).

The Council must then follow the determined published admission arrangements. Failure to do so would amount to a breach of the Council's statutory duty (see paragraph 2.7, page 22 of the Code).

Section 13A of the Education Act 1996 requires Local Authorities to ensure that their education functions are exercised with a view to promoting high standards, ensuring fair access to educational opportunity, and promoting the fulfilment by every child concerned of his educational potential. The Council has a statutory duty under section 14(3A) of the Education Act 1996 to secure diversity and increase opportunities for parental choice when planning the

provision of school places.

Members will note that the sums quoted for works are estimates and that further work is required to confirm the figures as a matter of urgency as these will inform the report to Executive Cabinet and the recommendations required to confirm those works.

Failure to determine admission arrangements and a coordinated admissions scheme by 15 March 2019 could result in the Secretary of State imposing admissions arrangements on the Council and lead to the displacement of children from community high schools.

Risk Management:

Failure to determine admission arrangements and a coordinated admissions scheme by 15 March 2019 could result in the Secretary of State imposing admissions arrangements on the Council and lead to the displacement of children from community high schools.

Access to Information:

The background papers (including consultation documents and responses) relating to this report can be inspected by contacting Catherine Moseley, Head of Access Services by:

 Telephone: 0161 342 3302

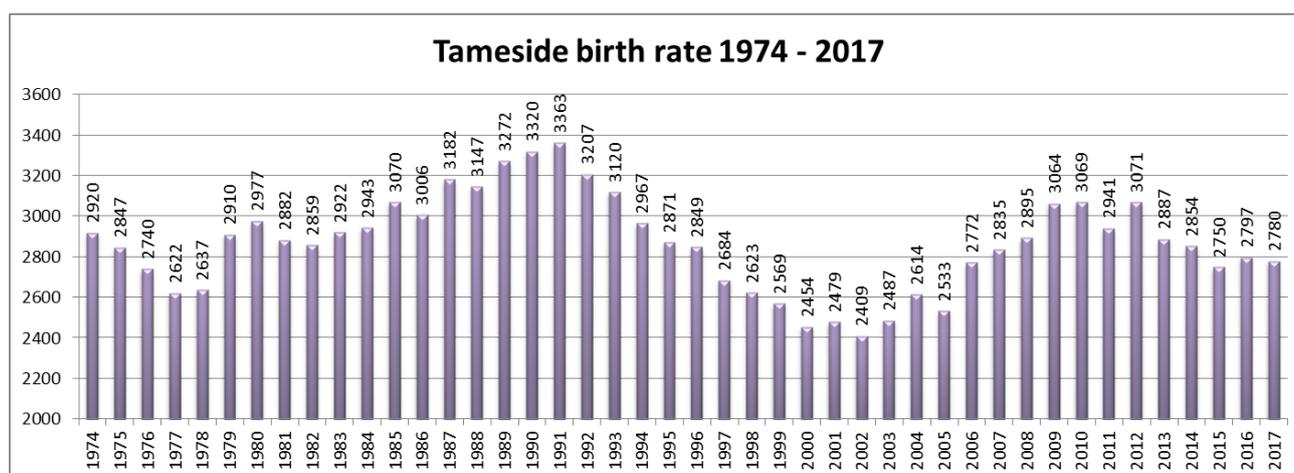
 e-mail: catherine.moseley@tameside.gov.uk

1. BACKGROUND

- 1.1 All admission authorities are required to consult on their coordinated admission scheme and on changes to admission arrangements. Where no changes are proposed to the coordinated admissions scheme or admission arrangements, there is no requirement to consult. Admission authorities must ensure that their determined admission arrangements comply with the mandatory requirements of the School Admissions Code 2014. The consultation process follows a timetable determined by the Department for Education (DfE).
- 1.2 Consultation must run for a minimum of six weeks between 1 October and 31 January. Admission arrangements must be determined by 28 February and must be published by 15 March. Following determination of the admission arrangements objections to those arrangements must be made to the Schools Adjudicator by 15 May.
- 1.3 For entry to school in September 2020, no changes are planned to the admission arrangements that were determined for September 2019 by Executive Cabinet in February 2018 therefore no consultation was necessary.

2 PUPIL PLACE PLANNING FOR SEPTEMBER 2020

- 2.1 The Council has been proactive in tackling the issue of rising births over recent years. The Published Admission Numbers (PANs) have increased at many primary and secondary schools to accommodate the most recent population increase as shown in the table below.



- 2.2 From the graph above, it can be seen that the surge in births is not expected to be a permanent issue as it has begun to fall.
- 2.3 Tameside Council has a statutory duty to secure sufficient places for all pupils resident in the borough but the ability to directly procure these places is limited to its community schools. Officers from the Council have been talking to Headteachers at all schools in Tameside for a number of years to encourage them to put forward proposals to increase their admission numbers in view of the increase in numbers coming through from primary schools.
- 2.4 The number of secondary school places has increased from 2796 in 2010 to 3140 for September 2020. The predicted demand for secondary school places in September 2020 is 3092 so there has been no need to increase places for that year group.
- 2.5 The predicted number of pupils going into Year 7 will increase in 2021 to a level above places available and so discussions are taking place with a number of schools to increase places for that year. Appropriate consultations will take place in the autumn term of 2019.

- 2.6 A more detailed discussion of the current pupil place planning modelling is attached as **Appendix 2**.

3 NEXT STEPS

- 3.1 All admission authorities are required to determine their admission arrangements by 28 February 2019 and a copy must be submitted to the Council. All admission arrangements must be published on the Council website by 15 March 2019 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.
- 3.2 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.
- 3.3 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.

4 RECOMMENDATIONS

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

APPENDIX 1

ADMISSION ARRANGEMENTS FOR TAMESIDE COMMUNITY AND VOLUNTARY CONTROLLED PRIMARY SCHOOLS 2020/21 ACADEMIC YEAR

1 INTRODUCTION

- 1.1 These arrangements apply to the admission of children to Tameside community and voluntary controlled primary schools in the normal admissions round for the academic year 2020/21. 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 2020

- 2.1 If you are a Tameside resident you must make your application online to Tameside Local Authority, even if you wish your child to attend a school in another Local Authority area. You should put your child's name down at any Tameside primary school by the beginning of **October 2019**.
- 2.2 Tameside primary schools will forward details of all the children who have been registered with them to the Local Authority Admissions Team, who will send out details of how to apply online in November 2019. 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 online application must be submitted by the closing date of **15 January 2020**, 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 2020**, 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 **7 February 2020**.
- 3.5 Notification of offers of a single school place will be sent out to parents on **16 April 2020**. 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/2020>
- 4.2 Where applications for admission to any school exceed the number of places available, the following criteria will be applied, in the order set out below, to decide which children to admit.

5 CRITERIA FOR ALLOCATING PLACES TO OVERSUBSCRIBED SCHOOLS

- 5.1 Children with an Education Health and Care Plan where the school is named will be allocated places before the oversubscription criteria are applied. The criteria for oversubscription for community and voluntary controlled primary schools are:

- 1. Looked after Children or children who have previously been looked after but immediately after being looked after became subject to an adoption, residence, or special guardianship order.**

A looked after child is a child who is (a) in the care of a local authority, or (b) being provided with accommodation by a local authority in the exercise of their social services functions (see the definition in section 22(1) of the Children Act 1989)

- 2. Children and families with exceptional medical or social needs**

Written evidence must be provided by a suitably qualified professional – e.g. a GP or consultant for medical needs, or a social worker for social needs – the information must confirm the exceptional medical or social need and demonstrate how the specified school is the only school that can meet the defined needs of the child. A panel of officers from Tameside MBC will make a decision as to whether to admit a child under this criterion, using the evidence provided. Parents/carers are responsible for providing all information in support of an application by the closing date, officers of the Council will not ask for additional information. All information provided will be treated in the strictest confidence.

3. Sibling

This will apply where there are brothers or sisters attending the school or the linked junior school as at the closing date for applications, who will still be attending at the time of admission, i.e. in the September when a pupil is admitted to Reception. Preference will be given to pupils living nearest to the school.

The sibling criterion includes; natural sisters/brothers; half sisters/brothers; step sisters/brothers; adopted sisters/brothers; sisters/brothers of fostered children; children of the parent/carer's partner, and in each case living at the same address. This allows for the admittance of children whose siblings will still be attending the preferred school.

4. All other applications on distance

Preference will be given to pupils living nearest to the school 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, as at the closing date for applications, of the parent with whom the child is normally resident. Where a child lives with parents with shared responsibility, each for part of a week, the home address is the address from which the child travels to school for the majority of school days per week.
- 5.4 In the event of distances being the same for 2 or more applications where this distance would be the last place/s to be allocated, the place will be allocated to the pupil that is nearer using walking distance as measured using the local authority's school admissions data mapping software.
- 5.5 An adoption order is an order under section 46 of the Adoption and Children Act 2002. A 'residence order' is as an order settling the arrangements to be made as to the person with whom the child is to live under section 8 of the Children Act 1989. Section 14A of the Children Act 1989 defines a 'special guardianship order' as an order appointing one or more individuals to be a child's special guardian (or special guardians).

- 5.6 In cases where twins, triplets, or other multiple birth siblings are split when allocations take place, they will be allocated a place over the Published Admission Number and will remain excepted pupils for the time they are in an infant class or until the class numbers fall back to the current infant class size limit.

6 SUMMER BORN CHILDREN

- 6.1 In December 2014, the government issued non-statutory guidance to help admission authorities deal with parental requests for summer born children to be admitted out of their normal age group.
- 6.2 School admission authorities are required to provide for the admission of all children in the September following their fourth birthday, but flexibilities exist for children whose parents do not feel they are ready to begin school before they reach compulsory school age.
- 6.3 Where a parent requests their child is admitted out of their normal age group, the school admission authority is responsible for making the decision on which year group a child should be admitted to. They are required to make a decision on the basis of the circumstances of the case and in the best interests of the child concerned.
- 6.4 There is no statutory barrier to children being admitted outside their normal age group, but parents do not have the right to insist that their child is admitted to a particular age group.
- 6.5 A parent who chooses not to send their summer born child to school until they have reached compulsory school age may request that their child is admitted outside their normal age group - to reception rather than year 1.
- 6.6 Parents should submit reasons for requesting admission for their child outside of the normal age range together with their application. The online application provides space to do this and you should also submit views of medical professionals as necessary. A decision will be made taking account of parents' wishes, information about the child's academic, social and emotional development; and whether they have previously been educated outside their normal age group. Each request will be treated on an individual basis having regard to the views of an educational professional who will be involved in educating the child.
- 6.7 Each request and the evidence provided will be considered by a panel of officers from Tameside MBC who will make a decision on the parental request, using the evidence provided. Parents/carers are responsible for providing all information in support of an application by the closing date, officers of the Council will not ask for additional information. All information provided will be treated in the strictest confidence.

7. ADMISSION OF CHILDREN OF UK SERVICE PERSONNEL

- 7.1 The council acknowledges that service families are subject to movement within the UK and from abroad. Although the council is not able to reserve places for blocks of pupils we will consider requests, if accompanied by an official MOD letter declaring a relocation date and a Unit postal address or quartering area address. For in year admissions places will be allocated, subject to a place being available in the relevant year group, prior to moving. If we are unable to allocate a place at that time, parents will be offered the right to appeal.

8 IN YEAR TRANSFERS

- 8.1 Parents wishing to apply for an in year transfer to a school in Tameside should apply using the School Transfer Request Form. The School Transfer Request Form can be obtained from the Headteacher of the school the child currently attends, if in Tameside or it can be downloaded from the Tameside Council website: www.tameside.gov.uk/admissions.

- 8.2 Forms should be fully completed and submitted with any additional/supplementary documentation/evidence to the School Admissions Team to enable their application to be considered as quickly as possible.
- 8.3 If you want to transfer your child to a school in Tameside, you must apply through Tameside Council even if you live in another area. If you want to apply for a school in another area, you will need to contact that area for further details of what you need to do.
- 8.4 If a place is available in the requested year group, parents will normally be offered that place but there are some exceptions (see Fair Access Protocol section).
- 8.5 Parents will receive an offer of a school place through Tameside Council and this can take up to 20 school days.

9 IN YEAR FAIR ACCESS PROTOCOL

- 9.1 All local authorities have a Fair Access Protocol for in year transfers that ensures the speedy admission of pupils who may experience difficulty in being allocated a school place, for example, if they have been out of school for a long period of time. With specific short term exceptions, all schools in Tameside are participants in the protocol, which may result in schools admitting pupils over their published admission number. Full details of the In Year Fair Access Protocol can be found on the Council's website <http://www.tameside.gov.uk/schools/primarytransfers>

10 WAITING LISTS

- 10.1 If any school is oversubscribed the Council will maintain a waiting list. The waiting list will operate until the end of the relevant school year. Parents who have expressed the school as a preference and have not been offered a place at the school, or at a higher preference school, will automatically be placed on the waiting list. All pupils on the waiting list will be ranked according to the oversubscription criteria. When a place becomes available children who have been referred under the local authority's Fair Access protocol or who is the subject of a direction by the local authority to admit will be given precedence over any other children on the waiting list. Then any places will be offered to the highest ranked application received by the date the place becomes available. If new or late applications have a higher priority under the oversubscription criteria, they will be ranked higher than those who have been on the list for some time. If the circumstances of children on the waiting list change (eg they move house) they should inform the Council immediately and provide appropriate supporting evidence.
- 10.2 A place from the waiting list will only be held for two school days. Tameside Council will use the information provided on the original application to contact parents, it is the responsibility of parents to change their details with the School Admissions Team if they move house or change their phone number. If no response is received from a parent who has been offered a place from the waiting list within the 2 school day limit, it will be offered to the next child on the ranked list and so on until the place is filled.
- 10.3 If a parent is offered a place from the waiting list and rejects it or does not respond to requests by email or answerphone message to contact the School Admissions Team, they will be removed from that waiting list.

11 APPEALS

- 11.1 Any parent who is refused admission to a preferred school has the right of appeal to an Independent Appeals Panel. For pupils with an Education Health and Care Plan, an appeal can be made to the SEN and Disability Tribunal (details are included in the plan).

- 11.2 Parents, who wish to appeal against the decision of the local authority to refuse admission to a preferred school, should do so in writing, setting out clearly why your child should go to that particular school. Information about appeals will be sent out with the allocation letter and can also be found on the School Admissions webpage <http://www.tameside.gov.uk/schools/admissions..>
- 11.3 The Appeals Panel will:
- be independent of the school and the LA;
 - give the appellant, who may be accompanied by a friend or be represented, the opportunity to make oral representation;
- 11.4 The Local Authority will:
- give the appellant at least ten school days notice of the time and place of the hearing;
- 11.5 The clerk will:
- send the appeal papers to the appellant at least seven working days before the hearing.
- 11.6 The appeal shall be decided by a simple majority of the votes cast, the chairman of the panel having a casting vote.
- 11.7 The decision of the Appeals Panel and the grounds on which it was made shall be communicated by the Clerk in writing to the appellant. That decision shall be binding on all parties. Subject to the above conditions, all matters of procedure shall be determined by the local authority.

**ADMISSION ARRANGEMENTS FOR
TAMESIDE COMMUNITY HIGH SCHOOLS
2020/21 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 2020/21. Tameside will operate an equal preference scheme.

2 APPLYING FOR A PLACE IN A TAMESIDE COMMUNITY HIGH SCHOOL SEPTEMBER 2020

- 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 2020 to the Local Authority Admissions Team, who will send out details of how to apply in September 2019. 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 2019, 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 2019 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 15 November 2019.

3.5 Notification of offers of a single school place will be sent out to parents on 1st March 2020. 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/2021>

4.2 Where applications for admission to any school exceed the number of places available, the following criteria will be applied, in the order set out below, to decide which children to admit.

5 CRITERIA FOR ALLOCATING PLACES TO OVERSUBSCRIBED SCHOOLS

5.1 Children with an Education Health and Care Plans where the school is named in the plan will be allocated places before the oversubscription criteria are applied. The criteria for over-subscription for community secondary schools are:

5. Looked after Children or children who have previously been looked after but immediately after being looked after became subject to an adoption, residence, or special guardianship order.

A looked after child is a child who is (a) in the care of a local authority, or (b) being provided with accommodation by a local authority in the exercise of their social services functions (see the definition in section 22(1) of the Children Act 1989)

6. Children and families with exceptional medical or social needs

Written evidence must be provided by a suitably qualified professional – e.g. a GP or consultant for medical needs, or a social worker for social needs – the information must confirm the exceptional medical or social need and demonstrate how the specified school is the only school that can meet the defined needs of the child. A panel of officers from Tameside MBC will make a decision as to whether to admit a child under this criterion, using the evidence provided. Parents/carers are responsible for providing all information in support of an application by the closing date, officers of the Council will not ask for additional information. All information provided will be treated in the strictest confidence.

7. Sibling:

This will apply where there are brothers or sisters attending the school as at the closing date for applications, who will still be attending at the time of admission, i.e. in the September when the pupil is admitted to Year 7. Preference will be given to pupils living nearest to the school.

The sibling criterion includes; natural sisters/brothers; half-sisters/brothers; step sisters/brothers; adopted sisters/brothers; sisters/brothers of fostered children; children of the parent/carer's partner, and in each case living at the same address. This allows for the admittance of children whose siblings will still be attending the preferred school. In cases where twins, triplets, other multiple birth siblings, or other siblings whose date of birth falls

within the same academic year, are split when allocations take place, siblings will be offered a place at the same school which may not be a preference school named on the common application form.

8. Children attending the named partner primary school on the closing date for applications. Preference will be given to pupils living nearest to the school.

9. All other applications on distance

Preference will be given to pupils living nearest to the school.

- 5.2 Distance will also be used as a 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.
- 9.4 The address from which distance will be measured will be the permanent residential address, as at the closing date for applications,, of the parent with whom the child is normally resident. Where a child lives with parents with shared responsibility, each for part of a week, the home address is the address from which the child travels to school for the majority of school days per week.
- 9.5 An adoption order is an order under section 46 of the Adoption and Children Act 2002. A 'residence order' is as an order settling the arrangements to be made as to the person with whom the child is to live under section 8 of the Children Act 1989. Section 14A of the Children Act 1989 defines a 'special guardianship order' as an order appointing one or more individuals to be a child's special guardian (or special guardians).
- 5.6 In the event of distances being the same for 2 or more applications where this distance would be the last place/s to be allocated, the place will be allocated to the pupil that is nearer using walking distance as measured using the local authority's school admissions data mapping software.

6. ADMISSION OF CHILDREN OF UK SERVICE PERSONNEL

- 6.1 The council acknowledges that service families are subject to movement within the UK and from abroad. Although the council is not able to reserve places for blocks of pupils we will consider requests, if accompanied by an official MOD letter declaring a relocation date and a Unit postal address or quartering area address. For in year admissions places will be allocated, subject to a place being available in the relevant year group, prior to moving. If we are unable to allocate a place at that time, parents will be offered the right to appeal.

7. IN YEAR TRANSFERS

- 7.1 Parents wishing to apply for an in year transfer to a school in Tameside should apply using the School Transfer Request Form. The School Transfer Request Form can be obtained from the Headteacher of the school the child currently attends, if in Tameside or it can be downloaded from the Tameside Council website: www.tameside.gov.uk/admissions.
- 7.2 Forms should be fully completed and submitted with any additional/supplementary documentation/evidence to the School Admissions Team to enable their application to be considered as quickly as possible.

- 7.3 If you want to transfer your child to a school in Tameside, you must apply through Tameside Council even if you live in another area. If you want to apply for a school in another area, you will need to contact that area for further details of what you need to do.
- 7.4 If a place is available in the requested year group, parents will normally be offered that place but there are some exceptions (see Fair Access Protocol section).
- 7.5 Parents will receive an offer of a school place through Tameside Council and this can take up to 20 school days.

8 IN YEAR FAIR ACCESS PROTOCOL

- 8.1 All local authorities have a Fair Access Protocol for in year transfers that ensures the speedy admission of pupils who may experience difficulty in being allocated a school place, for example, if they have been out of school for a long period of time. With specific short term exceptions, all schools in Tameside are participants in the protocol, which may result in schools admitting pupils over their published admission number. Full details of the In Year Fair Access Protocol can be found on the Council's website <http://www.tameside.gov.uk/schools/primarytransfers>

9 WAITING LISTS

- 9.1 If any school is oversubscribed the Council will maintain a waiting list. The waiting list will operate until the end of the relevant school year. Parents who have expressed the school as a preference and have not been offered a place at the school, or at a higher preference school, will automatically be placed on the waiting list. All pupils on the waiting list will be ranked according to the oversubscription criteria. When a place becomes available children who have been referred under the local authority's Fair Access protocol or who is the subject of a direction by the local authority to admit will be given precedence over any other children on the waiting list. Then any places will be offered to the highest ranked application received by the date the place becomes available. If new or late applications have a higher priority under the oversubscription criteria, they will be ranked higher than those who have been on the list for some time. If the circumstances of children on the waiting list change (eg they move house) they should inform the Council immediately and provide appropriate supporting evidence.
- 9.2 A place from the waiting list will only be held for two school days. Tameside Council will use the information provided on the original application to contact parents, it is the responsibility of parents to change their details with the School Admissions Team if they move house or change their phone number. If no response is received from a parent who has been offered a place from the waiting list within the 2 school day limit, it will be offered to the next child on the ranked list and so on until the place is filled.
- 9.3 If a parent is offered a place from the waiting list and rejects it or does not respond to requests by email or answerphone message to contact the School Admissions Team, they will be removed from that waiting list.

10 APPEALS

- 10.1 Any parent who is refused admission to a preferred school has the right of appeal to an Independent Appeals Panel. For pupils with an Education Health and Care plan, an appeal can be made to the SEN and Disability Tribunal (details are included in the 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.

APPENDIX 2

Tameside school place planning 2019 -2028 Discussion paper December 2018

1. FUTURE SCHOOL PLACES REQUIREMENTS IN TAMESIDE

Context

- 1.1 All local authorities have a statutory duty to ensure that there are sufficient school places to meet demand in the area. These may be school places available at provision maintained by the local authority, academies, or other non-maintained schools. In order to carry out this statutory duty, Councils need to carry out school place planning and forecasting.
- 1.2 Planning for fluctuations in demand for school places is an important function which needs to be carried out at a local level and will differ depending on the phase of learning, for example, pupils will travel further to secondary schools than primary schools. The compact geography of the borough and the mix of types of school eg single sex means that place planning happens at a level higher than wards or towns.
- 1.3 School place planning is a complex process, that takes account a range of factors including the number of births in the borough, in year movement and cohort survival rates as well as parental preference and planned housing development. With rapid shifts in economic conditions for families and changing patterns of migration, planning for basic need for school places requires a proactive approach to best respond to both short and medium-term demand for places.
- 1.4 In 2006, the Council reviewed its secondary school provision under the Building Schools for the Future programme. The review led to some fundamental changes to the secondary school landscape in the borough including closing six schools and opening three including the creation of two new academies and the building of five new mainstream secondary schools.

Strategic Planning

- 1.5 Planning school places is a dynamic process. Tameside Council has taken the view that, in the current situation of rising demand for places, our strategy needs to be refreshed on a regular basis to be responsive to fluid and contemporaneous data. In order to do this, the Council's Executive Cabinet receives recommendations on an annual basis through the annual determination of admission arrangements process. The annual reports highlight current issues and potential solutions in advance of the annual consultation on admission arrangements which includes consultation on changes to published admission numbers. By taking this approach, the Council has managed to ensure sufficient places to meet increasing demand over the last 15 years which has seen a 27% rise in birth rates in the borough and a 24% increase in pupils coming into primary schools.

Factors affecting Demand

- 1.6 The main factors affecting demand for school places are birth rates, in year movements within and without the borough, travel to learn patterns of pupils into schools in other local authorities, and equally pupils travelling to schools in Tameside from other boroughs, housing developments and availability of social housing and parental preference. Many of

these are subject to quite short-term uncertainty and are difficult to plan for on a long-term basis.

Factors affecting Supply

- 1.7 The main factors affecting the supply of school places are the availability of capital funding, land and premises. Expansion of existing schools is affected by the capacity of premises, the size of sites as well as wider considerations of their location. Establishing any new schools requires a longer lead in time through the competition framework. Equally, additional places can be introduced into the system through expansion proposals by governing bodies or admission authorities that increase admission numbers into a school and the establishment of Free Schools that receive approval by central government.

Challenges affecting Planning to Meet Demand

- 1.8 The main issues that can affect the Council’s strategic plans are late applications and in-year admissions 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.
- 1.9 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.

Tameside Track Record

- 1.10 The Council has been proactive in tackling the issue of rising births over recent years. The Published Admission Number (PAN) has been increased at many primary schools and overall by almost 18% as illustrated in the table below.

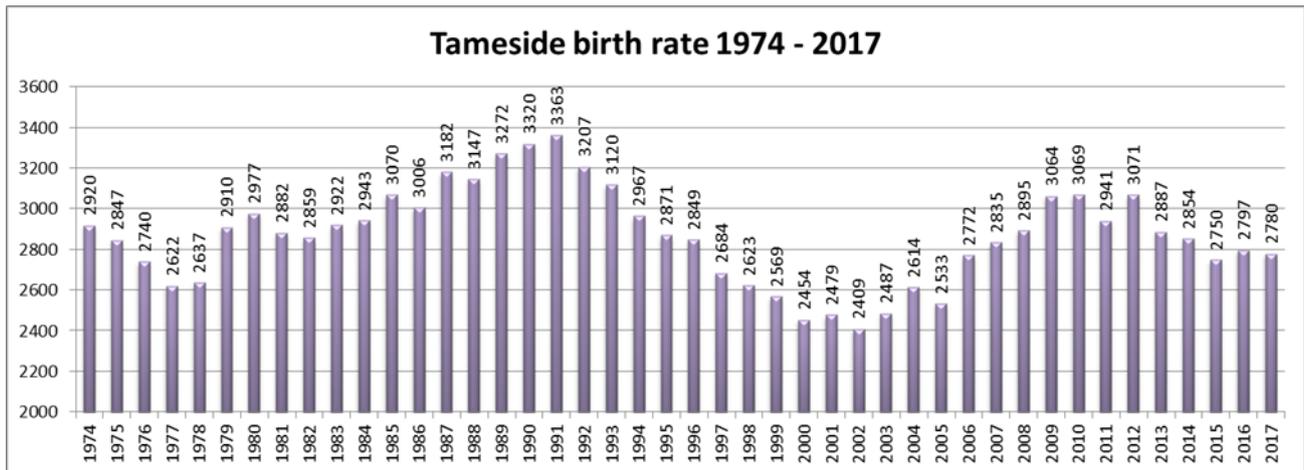
TAMESIDE PRIMARY SCHOOL PLACES – TOTAL PLACES FOR RECEPTION ENTRY											
07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19
2810	2764	2734	2802	2907	2917	3085	3125	3190	3220	3195	3195

- 1.11 By being proactive, the Council has been able to meet its statutory duty to provide sufficient primary places in the face of a 27% increase in birth rate and 24% increase in pupils starting primary schools over the last few years whilst also managing to maintain high levels of meeting parental preference.

Preference allocations on national offer day	2014		2015		2016		2017		2018	
	SECONDARY SCHOOLS									
	T’side	Eng	T’side	Eng	T’side	Eng	T’side	Eng	T’side	Eng
% 1 st preference	88.2%	85.2%	86.8%	84.2%	87.6%	84.1%	82.2%	83.5%	84.6%	82.1%
% any preference	98.0%	96.8%	97.2%	96.4%	96.9%	96.5%	94.9%	96.1%	96.6%	95.5%
PRIMARY SCHOOLS										
% 1 st preference	86.9%	87.7%	88.0%	87.8%	88.7%	88.4%	90.9%	90.0%	93.5%	91.0%
% any preference	95.6%	96.4%	96.5%	96.5%	96.8%	96.9%	97.5%	97.7%	98.6%	98.1%

2 Current Demand

- 2.1 In common with many areas of the country, Tameside has experienced a surge in births. The birth rate rose from a low of 2,409 in 2002 to a recent high of 3,069 in 2010, a 27% increase.
- 2.2 As can be seen from the graph below, over the last 43 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 2017, this had dropped back to 2,780. Birth rates form the basis for any school place planning model. It can also be seen that the surge in births is not predicted to be a permanent issue as it has begun to fall. Therefore, proposals to increase the number of school places need to be a mix of permanent and temporary as these will become surplus in years to come.



- 2.3 A number of factors are used to predict how many year 7 places will be needed in the borough and to some extent planning to meet secondary needs is easier as pupils are in primary schools already. These include birth rates, the number of pupils in primary schools, in year pupil movement and planned housing developments. These factors give a range within which demand for school places need to be assessed. For many years, the Council has used an average of Year 6 numbers plus 5% to give an indication of demand; however, this has increased to 6% in recent years.

In Year Transfers

- 2.4 The School Admissions Team in the Council deal with approximately 3,000 transfer movements every year. Around 2,000 are primary school movements and 1,000 are secondary. This is in common with most areas of the country where house moves are the commonest reason for moving schools. The tables below shows pupil numbers in each year group from 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
2015/16	3002	3128	2929	2942	2790	2725	2606	20122
2016/17	3066	3029	3127	2936	2951	2789	2727	20625
2017/18	2998	3089	3009	3118	2917	2926	2779	20836
Updated Oct 18							Total % Change	113%

2.5 The table below shows the percentage change in numbers 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 R to Y6
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
2015/16		24	0	11	29	33	9	-57
2016/17		27	-1	7	9	-1	2	-46
2017/18		23	-20	-9	-19	-25	-10	-19

Percentage change year to year								
	R	Y1	Y2	Y3	Y4	Y5	Y6	Overall R to Y6
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%
2015/16		0.77%	0.00%	0.37%	1.04%	1.21%	0.35%	-2.19%
2016/17		0.89%	-0.03%	0.24%	0.30%	-0.04%	0.07%	-1.69%
2017/18		0.74%	-0.66%	-0.29%	-0.65%	-0.85%	-0.36%	-0.68%

2.6 For secondary schools, the same data is as follows:

All Tameside secondary schools January census numbers in each year group							
	Y6	Y7	Y8	Y9	Y10	Y11	TOTAL
2004/05	2746	2991	3213	3213	3123	2996	15536
2005/06	2720	2918	2984	3202	3185	3061	15350
2006/07	2695	2858	2915	2983	3177	3159	15092
2007/08	2617	2874	2851	2895	2956	3150	14726
2008/09	2617	2712	2861	2851	2901	2942	14267
2009/10	2531	2714	2705	2829	2830	2876	13954
2010/11	2473	2582	2712	2713	2813	2819	13639
2011/12	2369	2519	2582	2710	2721	2809	13341
2012/13	2394	2438	2504	2581	2697	2683	12903
2013/14	2465	2538	2445	2528	2580	2686	12777
2014/15	2580	2538	2553	2431	2513	2551	12586
2015/16	2606	2677	2552	2548	2429	2475	12681
2016/17	2727	2694	2701	2549	2517	2411	12872
2017/18	2779	2791	2680	2674	2506	2496	13147
Updated Oct 18						Total % Change	85%

Change in numbers year to year						
	Y7	Y8	Y9	Y10	Y11	Overall Y7 to Y11
2004/05						
2005/06	172	-7	-11	-28	-62	
2006/07	138	-3	-1	-25	-26	
2007/08	179	-7	-20	-27	-27	
2008/09	95	-13	0	6	-14	-49
2009/10	97	-7	-32	-21	-25	-42
2010/11	51	-2	8	-16	-11	-39
2011/12	46	0	-2	8	-4	-65
2012/13	69	-15	-1	-13	-38	-29
2013/14	144	7	24	-1	-11	-28
2014/15	73	15	-14	-15	-29	-31
2015/16	97	14	-5	-2	-38	-44
2016/17	88	24	-3	-31	-18	-27
2017/18	64	-14	-27	-43	-21	-42

Percentage change year to year						
	Y7	Y8	Y9	Y10	Y11	Overall Y7 to Y11
2004/05						
2005/06	5.9%	-0.2%	-0.3%	-0.9%	-2.0%	
2006/07	4.8%	-0.1%	0.0%	-0.8%	-0.8%	
2007/08	6.2%	-0.2%	-0.7%	-0.9%	-0.9%	
2008/09	3.5%	-0.5%	0.0%	0.2%	-0.5%	-1.7%
2009/10	3.6%	-0.3%	-1.1%	-0.7%	-0.9%	-1.5%
2010/11	2.0%	-0.1%	0.3%	-0.6%	-0.4%	-1.4%
2011/12	1.8%	0.0%	-0.1%	0.3%	-0.1%	-2.3%
2012/13	2.8%	-0.6%	0.0%	-0.5%	-1.4%	-1.1%
2013/14	5.7%	0.3%	0.9%	0.0%	-0.4%	-1.0%
2014/15	2.9%	0.6%	-0.6%	-0.6%	-1.1%	-1.2%
2015/16	3.6%	0.5%	-0.2%	-0.1%	-1.5%	-1.8%
2016/17	3.3%	0.9%	-0.1%	-1.2%	-0.7%	-1.1%
2017/18	2.3%	-0.5%	-1.0%	-1.7%	-0.8%	-1.7%

2.7 The data in the tables shows that whilst there might be a large number of transfers in any given year, the overall change in pupil numbers is relatively small. In effect, for primary schools, the number of pupils that start in Reception are then relatively steady whereas in secondary schools, there is a steady decline in numbers as pupils move through the year groups.

Cohort Survival Rate

2.8 When taken together, all of the above factors gives a cohort survival rate. This is the ratio of the relationship of number of pupils from one point in time to another, for example, the birth rate number compared to the number of pupils allocated a place in Reception or the number of pupils in Year 6 in a Tameside school compared to the number of pupils allocated a place in Year 7. In order to effectively plan for changes to school places in secondary schools, which starts two years in advance of entry into Year 7, a cohort survival

rate based on year 4 numbers is also calculated. A five year rolling average of this ratio is the method used in Tameside to predict the number of places needed in any particular intake year.

2.9 The cohort survival rate for Year 7 is shown in the table below:

YEAR 7 ACTUALS						
	2103	2014	2015	2016	2017	2018
Total on time applications	2547	2611	2797	2821	2949	3008
Tameside schools 1 st pref inc SEN	2419	2470	2618	2605	2739	2613
Tameside resident out of borough 1 st prefs	128	141	179	216	244	203
Out of borough 1 st prefs for Tameside schools	253	324	334	374	327	340
Total allocated – Sept	2758	2742	2976	2953	3069	3125
Total allocated for Tameside schools - Sept	2547	2552	2758	2761	2824	296
Total allocated to out of borough and independent	166	154	218	192	201	174
Primary school Year 6	2420	2430	2581	2606	2727	2779
Cohort survival rate (Y6-Y7)	105.2%	105.0%	106.9%	105.9%	103.6%	104.6%
Primary school Year 4	2414	2467	2544	2567	2692	2790
Cohort survival rate (Y4-Y7)	105.5%	103.4%	108.4%	107.6%	104.9%	104.2%
Birthrate	2,409	2,487	2,614	2,533	2772	2835
Cohort survival rate (birth – Y7)	105.7%	102.6%	105.5%	109.9%	101.9%	102.5%

2.10 The five-year rolling cohort survival rate for entry into secondary schools over the last six years can be seen to have risen steadily to its present level of 106%. The rise in the birth – Y7 cohort survival rate mirrors the in-year changes to primary numbers.

Five yrs rolling average to	2012	2013	2014	2015	2016	2017	2018
Average cohort survival rate (Y6-Y7)	105.1%	105.1%	105.0%	105.8%	106.2%	105.3%	105.1%
Average cohort survival rate (Y4-Y7)	105.1%	105.1%	104.6%	105.7%	106.5%	106.0%	105.7%
Average cohort survival rate (birth-Y7)	103.6%	104.2%	103.7%	104.5%	105.5%	104.9%	104.3%

2.11 Taking a five-year rolling average of the cohort survival rate from Year 6 to Year 7; from Year 4 to Year 7 and from birth to Year 7 is very similar and so current secondary school place predictions are based on 106% of Year 4 pupils.

Housing Development

2.12 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 8,000 houses, will be built in the borough, over the next 15 years.

2.14 The Council undertakes a housing yield analysis on a regular basis and this has been updated in 2018. The analysis looks at ten new development sites and matches new

housing development postcodes to new pupil data from the January 2018 school census together with housing information from the Land Registry and Royal Mail to give intelligence on house move statistics and geographical distribution of the population movement into new development postcodes.

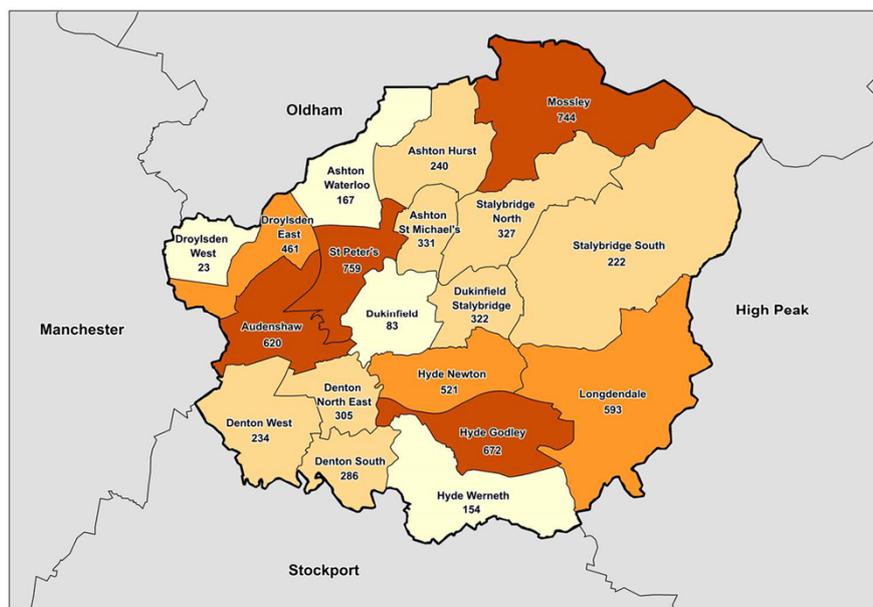
2.15 The ten development sites have been categorised based upon the type of housing present at

each location, with pupil yield statistics generated for each category. The categorisation is as follows:

- Category A: Market housing, mostly semi-detached and terraced properties
- Category B: Market housing, larger proportion of detached properties
- Category C: Social housing

2.16 The Local Plan housing growth trajectory for Tameside suggests that the number of new developments in the borough could be as high as 850 units per year to 2020/21 (graph below). Since 2012/13, completions have averaged 491 per year but the Local Plan is estimating an uplift in housing growth to 815 per year between 2016/17–2020/21, reducing to 598 per year between 2021/22–2025/26 and 438 per year between 2026/27–2030/31.

2.17 Over the next ten years, housing growth is anticipated in each of Tameside’s nineteen wards, with the highest levels of growth expected in the wards of Audenshaw (+620 units), Hyde Godley (+672 units), Mossley (+744 units) and St Peter’s (+759 units).



2.18 Using all of the above, pupil yield is anticipated to be:

- **Category A: Market housing, mostly semi-detached and terraced properties**
The school census data suggests a primary pupil yield of 0.15–0.36 per new home and a secondary pupil yield of 0.04–0.10 per new home. An estimated 44% of moves to these developments originate from outside Tameside.
- **Category B: Market housing, larger proportion of detached properties**
The primary pupil yield averages 0.29 per new home. The secondary pupil yield averages 0.08 per new home. An estimated 45% of moves to these developments originate from outside Tameside.
- **Category C: Social housing**
The school census data suggests a primary pupil yield of 0.36–0.55 per new home and a

secondary pupil yield of 0.31–0.34 per new home. However, it is estimated that only 20% of moves to these new developments originate from outside Tameside.

- 2.19 As an overall model for calculating pupil yield and developer contributions, the Council uses a pupil yield per new home of 0.22 for primary aged pupils and 0.09 for secondary aged pupils. This is predicted to lead to the following number of additional pupils:

	Housing numbers	Primary places	Secondary places
2018/19	815	179.3	73.35
2019/20	815	179.3	73.35
2020/21	815	179.3	73.35
2021/22	598	131.56	53.82
2022/23	598	131.56	53.82
2023/24	598	131.56	53.82
2024/25	598	131.56	53.82
2025/26	598	131.56	53.82
2026/27	438	96.36	39.42
2027/28	438	96.36	39.42
2028/29	438	96.36	39.42
2029/30	438	96.36	39.42
2030/31	438	96.36	39.42
TOTAL	7625	1677.5	686.25

- 2.20 Taking all the above into consideration, projected demand for places is shown in the tables below:

PRIMARY SCHOOL PLACES

Primary school planning area	2018/19	2019/20	2020/21	2021/22	2022/23
357001 (Ashton, Droylsden, Mossley)					
Predicted intake	1090	1100	1126	1099	1090
Places available	1160	1160	1160	1160	1160
357002 (Audenshaw/ Dukinfield / Stalybridge)					
Predicted intake	854	869	888	850	841
Places available	915	915	915	915	915
357003 (Denton / Hyde/ Longdendale)					
Predicted intake	1051	1038	1031	1029	1021
Places available	1120	1120	1120	1120	1120
Total					
Predicted intake	2995	3007	3045	2978	2952
Places available	3195	3195	3195	3195	3195

SECONDARY SCHOOL PLACES

SECONDARY SCHOOL PREDICTIONS 6% COHORT SURVIVAL 2018 (JAN 18 PUPIL CENSUS)											
	Sep 2018	Sep 2019	Sep 2020	Sep 2021	Sep 2022	Sep 2023	Sep 2024	Sep 2025	Sep 2026	Sep 2027	Sep 2028
Primary nos	2779	2926	2917	3118	3009	3089	2998	2839	2740	2807	2806

Predicted Intake	2946	3102	3092	3305	3190	3274	3178	3009	2904	2975	2974
Places available	3035	3080	3140	3140	3140	3140	3140	3110	3310	3110	3110
Balance of places	89	-22	48	-165	-50	-134	-38	101	206	135	136

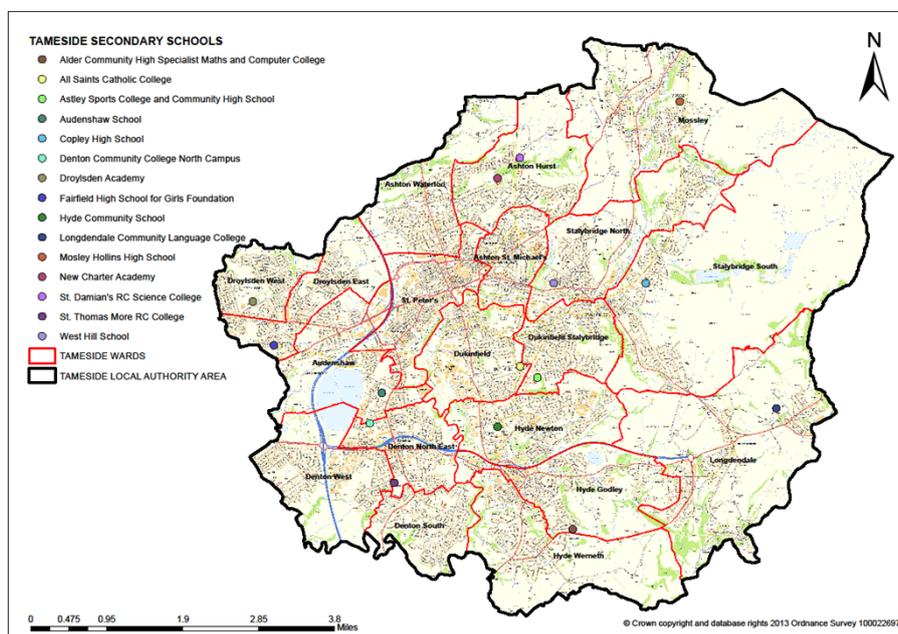
3 SUPPLY

Primary Places Supply

- 3.1 The Council plans primary places using three geographical planning areas. The planning areas are based on linked towns, specific geography and travel to learn patterns. The number of primary school places has increased substantially over the last 10 years through a mixture of permanent and temporary places.
- 3.2 As shown in 2.20 above, taking into account the demand for primary school places combined with a predicted declining birth rate should ensure that Tameside has sufficient school places for another 10 to 15 years even taking into account the increased housing levels predicted in the borough. This will be kept under review annually through the report to Executive Cabinet.

Secondary Places Supply

- 3.3 The Council plans secondary school places in a single borough wide planning area. The demographics of the borough are complicated with 15 high schools of which:
- 11 out of 15 are voluntary aided or academies
 - 10 out of the 15 being on the outskirts of the borough leading to high levels of cross local authority area travel to learn patterns
 - three Roman Catholic high schools
 - two single sex boys schools
 - one single sex girls school
 - a new free school
- 3.4 All of these factors mean that ensuring sufficient places for secondary schools is challenging.

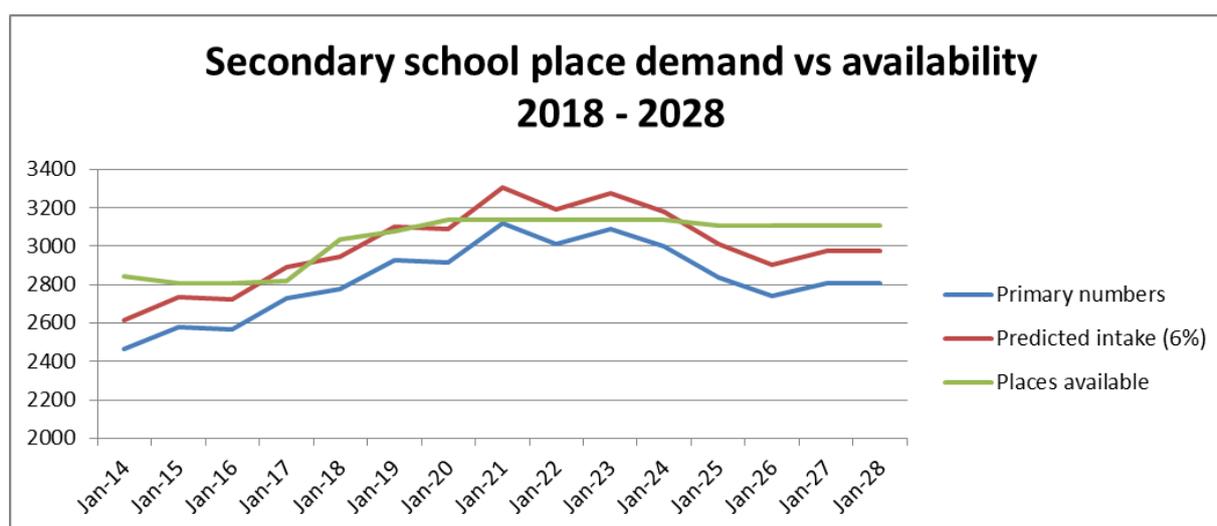


- 3.5 Due to the rising numbers of pupils in primary schools, the focus of increasing places has been on the secondary phase. Tameside has used a mixture of permanent and temporary places in primary schools to accommodate the increase in population. A bulge group in secondary schools is somewhat different to a bulge class in a primary school due to the different nature of how learning takes place. Primary provision is largely based in one classroom so a bulge class can be accommodated with the addition of one classroom which were often accommodated in either surplus accommodation such as a room that was used as a community room or IT suite within a school or in a demountable classroom. Secondary schools pupils move around school for different lessons and also learn in specialist resources such as science labs and so a bulge group requires a more detailed look at the accommodation required. However, secondary schools usually have much smaller average class sizes than primary schools.
- 3.6 Tameside Council has a statutory duty to secure sufficient places for all pupils resident in the borough but the ability to directly procure these places is limited to its community schools. Officers from the Council have been talking to Headteachers at all schools in Tameside but particularly from voluntary aided schools and academies for a number of years to encourage them to put forward proposals to increase their admission numbers in view of the increase in numbers coming through from primary schools. Tameside Council is the admission authority for four community schools in the borough and therefore can propose increases in published admission numbers at its own schools.
- 3.7 By being proactive in discussions with secondary headteachers has resulted in an increased number of secondary places being agreed and the number of places available has increased by 11% from its lowest point of 2796 in 2010 to 3140 in September 2020.

TAMESIDE YEAR 7 PUBLISHED ADMISSION NUMBERS (CURRENT)									
School	Type	Ward	2014	2015	2016	2017	2018	2019	2020
St Damians	Vol Aided	Ashton Hurst	150	150	150	165	165	165	165
Great Academy Ashton	Academy	Ashton Hurst	270	270	270	270	270	270	270
Denton Comm College	Community	Denton North East	270	270	270	270	270	330	330
St Thomas More	Vol Aided	Denton North East	150	150	150	150	150	150	150
Audenshaw (boys)	Academy	A'shaw	196	210	210	210	210	210	210
Fairfield (girls)	Academy	Droy East	195	195	195	195	195	195	195
Droylsden Academy	Academy	Droy West	240	240	240	180	180	180	180
Laurus Ryecroft	Free School	Droy East					150	150	210
Rayner Stephens	Academy	Duk/Staly	150	150	150	150	180	180	180
Copley	Academy	Staly South	180	150	150	165	165	150	150
All Saints	Academy	Dukinfield	170	150	150	150	150	150	150
West Hill	Academy	Staly North	170	170	170	170	170	170	170
Alder	Community	Hyde Godley	155	155	155	155	180	180	180
Hyde Comm	Community	Hyde	210	210	210	210	240	240	240

College		Newton							
Longdendale	Academy	Longdendale	180	180	180	180	180	180	180
Mossley Hollins	Community	Mossley	156	156	156	156	180	180	180
		Total	2842	2806	2806	2776	3035	3080	3140

3.8 The increased places that have been determined and /or agreed with our secondary schools means that supply is now able to meet demand for all but four years between now and 2028 based on the assumption that the cohort survival rate does not exceed 106%.



4 PLANS TO MEET FORECAST DEMAND

- 4.1 The Council's strategy and plans to meet future forecast demand are approved by Executive Cabinet at least on an annual basis when school admission arrangements are also determined. The latest approval was on 7 February 2018.
- 4.2 The table in section 2.20 demonstrates that currently, additional places are needed for September 2021, September 2022 and September 2023 and September 2024. After that point, predicted demand begins to fall and there is sufficient surplus capacity to begin to reduce published admission numbers again. The predicted shortfall in places equates to:

Year Group	Either	Or additional places across all schools
September 21	4 additional classes of 30	165 places (every school takes 10 extra pupils)
September 22	2 additional classes of 30	50 places (every school takes 3 extra pupil)
September 23	4 additional classes of 30	134 places (every school takes 8 extra pupils)
September 24	1 additional class of 30	38 places (every school takes 2 extra pupils)

4.3 All schools are aware of the issues and the relative number of places that are still needed for these four years. It is not anticipated that September 24 will pose a great deal of problems as many schools have offered to take small number of additional pupils as a flexible intake into Year 7 as happened in September 2017 where several schools took up to 6 extra pupils to meet the predicted shortfall in places. September 2021 - 2023 pose greater issues as additional classes will be needed to accommodate predicted demand. These numbers however will be accommodated on a temporary basis and will not

necessitate permanent increases in published admission numbers as this will generate significant levels of surplus capacity in future years.

- 4.4 Possible solutions have already been identified which includes working with the Academy schools that have closed their sixth form provision with no increase in published admission numbers:

	Date of sixth form closure	Capacity released
Droylsden Academy	September 2015	200 places
All Saints Catholic College	September 2015	150 places
New Charter Academy	September 2017	300 places
Audenshaw School	CONSULTING	200 places
Places made available for September 2018 using following sixth form space		
Hyde Community College	September 2015	180 places
Total places released due to sixth form closures		1030 places

- 4.5 As happened with Hyde Community College for September 2018, sixth form accommodation can be remodelled to provide Year 7 - 11 places and there is sufficient capacity in these three academies to achieve the places required to meet predicted demand.
- 4.6 The necessity for temporary accommodation using basic need funding is also an option if schools with spare capacity are reluctant to take additional pupils on a temporary basis but public consultation on options will only start in autumn term of 2019 giving a further two years lead in time.

Risk posed by the opening of an additional Free School

- 4.7 None of the above scenarios would indicate that an additional free school is necessary in the borough. The predicted numbers start to fall from 2024 and levels of surplus capacity would rise. Numbers are currently predictable up to 2028 using known births to 2017. The Office for National Statistics is currently predicting that Tameside's overall population will grow to 2024 by 3.8% as compared with a national predicted growth of 7.5%.
- 4.8 Some of our schools currently have substantial deficit budgets due to a combination of factors but the main one is surplus capacity. The predicted increase in pupils will wipe out any current capacity within 3 years but when pupil numbers drop as they are now doing in primary schools, the level of surplus will increase again. It was only in September 2012 that we had our smallest Year 7 for 25 years with approximately 2450 pupils going into year 7 (those that were born in 2001/02). Should numbers fall following the same demographic pattern, it is predicted that levels of surplus capacity could be as follows:

Year	2018	2019	2020	2021	2022	2023	2024	2025
Total current places	3035	3080	3140	3140	3140	3140	3140	3110
Additional free school			210	210	210	210	210	210
Total Places	3035	3080	3350	3530	3350	3350	3350	3320
Predicted demand	2946		3305	3190	3190	3178	3178	3009
Surplus places (with additional free school)	89	-22	258	45	160	76	172	311
Year	2026	2027	2028	2029	2030	2031	2032	2033
Total current places	3310	3310	3080	3080	3080	3080	3080	3080
Additional free school	210	210	210	210	210	210	210	210
Total Places	3320	3320	3290	3290	3290	3290	3290	3290
Predicted demand	2904	2975	2974	2754	2693	2639	2665	2590

Surplus places (with additional free school)	89	345	536	536	651	651	625	700
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- 4.9 The data used in the table above takes known birth rates up to intake year 2028 (2017 births) and projects forward based on previous population patterns. As can be seen, this leads to significant levels of surplus places per year group in the borough up to the equivalent level of the Year 7 intake for 3 of our larger schools. This would seriously jeopardise the financial viability of some schools as inevitably, some schools would remain parental favourites and therefore be full whilst others would bear the brunt of the spare capacity as has recently happened with two schools having significant deficit budgets due to high levels of surplus capacity in Pfi schools.
- 4.10 The Council would not wish to see any schools close in the borough and so would not advocate opening any further secondary provision without clear evidence of demand.

Report To:	EXECUTIVE CABINET
Date:	23 January 2018
Executive Member/Reporting Officer:	Councillor Oliver Ryan – Executive Member (Children’s Services) Richard Hancock – Director of Children’s Services
Subject:	CHILDREN’S SERVICES OFSTED UPDATE
Report Summary:	<p>Our children’s services are subject to three monthly Monitoring Visits by the regulator Ofsted.</p> <p>These are focused visits looking at specific areas of practice which have previously included our early help and Looked After services. This report is to update Board on the outcome of the latest visit which took place on 27 and 28 November 2018 and focused on our Hub and duty services i.e. the front door / initial assessment and intervention regarding statutory child protection and child in need cases, including step down to early help - generally referred to as “those children in need of help and protection”.</p>
Recommendations:	<p>That Executive Cabinet note the content of this report, specifically -</p> <ol style="list-style-type: none">1. the improvements to date in the delivery of services for those children in need of help and protection2. those areas where further improvement is still required the impact of staffing instability on the quality of practice and the speed of improvement
Financial Implications: (Authorised by the Section 151 Officer)	<p>There are no direct financial implications arising from this report, however, it must be noted that the Council continues to face significant financial pressures within Children’s Social Care, with the number of children in care continuing to increase. The 2017/18 outturn exceeded the net budget by £8.6m and Council has increased the 2018/19 budget by £11.6m of non recurrent reserves. However, despite this additional investment the net expenditure is expected to exceed the current year budget by £7m.</p> <p>The action plan and required improvements in quality will ensure that the right decisions are made at the right time and facilitate a reduction in expenditure to within the available resources, although Members should acknowledge that it is likely to take a significant period of time.</p>
Legal Implications: (Authorised by the Borough Solicitor)	<p>It is important that there is effective governance and oversight of service delivery in particular given the additional resources being provided to the service to ensure value for money being achieved.</p> <p>All Councillors and senior officers are corporate parents and the role brings with it significant responsibility.</p> <p>The Children and Social Work Act 2017 says that when a child or young person comes into the care of the local authority, or is under 25 and was looked-after by the authority for at least 13 weeks after their 14th birthday, the authority becomes their</p>

corporate parent. This means that they should:

- ✓ act in the best interests, and promote the physical and mental health and wellbeing, of those children and young people
- ✓ encourage them to express their views, wishes and feelings, and take them into account, while promoting high aspirations and trying to secure the best outcomes for them
- ✓ make sure they have access to services
- ✓ make sure that they are safe, with stable home lives, relationships and education or work
- ✓ prepare them for adulthood and independent living.

As corporate parents, it's our responsibility to make sure that the council is meeting these duties towards children in care and care leavers. Children can be in care in a range of different settings, with the authority acting as corporate parent to all of them. This includes foster care, children's homes, secure children's homes and kinship care. The LGIU have issued some useful guidance at <https://www.local.gov.uk/corporate-parenting-resource-pack>

That said any service delivery needs to also meet statutory requirements to be value for money. We need to be sure that we can differentiate between increased costs as a consequence of demand and that the Council achieving effective and efficient services – one way of achieving this is through benchmarking. Hand in hand with this approach we need to ensure that the whole system has effective early intervention services to prevent and manage the increasing demand for services before the interventions required are the costly care interventions required under Children Act 1989.

Links to Community Strategy:	Whilst the Hub operates as a central point of referral, duty teams are attached to localities
Policy Implications:	None
Risk Management:	A failure to have appropriate challenge and oversight of the improvement process creates a risk to the effectiveness and quality of safeguarding services provided to children in Tameside in need of help and protection.
Access to Information :	The background papers relating to this report can be inspected by contacting the report writer Richard Hancock: Telephone: 0161 342 3354 e-mail: Richard.hancock@tameside.gov.uk

1. BACKGROUND

- 1.1 As Board members will be aware our children's services are subject to three monthly monitoring Visits by the regulator Ofsted.
- 1.2 These are focused visits looking at specific areas of practice which have previously included our early help and Looked After services. This report is to update Board on the outcome of the latest visit which took place on 27 and 28 November 2018 and focused on our Hub and duty services i.e. the front door / initial assessment and intervention regarding statutory child protection and child in need cases, including step down to early help.

2. OUTCOME OF MONITORING VISIT

- 2.1 In summary the report (which is attached in full as appendix 1) states -

"The local authority continues to make some progress in the improvement of its services for children in need of help and protection. In most cases, identification of the children who are in need of urgent help and protection is recognised and responded to quickly through a multi-agency response. Contacts are progressed appropriately as referrals to children's social care or are re-directed to early help or universal services. Threshold decision-making about children's levels of need has improved and is now more consistent than it was during the monitoring visit on the 10 and 11 January 2018. As a result, the services received by most children are relevant to their needs. Weaknesses remain in the quality and consistency of assessments and analysis of children's needs, planning, chronologies and supervision".

- 2.2 The inspection feedback, both verbally at the conclusion of the visit and in the formal written report reflected our own understanding of our current position in regard to these specific areas of practice as reflected in our auditing activity, peer review from September 2018 and self-assessment.

- 2.3 Ofsted recognise this in their report -

"Inspectors found that case audits accurately reflect the quality of social work practice for individual cases. This demonstrates that audit activity continues to be effective and provides accurate evaluation of the quality of practice in the hub and duty teams".

"Senior leaders understand the challenges that they and their staff face and are realistic about their strengths and areas for development. This is based on a thorough and accurate self-evaluation of social work practice with children and their families. Social workers have gained more confidence in senior leaders' decisions because they can see for themselves the signs of progress and improvement".

- 2.4 It is extremely positive that in this key area of "children in need of help and protection" our thresholds and decision making are seen to be sound and that referrals are then progressed appropriately. It is also encouraging that positive progress can be seen since Ofsted last inspected this area in January of 2018.
- 2.5 There are, as is clear from the report, a number of positives in our performance where significant progress has been made, but also a number of areas requiring further improvement, which had largely already been identified through our own quality assurance processes and regarding which improvement activity is already in place.
- 2.6 The biggest single risk to the effectiveness, consistency and speed of our improvement though, as recognised by our own self-assessment and clearly reflected, both in the Ofsted judgement and the feedback of our DfE colleagues, is our ongoing difficulties in the recruitment and stability of our Social Work workforce

“Staff recruitment and retention of frontline workers and service unit managers continues to be a significant challenge for the local authority. Senior leaders recognise that workforce instability brings with it a number of vulnerabilities, including inconsistency in the quality of practice. The local authority is actively engaged in a number of relevant initiatives to support social work recruitment and staff development, but at this early stage there has been limited impact”. Ofsted November 2018

“The single biggest risk to the Tameside improvement journey (and various action plans) remains the inability of the LA to recruit and retain a stable cohort of good social workers. Despite a range of both traditional and innovative approaches to recruitment at practitioner and team leader levels, the authority is managing to do little more than hold its position on SW numbers” - DfE Improvement Advisors report December 2018

- 2.7 To date and despite a range of initiatives we have been unable to make any significant inroads into the recruitment of a stable workforce, but it is both positive and helpful going forward that we now have a predominately permanent children’s leadership team and an improved position with regard to first line management, which we anticipate will be further bolstered by current recruitment activity. This area remains a priority and a focus of work both within children’s services and alongside corporate colleagues.
- 2.8 It has been confirmed that November’s monitoring visit will be the last and that our next inspection, anticipated at any point from February 2019 will be a full re-inspection under the new Inspection of Local Authority Children’s Services (ILACS) framework.
- 2.9 This will encompass the whole range of our services in one inspection program, as opposed to the service specific focus of the monitoring visit regime, and will conclude in a formal judgement of the Local Authorities performance against the standard Ofsted categories of - inadequate, requires improvement, good, outstanding.
- 2.10 Work is now underway in partnership with a range of corporate colleagues and across children’s social care specifically to prepare for this inspection, but most importantly to further improve the quality and the consistency of this quality, across all the service we provide to our most vulnerable children.

3. RECOMMENDATIONS

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

20 December 2018

Richard Hancock
Director of Children's Services
Tameside
Festival Hall
Peel Street
Denton
Tameside
M34 3JY

Dear Richard

Monitoring visit of Tameside children's services

This letter summarises the findings of the monitoring visit to Tameside children's services on 27 and 28 November 2018. The visit was the seventh monitoring visit since the local authority was judged inadequate in December 2016. The inspectors were Shabana Abasi, Her Majesty's Inspector, and Majella Tallack, Ofsted Inspector.

The local authority continues to make some progress in the improvement of its services for children in need of help and protection. In most cases, identification of the children who are in need of urgent help and protection is recognised and responded to quickly through a multi-agency response. Contacts are progressed appropriately as referrals to children's social care or are re-directed to early help or universal services. Threshold decision-making about children's levels of need has improved and is now more consistent than it was during the monitoring visit on the 10 and 11 January 2018. As a result, the services received by most children are relevant to their needs. Weaknesses remain in the quality and consistency of assessments and analysis of children's needs, planning, chronologies and supervision.

Areas covered by the visit

This visit reviewed the quality of social work with children in need of help and protection, with a focus on arrangements in the 'Hub', which is the local authority's 'front door' team, and the duty teams. The specific areas of practice reviewed were:

- multi-agency information-sharing
- screening, analysis and decision-making regarding thresholds at the front door, including early help
- strategy discussions and child protection enquiries
- assessments of children's needs

- management oversight and supervision.

Inspectors considered a range of evidence, including case discussions with social workers who were undertaking referral and assessment duties, and meeting a number of partners within the safeguarding hub. They also looked at the local authority's performance management and quality assurance information, and children's case records.

Overview

Since the last monitoring visit on the 22 and 23 August 2018, the permanent director of children's services, assistant executive director and head of service for child protection and child in need have taken up their posts. This has strengthened the expertise and capacity in the senior management team. The local authority engaged well with external partners to review its work in the hub, and duty teams and held a practice week that included practice observations and case auditing. As a result, the new leadership team has gained greater insight into the quality of social work practice with children and families in Tameside and addressing actions from the review through the improvement plan.

The local authority has invested in a strengths-based model of practice, which it started rolling out in September 2018. This has been well received by social workers, who report that it benefits their practice. Inspectors saw evidence of improving practice when this new model is being used, for example in effective assessment and supervision.

Staff recruitment and retention of frontline workers and service unit managers continues to be a significant challenge for the local authority. Senior leaders recognise that workforce instability brings with it a number of vulnerabilities, including inconsistency in the quality of practice. The local authority is actively engaged in a number of relevant initiatives to support social work recruitment and staff development, but at this early stage there has been limited impact.

Findings and evaluation of progress

The Hub has an overly complex system for receiving contacts from members of the public, families and professionals who are seeking advice and support. This includes the use of multiple in-boxes for emailed contacts. Social workers also take telephone calls directly from members of the public and professionals, and this is in addition to their role in screening all contacts to recommend to managers the most appropriate referral pathway for children. Social workers explained that they find managing these competing demands challenging. The local authority recognises the vulnerability of the current system and has appropriate plans in place to launch a multi-agency safeguarding hub, with a single point of entry, in January 2019.

Professionals from a range of agencies make appropriate referrals to the Hub. The quality of information given on the majority of contacts is enough to enable

decisions to be made about next steps in providing a response to children. However, there is variability in the quality of information on the single agency referral form. The local authority is working with partners to strengthen the quality and consistency of the information they provide.

Contacts for early help are screened and appropriate services and interventions are identified in consultation with parents. Where an early help assessment is required, cases are swiftly referred to the multi-agency early help panel, for allocation to a lead practitioner. When early help screening leads to an outcome of no further action or advice and information, manager authorisation is clearly recorded prior to closure of the contact.

The use of thresholds by other agencies is improving and decisions regarding thresholds in the hub are appropriate. Managers provide thorough and effective oversight of decision-making for the majority of contacts and referrals in the hub and all recommendations for next steps are suitably reviewed by managers prior to authorisation. Despite the current competing demands on social workers' time in the hub, the screening of contacts is comprehensive and well recorded. It is informed by multi-agency information and the views of parents, and includes analysis of historical concerns and current risks.

Consent for social workers to liaise with other agencies is sought appropriately from parents and this is well recorded. When consent is appropriately overridden due to risks to children, a clear rationale for this is included in case records. This ensures that families' rights are fully considered. Letters to referrers informing them of the outcome of the referral are not consistently evident on case files.

When children need help out of hours, the emergency duty team responds to contacts effectively. The decisions and actions taken by the team are well recorded and specifically identify what further work is required by the daytime teams.

In some cases, once a referral decision has been made, visits to see children and to inform parents of strategy meetings are not well organised. The visits are not always undertaken by the same social worker, which means that some children and their families have to keep explaining their circumstances to different workers in quick succession.

The majority of children at risk of significant harm receive a prompt response. Cases are swiftly transferred to the duty teams to undertake child protection enquiries. Detailed case-allocation directions by managers generally provide social workers with clear guidance. However, in a small number of cases, identified actions lacked timescales.

In most cases, strategy meetings are well attended by the relevant partner agencies and information is shared and considered carefully. This leads to appropriate multi-agency decisions and actions that safeguard children. In some cases, the availability of the police has resulted in delays in convening strategy meetings, and, for a small number of children, this has had a negative impact on their outcomes. The local

authority has very recently prioritised this issue and is engaging with the police to address it.

Child protection enquiries are timely and thorough, and they evidence clear information-sharing and focus on risk. Written records of strategy meetings and investigations are not of a consistently good quality.

The quality of assessments of children's needs remains variable, as was found at the inspection in December 2016. A small number of assessments are now thorough, well written and contain a good level of analysis of needs, risks and parenting capacity to inform effective planning. In most assessments, though, history and risk are not rigorously analysed, and the impact on the child is not fully considered.

Children are seen by social workers who know them well and who undertake purposeful direct work with them in line with their plans. There is, however, insufficient analysis of children's views, which are not consistently informing planning and decision-making.

The majority of social workers receive regular supervision. The quality of supervision is variable. In some cases, there is evidence of detailed discussions that result in clear actions and a follow-up of previous actions. In other cases, recordings are task-orientated and not sufficiently analytical or reflective. Senior managers are appropriately seeking to address these weaknesses through the delivery of a management and leadership programme for all frontline managers, which commenced in September 2018.

Inspectors found that case audits accurately reflect the quality of social work practice for individual cases. This demonstrates that audit activity continues to be effective and provides accurate evaluation of the quality of practice in the hub and duty teams.

Senior leaders understand the challenges that they and their staff face and are realistic about their strengths and areas for development. This is based on a thorough and accurate self-evaluation of social work practice with children and their families. Social workers have gained more confidence in senior leaders' decisions because they can see for themselves the signs of progress and improvement.

I am copying this letter to the Department for Education.

Yours sincerely

Shabana Abasi
Her Majesty's Inspector

Report To:	EXECUTIVE CABINET
Date:	23 January 2019
Reporting Officer:	Councillor Allison Gwynne – Executive Member (Neighbourhoods) Emma Varnam - Assistant Director – Operations & Neighbourhoods
Subject:	FLOODING – FLOOD PREVENTION AND REPAIRS
Report Summary:	<p>On 9 October 2017 the Strategic Planning and Capital Monitoring Panel supported a sum of £775k with regards to Flood Prevention and Repairs to routes damaged by recent flood events. £130k of works was undertaken in financial year 2017/18 with regards to repairing damaged footpaths and bridleways, accordingly £645k or works remain.</p> <p>Accordingly this report is in respect of the £645k, of which, £500k was identified for Flood Preventive Works and £145k with regards to outstanding repairs as a result of flood damage.</p> <p>The delivery options to complete these works are looked at in detail and preferred options and associated risks identified.</p>
Recommendations:	That the identified options for the upgrading of key drainage inlet structures increase our resilience to flooding and the completions of repairs to footpaths and bridleways to a total of £645k approved.
Links to Community Strategy:	The proposals in the report will support the delivery of the Corporate Plan in terms of protecting the most vulnerable, strengthening the local business community and town centres and promote cleaner, greener and safer neighbourhood.
Policy Implications:	<p>The proposed programme supports the Council's Corporate Plan priorities around the Sustainable Community Strategy.</p> <p>Further it supports the Council's duties as Lead Local Flood Authority (LLFAs) in leading in managing local flood risks (i.e. risks of flooding from surface water, ground water and ordinary (smaller) watercourses) under the Flood and Water Management Act 2010.</p>
Financial Implications: (Authorised by the Section 151 Officer)	<p>On October 2017, SPCMP supported £0.775m allocation for Flood Prevention and Repairs over a three year period. £0.275m of £0.775m was identified as funding which needed to repair extensive damage that had occurred to a number of routes by Storm Angus in 2016. In 2017/18, £130k was spent at eight different locations. and a total of £0.645m had been earmarked for Flood Prevention and Repairs in the capital programme in October 2017 which can be broken down as follows:</p> <ul style="list-style-type: none">• An estimated cost for flood prevention work is £0.500m which is one-off investment. It will be used for redesigning and reconstruction of drainage structures to bring it in line with Standards of the Environment Agency.

- A further £145K is required is repair for extensive damage over next two years, £75K and £70K for 2018/19 and 2019/20 respectively.

The total combined cost for both schemes can be seen in section 4 of this report which is profiled over three years.

The scheme has been marked as 'business critical' in the review of the capital programme paper to Board in July 2018.

The proposed investment will deliver potential savings in the long term as improved flood defence system will be more resilient to the bad weather. However, in the short term it will not ease revenue pressures, because the new structures will allow maintenance work to be carried out more frequently and according to planned schedules. This will counteract the current reactive approach.

This sustainable investment will enhance council's stewardship of the environment and will bring social and environmental good to the residents of Tameside due to qualitative nature of work and proactive options being considered

Legal Implications:

(Authorised by the Borough Solicitor)

The proposals are to support the Council's responsibilities as a Lead Local Flood Authority under the Flood and Water Management Act 2010 and as a Highway Authority under the Highways Act 1980

Risk Management:

- Inclement weather preventing commencement and completion of schemes.

A comprehensive programme of works will be agreed between partners to ensure completion by approved dates. However, should the programme not be achieved it may be necessary to arrange for any outstanding financial resources to be transferred into the following financial year.

- Inability of design consultants and suppliers to deliver materials within a time frame to meet completion targets.

If the design consultants and suppliers cannot meet the demand in line with the proposed installation schedule, then approval will be sought to carry over the project into the subsequent year for completion.

- The ability of the Council's own *Operational Services* or external contractors to implement the programme.

This risk will be managed by ensuring that should Operational Services or the external contractor be unable to complete the works during the timescale, approval will be sought to carry over the project into the subsequent year for completion

Access to Information:

The background papers relating to this report can be inspected by contacting the report author, Alan Jackson



Telephone:0161 342 2818



e-mail: alan.jackson@tameside.ogv.uk

1 EXECUTIVE SUMMARY

Proposed Investment

- 1.1 At the Strategic Capital Group on 9 October 2017 it was reported that a number of capital projects be approved subject to a further business case. This report sets out the improvements required to a number of the Borough's drainage structures (Appendix 1 describes these structures) together with the proposed investment and delivery details. This report is in respect of the £645k identified for flood prevention measures and completion of repairs to damaged footpaths and bridleway.
- 1.2 Following flooding in late 2017 and again in 2018, statutory 'Section 19' reports were produced as required by the Flood and Water Management Act 2010. These highlighted a number of flood and drainage assets that were substandard from a maintenance access and performance point of view and required improvement to help increase resilience across the Borough.
- 1.3 In addition, approval was given to commence a series of repairs due to the consequential damage caused by flooding. This programme commenced in 2017/18, and final approval for the outstanding works is now sought within the overall £645k funding.

Options for Investment – Flood Prevention

- 1.4 Three options have been assessed; Option 1- 'do nothing', Option 2 - Improve maintenance access and reconstruct drainage structures, Option 3 – Improvements to a restricted number of sites. As described in this report, Option 2 is the preferred option and will ensure the optimum outcomes based on known issues, locations and engineering design.

Project Delivery

- 1.5 The design of the new drainage structures will be undertaken by specialist consulting engineers which are part of the Council's existing framework arrangements. The delivery of the project will be managed through the Council's Engineering Service with the majority of the work procured via existing construction framework contractors.

Financial Investment

- 1.6 Option 2 is the preferred option and will require an investment of £500k of the £645k being sought. This will involve improvements to access, operational safety elements and replacement of dated drainage structures with modern structures to current design and maintainability standards based on tested designs.

Project Management and Monitoring

- 1.7 The project management will be undertaken by the Council's Engineers and Operations and Neighbourhoods Service will ensure a detailed cleansing and repair programme is put in place.

Conclusion

- 1.8 Option 2 is the preferred scheme which has identified a range of improvements for specific drainage structures within the Borough. The improvement costs are estimated at £500k as part of the Council's Capital Programme.

Recommendations for Flood Prevention

- 1.9 The business case for the proposed resilience works is supported by Strategic Planning and Capital Monitoring Panel and the proposed investment and scope of the improvements for this project, as detailed in Option 2, are set out in detail below.
- 1.10 The existing cyclic maintenance programme will incorporate the new drainage structures and will be managed within existing revenue budgets

Options for Investment – Consequential Damage Repairs

- 1.11 In addition, £275k was identified to repair extensive damage that had occurred to a number of routes (roads, footpaths and bridleways) in the east of the Borough as a result of the extensive flooding due to unprecedented rainfall associated with storms in November 2016 caused by Storm Angus.
- 1.12 A number of routes were affected and a number remain unusable having been closed off to users in the interest of public safety.
- 1.13 During 2017/18 works were completed at 8 locations at a cost of £100k, with £30k on schemes part completed.
- 1.14 The remaining works to be completed during 2018/19 and 2019/20 are detailed in this report.

Recommendations for Repair of Consequential Damage

- 1.15 Approval is given for the allocation of the remaining £145k, profiled 2018/19; £75k and 2019/20; £70k to complete the programme of identified works.

2. BACKGROUND AND EXISTING ARRANGEMENTS – FLOOD PREVENTION & CONSEQUENTIAL DAMAGE REPAIRS

Introduction

- 2.1 Tameside MBC covers an area of c103km². In the east of the borough, the topography is primarily of hills and valleys and this area is drained to a number of natural and culverted brook courses that ultimately discharge to the River Tame, River Etherow or the canal network.
- 2.2 Following a change in legislation in 2010, a number of roles and responsibilities which previously rested with the Environment Agency were passed to local councils who became designated as; Lead Local Flood Authorities (LLFA).
- 2.3 LLFAs are county councils and unitary authorities. They lead in managing local flood risks (i.e. risks of flooding from surface water, ground water and ordinary (smaller) watercourses). This includes ensuring co-operation between the Risk Management Authorities in their area. Under the Flood and Water Management Act 2010, LLFAs are required to:
 - prepare and maintain a strategy for local flood risk management in their areas, coordinating views and activity with other local bodies and communities through public consultation and scrutiny, and delivery planning.
 - carry out works to manage local flood risks in their areas (the power for works in relation to minor watercourses sits with either the district council or unitary authorities outside of IDB areas)
 - maintain a register of assets – these are physical features that have a significant effect on flooding in their area.
- 2.4 In recent years, in particular in late 2016 and late 2017, flooding has occurred following spells of heavy rainfall. The subsequent Section 19 Reports identified the critical role that brooks and culverts and associated drainage structures play in ensuring efficient drainage flows.
- 2.5 Examination of the drainage structures identified improvements that are required at a number of locations to ensure maintainability and functionality.

Improvements Required

- 2.6 Examination of the drainage structures identified the need to improve vehicle and operative access, improvements to inspection, working and clearance access points and associated operative anchorages.
- 2.7 Ten critical drainage structures have been identified where existing design, access and working platforms restrict functionality, for example gratings that become overwhelmed with debris thereby becoming blocked leading to flooding. They also present maintainability issues because of restricted access and have poor safety standards which means in periods of poor weather, operatives cannot clear gratings as the design presents unacceptable hazards to our operatives.
- 2.8 The two most recent flow events have clearly shown our vulnerability should brooks and culverts become blocked. Whilst there can never be a 100% guarantees of removing flood risk, the appropriate upgrading of drainage structures will mean we are better able to inspect and maintain these structures and react to blockages in a safe and timely way during flood events.

Existing Funding Arrangements

- 2.9 Currently we have a revenue budget £30,000, this funds;
- inspections; regulator inspections as to the condition of the drainage structures also additional inspections when adverse weather is forecast
 - debris clearance; removal of build-up of leaf debris, stones /rocks etc, general debris
 - minor works; clearing vegetation, minor repairs to grills, bars etc.
- 2.10 These operations can only be done during periods of good weather due the design of these structures. Evidence has shown that structures constructed to a more modern and maintainable design are better able to cope in periods of poor weather. This is evidenced with the structure at Grey Street, Stalybridge which was upgraded approximately six years ago and coped extremely well during the 2016 and 2017 flood events. (This work was undertaken by the Environment Agency due to the location being formally classified as 'Main River').
- 2.11 Upgrading of these structures enables greater maintenance to take place and enables access during the critical periods of bad weather. This results in more efficient maintenance and enables us to provide a greater level of resilience from the existing funding allocations.

Business Needs/Council policies, strategies and plans

- 2.12 The proposed investment supports the Council's vision of;
- Supporting economic growth and opportunity
 - Increasing self-sufficiency and resilience of individuals and families
 - Protect the most vulnerable.
- 2.13 It is particularly relevant with regards to the recent moorland fires which have depleted large areas of vegetation in the east of the Borough exposing the sub-soil and thereby increasing run-off rates following rainfall.

Regional and national policies, strategies and plans

- 2.14 The proposed improvements are in accordance with our roles and duties a Lead Local Flood Authority under the Water and Flood Management Act 2010 and are reportable to the North West Regional Flood & Coastal Committee.
- 2.15 They demonstrate our commitment to fulfilling our statutory role and demonstrate our stewardship of the environment.

Benefits

2.16 The benefits are covered in each of the options.

Spending Objectives

2.17 The successful outcome can be summarised as below;

- Compliance with Health and Safety requirements with regards to inspection and clearance operations.
- Improved access and maintainability
- Increased local and Borough wide resilience for residents and visitors

Risks

2.16 Risks are covered in each of the options.

3. OPTIONS FOR INVESTMENT

Flood Prevention

OPTION 1: Do Nothing

3.1 The Council would continue with existing cyclic cleansing and general maintenance of accessible drainage structures. However a number have been identified as having sub-standard access, inspection and maintenance anchor points. Accordingly maintenance activities are therefore limited due to risks to operatives, in particular during bad weather.

Benefits

3.2 There is no additional cost incurred over and above the exiting revenue allocations maintainability and flood risks are not resolved.

Risks

3.3 A number of drainage structures are of poor design and therefore have significant risk of becoming blocked and overwhelmed during extreme or prolonged rainfall.

3.4 Inspection and maintainability is restricted due to access issues also hazards associated with operative safety, in particular during bad weather.

Risks with this Option:

Risk	Likelihood	Outcome/impact	Mitigation
Reduced maintenance activities due to unsafe access and working issues. Increased risk of substandard structures becoming blocked during extreme or prolong rainfall.	High	Decline in maintenance standards and increased risk of blockages and therefore flooding.	Little due to poor access and hazardous working issues.

Wider impacts

3.5 Concerns about these structures have been highlighted within the recent statutorily required 'Section 19' reports. Accordingly in the event of further flooding, and these structures being identified as a contributor, this would leave the Council open to criticism and possible claims.

OPTION 2: Improve maintenance access, working platforms, anchor points etc. Reconstruct drainage structures to modern and proven design standards.

Improve maintenance access, working platforms, anchor points etc.

3.6 Working with specialist Health and Safety consultants we have identified a number of drainage structures where current access and working areas do not meet best practise, are potentially hazardous and therefore limit the amount of maintenance works that can be undertaken. Improving these structures to ensure safe and efficient access and maintenance can be undertaken; costs are estimated at £75k.

Reconstruct drainage structures to modern and proven design standards.

3.7 The following drainage structures have been identified as in need of redesign and reconstruction to current design standards (this is based on experience from the 2016 and 2017 flood events and the design the standards of the Environment Agency);

Road	Town	Site
Demesne Drive 1	Stalybridge	rear of 113/115
Demesne Drive 2	Stalybridge	opposite 93/95
Mottram Old Road,	Stalybridge	
Micklehurst Road 1	Mossley	rear of 93
Micklehurst Road 2	Mossley	exit from pond
Halton Street	Hyde	
Gower Road	Hyde	
Store Street	Ashton-under-Lyne	
Ney Street	Ashton-under-Lyne	
Cartwright Street	Hyde	

Benefits

3.8 These fall into two main categories; health and safety improvements for operatives undertaking maintenance functions and the increased opportunities for the servicing of these structures, in particular during poor weather conditions.

3.9 Taken together these;

- Reduce flood risk – avoiding extensive reactive costs, clean-up costs and disruption to road uses.
- Maximises what we can deliver with our existing revenue allocations – more for the same
- Helps to safeguard our residents from flood damage and associated clean up and repairs costs, increased insurance premiums etc.
- Minimise risk of disruption to businesses, residents and associated community stresses.

3.10 **Costs;**

Element	Costs (£)
Reconstruction Structures	£425,000
Access, Health and Safety, Maintainability Works	£75,000
Total	£500,000
(Flood Preventions £145k) Grand Total	£645,000

3.11 **Risks with this Option;**

Risk	Likelihood	Outcome/impact	Mitigation
The project could be delayed due to the availability of some key contractors	Low	Project will take longer to deliver	Alternative contractors appointed
Inclement weather conditions during construction	Low / medium	Delay to overall project timescale	Phase construction over a number of seasons

Wider Impacts

- 3.12 This option reduces hazards to operatives in accessing and maintaining assets. It reduces flood risk to the Borough's residents and businesses, and it delivers the outcomes required which were highlighted in the Section 19 reports.

OPTION 3: Restrict Number of Sites

Restrict the number of sites to be improved.

- 3.13 The sites identified are known locations where there are access and maintainability issues. Restricting the numbers would still leave areas vulnerable should the weather conditions experienced in 2016 and 2017 be experienced again.

Benefits

- 3.14 Reduced capital expenditure.

Costs

- 3.15 Undertake works to sites prioritised using local knowledge and experience; £400k.
- 3.16 There are a number of variables and limited objective tools to produce a robust prioritisation of the identified structures. Accordingly this is a subjective approach and leaves officers and the Council open to criticism and challenge should there be a flood event at one of the sites not improved.

Risks with this Option;

Risk	Likelihood	Outcome/Impact	Mitigation
Reoccurrence of events experienced in 2016 and 2017	Medium	Significant, dependent on which areas are impacted	Little, not possible to predict which areas would be impacted

Wider Impacts

- 3.17 Potential for flood event at sites not improved therefore location of known flood risk not mitigated. Challenge of individuals and the Council for not undertaking works at those sites. Concerns of local communities and businesses with regards to lack of action and remaining flood risks.

**Preferred Option
Summary of Options – Flood Prevention**

Option	Preferred Option	Capital Cost ,000	Note
1, Do nothing	x	£0	Access and maintainability issues remain. Unable to service during adverse weather. V.high impact and costs at flood events
2, Improvement of the 10 Drainage structures	✓	£500	Complies with current design standards Adds maximum resilience Minimises costs of any future flood events
3, Reduced, prioritised investment	x	£400	Small capital saving Does not improve overall resilience due to impact at locations not improved

- 3.18 Option 2 is the preferred option as this would deliver a whole range of improvements to the Borough and provide the most resilience to our residents and businesses. It avoids reactive and clear up costs, it fits with our duties as Lead Local Flood Authority, supports objectives such as protecting the vulnerable, supporting business and protecting our transport infrastructure.

Consequential Damage Repairs

3.19 Option 1: Do Nothing

A number of footpaths and bridleways damaged during recent flood events will continue to remain closed or with restricted access thereby limiting choice and opportunities for access to these area.

Benefits

- 3.20 There is no additional capital cost.

Risks

- 3.21 Public perception due to routes being closed or restricted, Impact on use of other routes as reduced overall opportunity for walkers and riders to exercise and explore the area.

Risks with this Option:

Risk	Likelihood	Outcome/Impact	Mitigation
Reduced opportunities for walkers and riders and consequential reputational risk to poor stewardship and lack of support for outdoor exercise.	High	Complaints and reputational damage.	Permanently close paths and provide publicity regarding paths that do remain open

OPTION 2: Continue with restoration works to improve drainage and repair footpath and bridleway surfaces.

Benefits

3.22 Restores routes and improves their resilience to future events. Restores area network and demonstrates good stewardship.

Risks

3.23 None.

Cost

Element	Costs (£)
Drainage improves to increase resilience of routes	£70,000
Works to footpath and bridleway surfaces	£75,000
Total	£145,000
Flood Prevention £500k)	Grand Total £645,000

Preferred Option

3.24 Option 2 is the preferred option as it restores the network and increases future resilience.

Flooding - Consequential Damage

Route	Work	2018/19 (£'000s) Est
LON/4	Replace bridge and support embankment	28.50
Stoney Road	Improve drainage and resurface bridleway after flood damage	22.00
Edge Lane	Improve drainage and resurface bridleway after flood damage	29.00
DUK/3	Improve drainage and resurface bridleway after flood damage	22.50
LON/109	Improve drainage and resurface bridleway after flood damage	24.00
STA/121	Improve drainage and resurface bridleway after flood damage	19.00
		£145.00k

4.0 FINANCIAL INVESTMENT REQUIREMENT

Financial Case – Based on Option 2 for Flood Prevention and Option 1 for Consequential Damage Repairs;

	2018/19	2019/20	2020/21	Total
Consequential damage repairs Drainage channels and resurfacing works	£70,000	£75,000		£145,000
Design of new structures Design Consultants – design to current standards*	£25,000			£25,000
Access and maintainability works Access route improvements, hand	£75,000			£75,000

rails and gratings, warning signs etc - TMBC staff and external contractors *				
Construction of new structures To current design standards and best practice - TMBC staff and external contractors*		£250,000	£150,000	£400,000
Total	£170,000	£325,000	£150,000	£645,000

*Based on EA costs with regard to similar works

- 4.1 Once structures are upgraded, existing revenue costs are not expected to increase as inspection and maintenance can be undertaken more efficiently.

Summary of forecast financial investment

- 4.2 Following approval of this project the various types of work will be packages and procured in accordance with existing Engineering resources, standard and framework contracts.
- 4.3 Improvement work should start in late 2018 however this will be dependent on a number of factors such as the availability of contractor/s, inspection and approval of all the relevant documents – insurance, methods statements and weather conditions.
- 4.4 Subject to approval the project will be funded through the Council's Capital Programme. The above figures are based on the various unit costs via existing framework contracts.

5.0 PROJECT DELIVERY

- 5.1 Following the approval of this project, the majority of the work packages will be procured via existing Engineers' framework design consultants and contractors / STAR Procurement, Any saving from the procurement process will be returned as unused funding. Other packages of work will be procured in accordance with the Council's Standing Orders.

Project Risks

Risk	Likelihood	Outcome/Impact	Mitigation
Delivery of Works e.g. weather interventions	Medium	Delay to overall works programme and final completion date	Ability to reschedule elements of works programme, commissioning of increased resources, ongoing reviews of progress and target dates.
Procurement of design and engineering resources	Low	Delay to overall works programme	Use of existing Engineering Services resources and framework consultants and contractors
Delivery resources to complete programme	Low	Delay to overall programme	Commission of additional resources, ability to reschedule delivery programme

Procurement Project Plan and Timescales
Table 1: Procurement / Delivery Plan

Category	Preliminary design / Procurement	Start Works	Approx. Completion
Design for new drainage structures	October 2018	December 2018	April 2019
Access and maintainability works	October 2018	November 2018	June 2019
Consequential damage repairs	-	April 2019	September 2019
Construction of new drainage structures	January 2019	April 2019	December 2020

6.0 PROJECT MANAGEMENT AND MONITORING

Project Management, governance and reporting arrangements

6.1 The project will be procured and project managed by Operations & Neighbourhood – Head of Highways & Transport utilising our existing engineering resources and external design consultants.

Project monitoring

6.2 Regular monitoring and reporting will be provided to the Capital Monitoring Group and Strategic Capital Group.

Contract Management

6.3 All external contracts will be managed by the Heads of Service (Highway & Transport, Design & Delivery) and will be mainly delivered through the Engineers existing framework contracts or STAR frameworks. Alternative contractors will be sourced if existing framework contractors are not available.

Risks and Contingency

6.4 The main risks to this project are the availability of suitably experienced contractors to deliver the construction of the new drainage structures and risk of poor weather during construction. Accordingly regular progress reports are critical in terms of informing progress with regards timeframes and costs.

Post Implementation Review

6.5 The ongoing revenue monitoring process will be used to measure the success of this project to ensure it delivers stated objectives.

7.0 CONCLUSION

7.1 The Borough is at risk from future weather events due to poor access and maintainability issues with regards to 10 historic drainage structures. Works undertaken by this project will significantly increase the Boroughs resilience to future weather events, reduce impact costs and disruption to residents and businesses. It will also restore routes that were badly impacted by recent flood events.

8.0 RECOMMENDATIONS FOR FLOOD PREVENTION

8.1 As set out on the front of the report.

Agenda Item 8e

Report To:	EXECUTIVE CABINET
Date:	23 rd January 2019
Executive Member/Reporting Officer:	Councillor Warren Bray – Executive Member (Strategic Development and Transport) Jayne Traverse – Director of growth
Subject:	Wider Pedestrian Considerations around Vision Tameside. Traffic Management (Including Bus Routing) Within Vision Tameside Wider Area
Report Summary:	<p>The report examines the Public Realm and pedestrian permeability in the local and wider Vision Tameside area.</p> <p>With an enhanced Ashton Town Centre public realm, the report also examines how bus travel to and from the east of the borough can be best accommodated to serve the local town centre, whilst avoiding conflict with areas of high pedestrian movement.</p>
Recommendations:	<ul style="list-style-type: none">• That the pedestrian connectivity proposals for Ashton town centre and its wider environs including enhanced public realm links from Clarendon Sixth Form College through to the wider Shared Service Centre and Town Hall area, linking through to the Market Square be approved.• Once the temporary hoardings to the new Shared Service Centre have been removed, to approve the short term continuation of outbound bus movement utilising Wellington Road only between Turner Lane and Penny Meadow.• That of the Bus Routing Options outlined in Section 4 of the report, Option 2 (all buses to utilise Albion Way, Henrietta Street and Penny Meadow in both directions) be approved as the most appropriate way forward.• To note ongoing discussions and consultation with 3rd parties in bringing forward Option 2 (all buses to utilise Albion Way, Henrietta Street and Penny Meadow in both directions) as the most appropriate way forward.• That following approval of Option 2 as described above, the statutory powers are obtained to:<ul style="list-style-type: none">○ The stopping of all vehicular traffic along

Wellington Road between the Camp Street and Harley Street in both directions

- To relocate existing bus stop provision from Wellington Rd (outside Engine Room/ Ash Tree pub area) to Henrietta Street: (Adjacent Car Park and area of Pizza Hut) and Relocating Penny Meadow alighting only (from higher end of Penny Meadow to as close as possible to junction with Wellington Rd)
- Note the potential three month implementation period for any revised bus routing agreements once Executive Cabinet approval and all relevant statutory powers have been secured

Links to Community Strategy:

The new Vision Tameside initiative will underpin a number of the Community Strategy elements including:

- A Prosperous Tameside: More and better jobs
- A Learning Tameside: Where expectations and achievements are raised in education
- An Attractive Tameside: An attractive place to live

Policy Implications:

The Vision Tameside initiative underpins a number policies both at a local and wider Greater Manchester level in investing in the regeneration of a major Greater Manchester District Centre

**Financial Implications:
(Authorised by the Borough Treasurer)**

Any financial implications as a result of the recommendations will be financed from the Public Realm budget held within the Vision Tameside project.

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

Any Traffic Regulation Orders will need to be made in accordance with the Local Authorities Traffic Orders (Procedure) (England and Wales) Regulations 1996

Risk Management:

Addressed at Section 6 of report

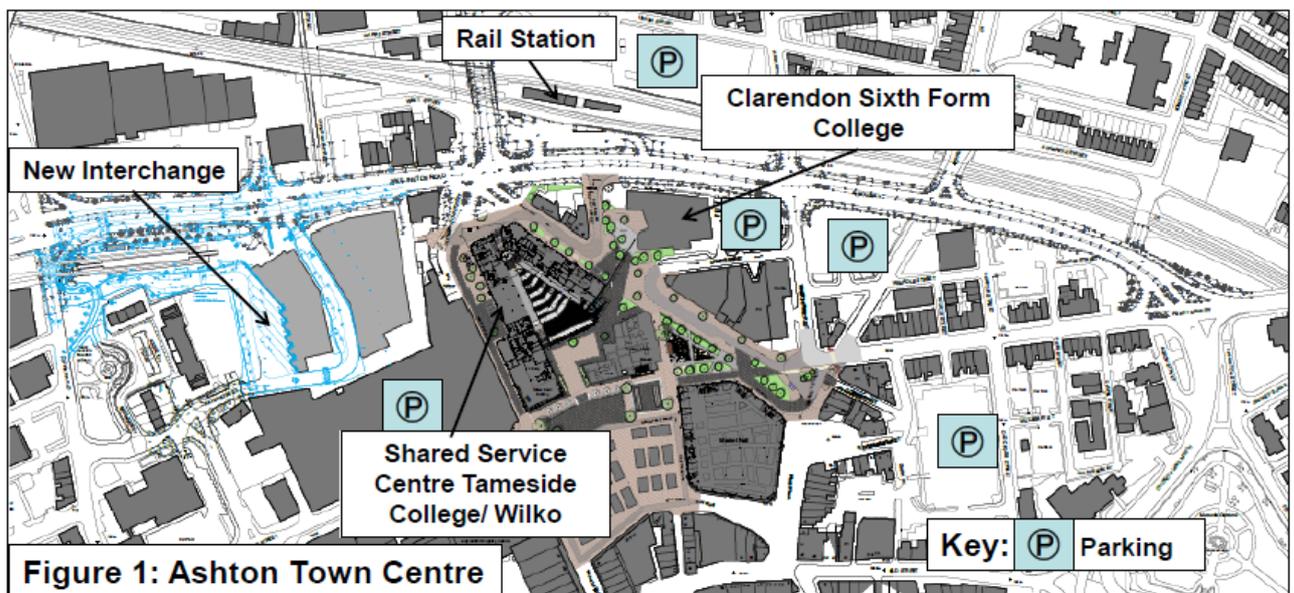
1.0 BACKGROUND

- 1.1** Vision Tameside is a flagship development for Tameside aiming to provide much needed economic growth and investment especially for the Borough's young people. The project comprises a new 7,000m² Advanced Skills Centre for Tameside College, a new Joint Public Service Centre for Tameside Council and its partners and retail space for Wilko.
- 1.2** Located on Wellington Road, on the site of the former Tameside Council administration building the new Joint Public Shared Service Centre will also provide residents with more cost effective and customer friendly facilities under one roof. The Centre will consolidate a number of community services including the Council's customer services centre, Job Centre Plus, the public library, and the Clinical Commissioning Group.
- 1.3** Replacing the ageing Council administrative building, which was too large, no longer fit for purpose and too expensive to run, with a smaller building incorporating the latest energy-saving technology and shared with partners, is expected to save taxpayers substantial costs over many years.
- 1.4** The report examines two main areas of the Vision Tameside initiative and associated options for consideration. These are:
- Ashton Town Centre Pedestrian Connectivity and
 - Bus Routing Considerations in light of an expanded pedestrianised town centre public realm

2.0 ASHTON TOWN CENTRE PEDESTRIAN CONNECTIVITY

- 2.1** The Shared Service Centre's college frontage onto Wellington Road creates a public space framed by the adjacent Clarendon Sixth Form College. Frontage accommodation, including facilities such as commercial hair and beauty salons will provide much needed activity in this area.
- 2.2** To the south west of the initiative lie the Arcades and LadySmith Shopping Centres, and the town's bus and the Metrolink stations. The bus station is currently being rebuilt and "wrapped around" the existing Metrolink terminus to provide a fully integrated Interchange for the two modes and is due to open in spring 2020.
- 2.3** To the north lie the A6043 Ashton Northern Bypass (Wellington Road and Albion Way), Ashton Retail Park and Ashton railway station.
- 2.4** Whilst less than two hundred metres from the town and new transport interchange, the railway station is not easily accessible by foot as a result of poorly defined pedestrian links and the high volumes of traffic on Albion Way.
- 2.5** The historic market attracts 2m visitors per year. The Arcades shopping centre includes a pedestrian link between the existing bus and Metrolink termini to the main town area. Enjoying 7.5m visitors per year this is likely to increase once the new Interchange combining the two public transport modes opens and brings with it greater passenger numbers into the town.
- 2.6** Warrington Street, running between the Arcades Shopping Centre and the new Shared Service Centre, is little used during the opening hours of the Arcades shopping centre, although it provides an alternative route when the facility is closed.

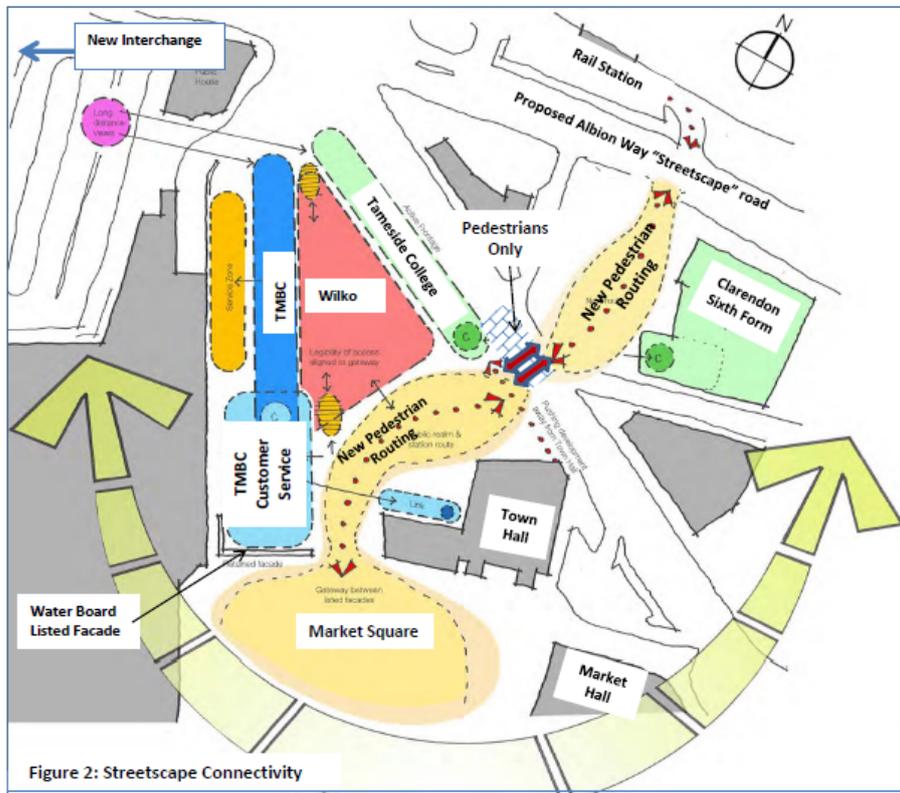
- 2.7 Footfall, at Ashton rail and Metrolink stations, is 325,000 and 740,000 passengers per year respectively¹. 78 bus services per hour operate from the station and the towns' public and private car parks offer over 2,500 spaces for commuters, shoppers and other users.
- 2.8 Clarendon Sixth Form College opened in 2016. With the opening of Tameside College in 2019 hundreds of students and staff will visit the Town Centre on a daily basis
- 2.9 The new Shared Service Centre and Wilko will be occupied in phases during 2019. Once fully operational it is estimated that, annually, a further 200,000 people will use the Shared Service Centre facilities.
- 2.10 In an age of internet shopping, with falling high street demand, the draw for any town centre has to be something special. Given its position to the east of Greater Manchester and lying on the edge of the Peak District, Ashton enjoys a dominant position in the local and wider catchment area.
- 2.11 With a wide range of arrival points, both for public transport and the private car users, the majority of commuters, workers and visitors will link through the new public realm areas in accessing the town's facilities.
- 2.12 Many of the town's arrival points are indicated in Figure 1 below.



- 2.13 From the west, pedestrians will typically route via Wellington Road from the new interchange, outlying retail units and associated car parks and residential areas. To the east lie large areas of both short and long stay parking and further residential areas. Bus movement along Penny Meadow results in high passenger numbers providing direct access to local retail frontages, the indoor market and into the Town Centre via the wider Market Square area.
- 2.14 The new interchange will also continue to link to the Market Square and beyond via the Arcades Shopping centre onto a rejuvenated Market Square.

¹ Metrolink at Ashton served 740,000 passengers (July 2017- June 2018 - TfGM data), Ashton rail station 325,000 passengers 2017/18 figures (<http://orr.gov.uk/statistics/published-stats/station-usage-estimates>)

- 2.15 Integral to the success of the Wellington Road public realm is the adjacent Clarendon Sixth Form College directly linked to the Shared Service Centre. Specifically this will be dominated by high levels of pedestrian activity between the two, not only for staff and students but from activity beyond to the heavy rail station, long stay car parks and residential areas. It is important that to ensure the success of the public realm initiative in this locality, pedestrians are allowed to move freely without conflict with vehicle movement.
- 2.16 Localised pedestrian routing scenarios are indicated in Figure 2 below.



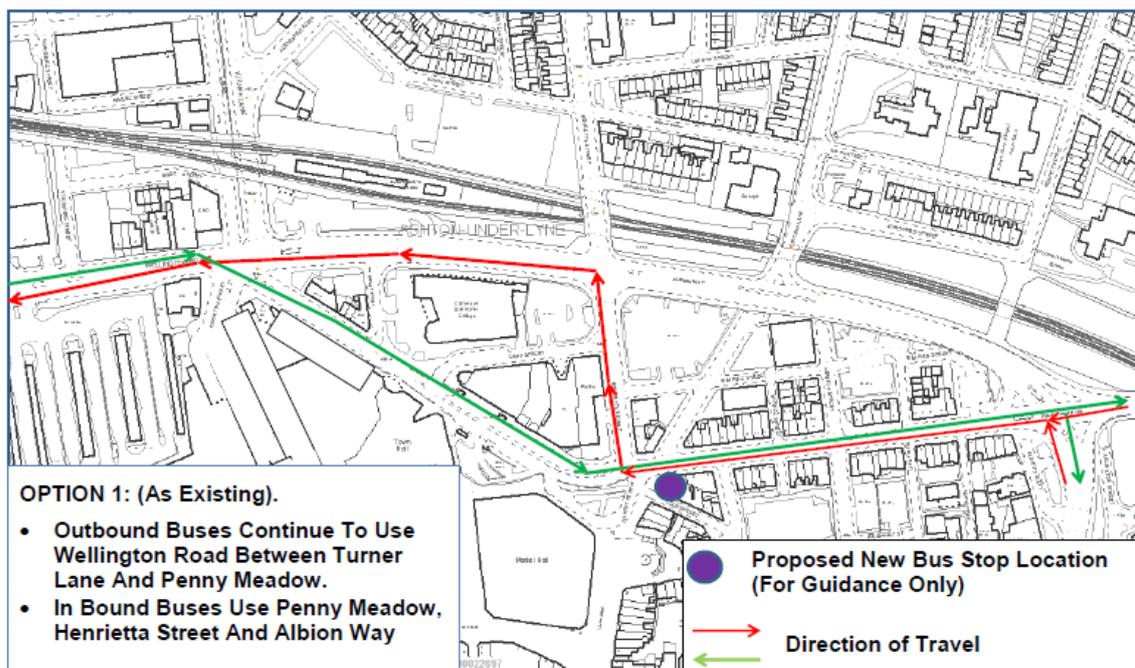
- 2.17 It is important not only to retain existing town centre users but in the longer term, encourage greater visitor numbers. Increasing its attractiveness, encourages greater dwell time and incentivises greater spend, a lynch pin of the Vision Tameside initiative.
- 2.18 In order to successfully achieve the above it has to be recognised that the redevelopment of any urban town inevitably calls for a rebalance between vehicle and pedestrian priorities. In the case of Ashton's expanded public realm a review of bus movement to minimise conflict with pedestrians is required. This will involve a two stage process. In the short term buses will continue running outbound only along Wellington Road once the temporary hoardings are removed. In addition two-way vehicular running will be retained or reinstated at either end of Wellington Road. The Wellington Road/ Penny Meadow area will continue as present with taxi and service vehicle activities in both directions as far as Camp Street. The Wellington Road/ Turner Lane area will see the reinstatement of one way traffic movement along Harley Street, Wellington Road and out via the Turner Lane junction, in order to serve the new facilities.
- 2.19 Longer term and with Executive Cabinet approval, a number of alternative bus routing options in and around Wellington Road are set out below for consideration. These are to ensure the local area is served as close as possible for bus passengers and at the same prevent potential conflict between bus and pedestrian movement. These options are considered in Section 3 below:

- 2.20 Following an assumed option choice, a number of follow on issues including the securing and revocation of new and existing traffic regulation orders, working with Transport for Greater (TfGM) to secure the relocation of bus stops, associated minor civil works and the procuring of any relevant associated equipment and its installation is required.
- 2.21 The time line for the successful introduction of any final option is likely to be some 3 months from the approval of this report.as set out at paragraph 5.11 below.

3.0 PROPOSED OPTIONS

3.1 In order to ensure that buses from the east of the borough continue to serve the existing retail and other core facilities and at the same time are not seen to conflict with pedestrian and sustainable movement in the public realm area, a number of permanent bus routing options have been developed and are presented for consideration and comment. These are set out below.

- 3.2 **Option 1:** (See Option 1 Plan Below) (As existing)
Inbound: Buses use Penny Meadow, Henrietta Street and left along Albion Way into new interchange.
Outbound: Buses only use full length of Wellington Road. All other through traffic banned.



Strengths:

- Existing bus route
- Existing pick up points, on outbound journeys, are located directly opposite market square area.

Weaknesses:

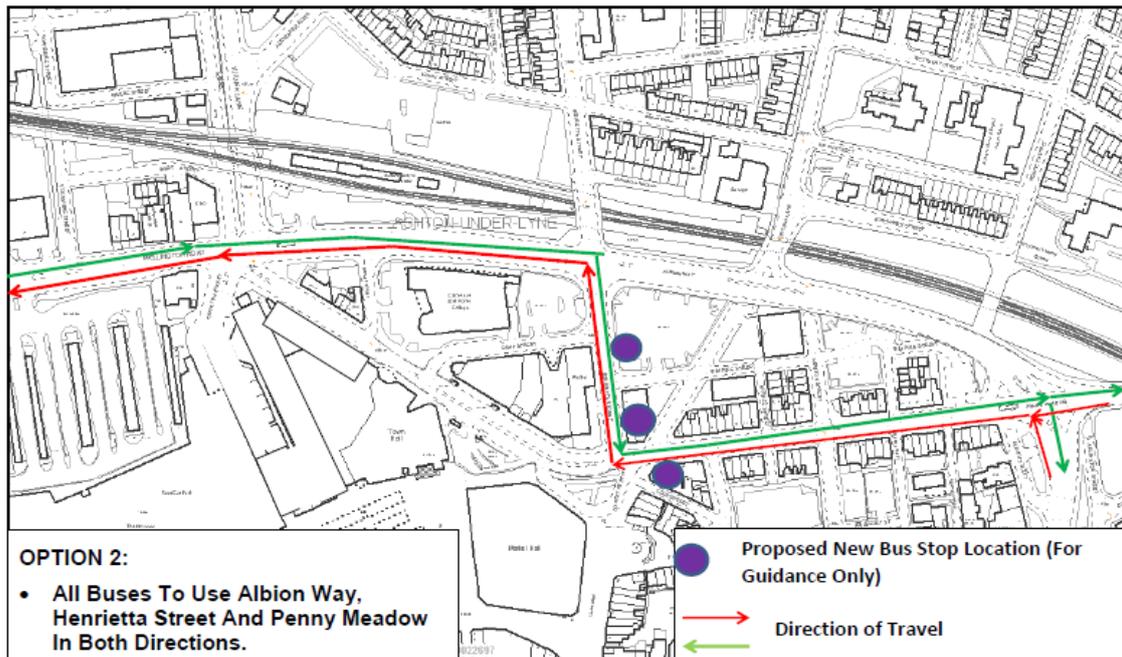
- With over 30 bus services per hour using Wellington Road, the current routing takes no account of the current and future high pedestrian flows anticipated between Clarendon Sixth Form College, the new Shared Service Centre and links to the Market Square and the wider town centre retail offer.
- Road safety issues with pedestrians in a potential conflict zone
- Major issues associated with noise and pollution from bus activity.

Potential Scheme costs:

	£k
Traffic Regulation Order Costs	2
Minor civil works associated with single flow bus travel along Wellington Road	40
Total	42

3.3 Option 2: (See Option 2 Plan Below)

Inbound and outbound: All buses use Penny Meadow, Henrietta Street and Albion Way in both directions.



Notes:

- Requires relocated right turn signal filter for outbound vehicles turning right from Albion Way into Henrietta Street.
- Removes current right turn manoeuvre into Wellington Road at Turner Lane Junction
- Minor works to carriageway required (mainly lines and signs)
- Inbound buses: requires relocation of existing alighting stop to lower end of Penny Meadow near Henrietta Street (subject to traffic considerations) allowing easier pedestrian access to the nearby market square area
- Outbound buses: Required new bus stop provision on Henrietta Street for outbound vehicles.

Strengths:

- Removes all vehicular traffic including buses away from public realm area linking Clarendon Sixth Form College and the new Shared Service Centre
- The minimal cost of a right turn filter to the traffic signals on Albion Way can be readily integrated with any potential future environmental works proposed for the full length of Wellington Road and Albion Way.
- Proposed bus stops provide easy access to and from town centre facilities
- Easily understand by all users
- Reduction in noise and pollution in town centre public realm area

Weaknesses:

- Potential two way vehicle flow issues if signals removed at the junction of Henrietta Street and Penny Meadow – currently under consideration and may stay as existing.

Potential Scheme costs:

	£k
Traffic Regulation Order Costs	2
New traffic signal filter at Henrietta Street and removal of exiting filter at Turner Lane junction	15
New Bus Stops/ Relocated Bus stops	60
Minor civil works associated with initiative	18
Total	95

3.4 **Option 3:** (See Option 3 Plan Below)

Inbound and outbound All buses use Wellington Road and Albion Way (Turner Lane to Penny Meadow).

Strengths:

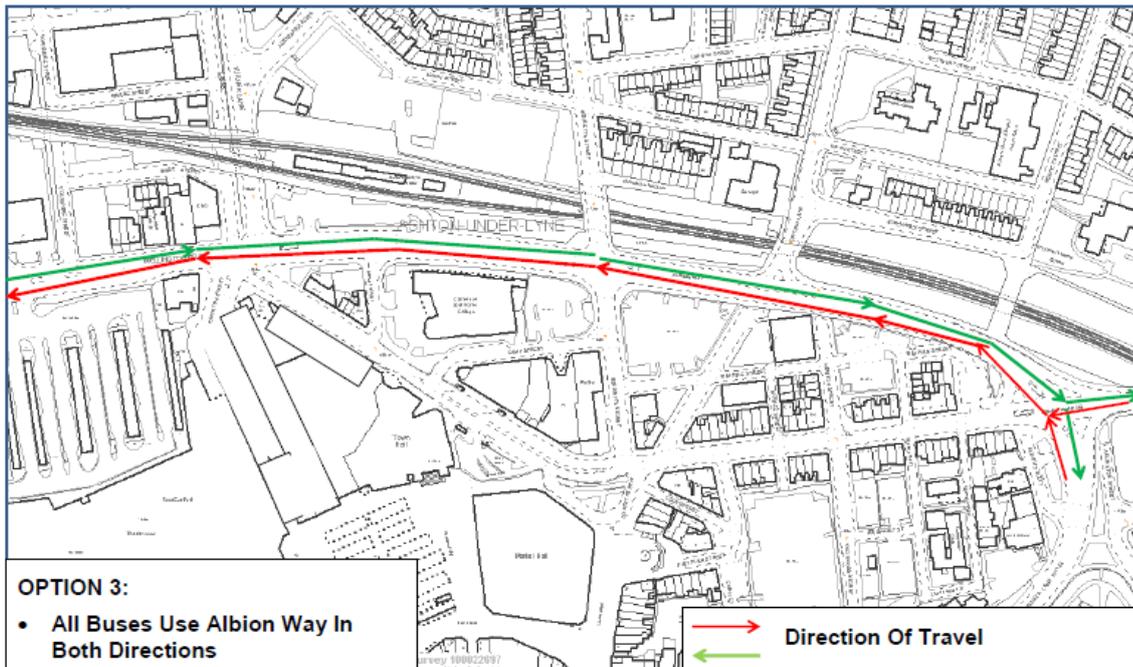
- Underpins the provision of vehicular free, permeable and accessible public space linking Clarendon College and the Shared Service Centre to Ashton Market and other civic space within the market and wider retail area.
- Enables the removal of poorly located and sub-standard bus stops on Penny Meadow.
- Reduces vehicular flows along Penny Meadow - reducing issues of noise and pollution.

Weaknesses:

- Unlikely to be favoured by bus operators
- Buses and potential pick up and drop off points likely to be remote from area of retail and other town centre activity.
- Potential reduction in retail activity along Penny Meadow once bus movement in area is moved away.
- May compromise any potential future environmental improvement considerations along Albion Way
- High relative cost of implementation

Potential Scheme costs:

	£k
Traffic Regulation Order Costs	2
Removal of exiting filter at Turner Lane junction	10
New Bus Stops/ Relocated Bus stops resulting in major retaining wall structures along Albion Way	200
Minor civil works associated with initiative	18
Total	230



4.0 OPTION CONSIDERATIONS AND PROPOSED WAY FORWARD

- 4.1 **Option 1:** Of the three alternatives set out above, Option 1 promotes the status quo. Whilst this has the advantage of being an established local route, buses will travel through the proposed public realm, creating unnecessary noise and pollution, undermining the whole ethos of the wider pedestrian connectivity for the area.
- 4.2 In addition the proposal is in a potential conflict zone, more particularly with increasing pedestrian numbers as the new build facilities are fully occupied.
- 4.3 **It is suggested that at this stage Option 1 is rejected**
- 4.4 **Option 2:** This option would appear to be the most practicable solution. Only the outbound bus routing is changed from the current situation. Buses do not conflict with the proposed pedestrian public space and they are routed as near as possible to the serve the town centre area.
- 4.5 The existing right turn signal filter, for bus movement onto Wellington Road at the Turner Lane junction is moved under 200m further along Albion Way to Henrietta Street where a new right signal filter would be introduced. In addition, new and relocated bus stops will be introduced near the Henrietta Street and Wellington Road junction to serve the market area.
- 4.6 **It is suggested that Option 2 is considered as being the appropriate way forward**
- 4.7 **Option 3:** In practice buses could use Wellington Road and Albion Way between the new Interchange and Penny Meadow in each direction. Although this may actually speed up bus journeys, there are a number of other issues to consider. These include the introduction of relatively expensive and remote bus stop provision between Penny Meadow and the interchange in both directions and the lack of passenger activity in the Penny Meadow retail area.
- 4.8 In addition Transport for Greater Manchester and the bus operators have objected to this proposal.

4.9 **It is suggested that at this stage Option 3 is rejected.**

4.10 A number of other routing options have been considered but currently discounted. These are summarised below for information.

Rejected Option	Suggested Rejected Reason
Inbound buses use Penny Meadow, Camp Street and onto Albion Way.	<ul style="list-style-type: none"> • Major Issues associated with noise and pollution from bus activity especially around Clarendon Sixth Form College • Road safety issues with bus movement running close to pedestrianised area of Wellington Road. • Longer bus journey times into town centre – unlikely to be favoured by bus operators • Difficult bus turning manoeuvres
Inbound buses use Stamford Street and Booth Street to access new interchange. Introduction of new bus stops along route	<ul style="list-style-type: none"> • Routing along Stamford Street likely limited to a small number of existing services • Potential loss of trade to Penny Meadow area • May potentially add to bus journey times • Potential issues with vehicular manoeuvrability around Stamford Street, Booth Street and other roads to Interchange
Outward Bound buses To Use Old Street	<ul style="list-style-type: none"> • Part pedestrianised existing route • Additional bus journey times which may result in less frequent bus services or the introduction of another vehicle increasing overall cost. • A number of one way issues to be addressed to enable Old Street to run in a west to east direction. • Routing issues need to be considered around Old Street and Bow Street/ Warrington Street one way loop
Buses from the east of the borough utilising Park Parade to access and egress the Town centre via Cavendish Street or Oldham Road respectively	<ul style="list-style-type: none"> • Buses being unable to penetrate the town centre area as part of their journeys in and out of the Town centre. • Lack of bus stop provision for last mile of route for both inward and outward bound journeys.

5.0 OTHER CONSIDERATIONS

5.1 **Transport for Greater Manchester and Local Bus Operators:** Transport for Greater Manchester and the relevant local bus operators have been consulted on the above proposals.

5.2 In presenting the above options both TfGM and the operators would have preferred to see buses reinstated both ways along Wellington Road between Turner Lane and Penny Meadow. Generally, however, they accept the principal of a wider public realm extending towards the Clarendon Sixth Form College and beyond with linked increases in pedestrian flows across Wellington Road.

5.3 Of the options presented there was general agreement that Option 2, with buses using Penny Meadow, Henrietta Street and Albion Way, was the most practical solution with relocated bus stops on Henrietta Street for outbound buses and a new bus stop towards the lower end of Penny Meadow for inbound travel.

- 5.4 **Traffic Regulation Order Considerations:** In order to permanently implement any of the above options, which involves the removal of vehicular traffic from a road, or specific type of vehicle, the making of appropriate traffic regulation orders are required.
- 5.5 Generally this can be done via an experimental or permanent traffic regulation order. The former can be introduced with a minimum seven day notice but is subject to future amendments should any objections be upheld during the first six months of its implementation.
- 5.6 For a permanent order a minimum 21 day notice is advertised and any objections are dealt with either during or post the notice period. Given that we have consulted with the two parties most affected by the proposed order, TfGM and the bus operators as noted above, it is proposed that a permanent traffic regulation order is secured from the outset for the Prohibition of Driving Order between Camp St and Harley St.
- 5.7 **Passenger Surveys:** In April 2016 a two day bus passenger survey was undertaken to ascertain shopping habits. These were at off-peak times on a Friday and Saturday thus reflecting an older age profile of respondents. Those surveyed were mainly aged above 45 with a majority aged between 65-74 years old. Whilst the sample was relatively small those tending to alight at Penny Meadow suggested that they tended to start their shopping at the market area making their way through the Ladysmith and Arcades shopping centres to catch the bus at the interchange.
- 5.8 Regular bus passenger numbers, however, have been observed catching the bus on Wellington Road opposite the market when leaving Ashton.
- 5.9 **Bus Reform:** In the longer term Bus Reform may provide an opportunity to examine more fundamental routing options for buses accessing Ashton and indeed other town centres within the borough.
- 5.10 **Shuttle Bus Provision:** With the removal of vehicular traffic along Wellington Road, opportunities presented as a result of the wider Vision Tameside Initiative and the new Transport Interchange, costs have been obtained to provide a single shuttle bus linking the shopping centre with various heavily used linkages both within the town centre and areas such as the hospital, college and other locations. For the provision of a single bus complete with driver, Monday to Saturday, costs are estimated to be over £100k per annum.
- 5.11 **Programme Implementation:** Assuming approval of Option 2 within the report, where both inbound and outbound buses use Penny Meadow, Henrietta Street and Albion Way in both directions, a number of statutory and other linked processes have to be followed. These are summarised below, and assume that no objections are received during the advertisement period:

Action		Lead	Start	Finish
Executive Cabinet	Approval			23/01/19
Making of Permanent order	Advertise (Four Week Period)	TMBC	31/01/19	28/02/19
Sealing of Order	Implementation	TMBC	28/02/19	08/03/19
Notification of bus stop relocation	TfGM bus stop relocation consultation period	TfGM	28/02/19	08/03/19
Implementation		TfGM	28/02/19	08/03/19

Action		Lead	Start	Finish
Relocation of outbound bus stop provision	From Wellington Rd (outside Engine Room/ Ash Tree pub area) to Henrietta Street: (Adjacent Car Park and area of Pizza Hut) Includes moving/ renewal of shelters plus electrical connections	TfGM	11/03/19	03/05/19
Relocation of bus stop provision	Relocating Penny Meadow alighting only (from higher end of Penny Meadow to as close as possible to junction with Wellington Rd)	TfGM	11/03/19	03/05/19
Traffic signals: Procure and fix new Right Hand Turn Filter Signal	Albion Way eastbound - right turn into Henrietta Street. Eight week order and implementation plus switch over from Turner Lane Signals. Dates to tie in with other works (Initial Four Week Implementation once order is received by TfGM)	TfGM	11/03/19	03/05/19
Switch off and removal of Redundant Traffic signals at Turner lane junction	Switch off/ remove redundant right turn traffic signal into Turner lane from Wellington Road. Eight week order and implementation plus set up. Dates to tie in with other works (Initial Four Week Implementation once order is received by TfGM)	TfGM	11/03/19	03/05/19
Other minor civil works	Modification of Henrietta Street and other area "signs and lines" plus other minor works	TMBC	11/03/19	03/05/19
Complete removal of all bus traffic from Wellington Road between Clarendon Sixth Form College and Shared Service Centre		Monday 6 th May 2019		

6.0 RISK ANALYSIS

6.1 A risk analysis shows there are a number of issues associated with the routing of buses away from traditional town centre areas. These are highlighted below.

Risk	Effects	Mitigation
Loss of trade for existing retail frontages along Penny Meadow should buses be diverted away from area	Potential for additional shop voids	To ensure the provision of buses to serve such frontages where possible as part of rerouting considerations. Potential Shuttle Bus provision: although prohibitively expensive solution
Traffic congestion issues on revised bus routing options	Wider traffic congestion in immediate locality Increased noise and pollution	The revised bus routing is unlikely to cause further congestion or increased noise pollution in the immediate area.
Increased air pollution issues along Wellington Rd and Albion Way as a result of revised bus routing.	Increased air pollution	The revised bus routing is unlikely to cause further air pollution in the immediate area.

Risk	Effects	Mitigation
Objections received as a result of statutory advertising of orders	Potential scheme delay	<p>The main organisations affected by the initiative, Transport for Greater Manchester and the Bus Operators, have already been consulted and whilst they would prefer the previous “status quo” appear to have accepted the alternative option 2 scenario.</p> <p>Any specific objections submitted by the bus operators and not addressed by the local authority will be subject to a “public inquiry ... held by an inspector appointed by the order making authority and selected from a panel of persons chosen by the Secretary of State to hold such inquiries”².</p> <p><i>Any objections received from parties other than bus operators will need to be considered by officers and reported to the Council’s Speakers Panel or Strategic Capital Panel for determination.</i></p>
Increased bus routing costs as a result of revised routes	Potential for reduced service, increased fares or both	Work with TfGM and bus operators to minimise effect
Lack of awareness of revised bus routing by potential bus passengers	Negative publicity issues, passenger confusion and increase of car borne traffic	Extensive user communication of route change initiative to minimise potential problems

7.0 CONCLUSION

- 7.1 The need to promote Ashton as the major retail and administrative centre for Tameside and for users to experience a welcoming, friendly environment in support of this aim is critical to the town’s future.
- 7.2 The proposed initiatives highlighted within this report will help make a major contribution to this aim.

8.0 RECOMMENDATIONS

- 8.1 The recommendations are set out at the front of the report.

² <http://www.legislation.gov.uk/ukxi/1996/2489/regulation/9/made>

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