

**NORTH STRATEGIC NEIGHBOURHOOD FORUM**

**Day:** Tuesday  
**Date:** 16 October 2018  
**Time:** 6.30 pm  
**Place:** Age UK Tameside, 131 Katherine Street, Ashton, OL6 7AW

Item No.	AGENDA	Page No
1.	<b>CONSULTATION ITEMS</b>	
a)	<b>OVER THE COUNTER PRESCRIBING</b> To consider consultation on Over the Counter Prescribing.	1 - 10
b)	<b>ALCOHOL MISUSE REVIEW</b> To receive a presentation from the Director of Population Health on Alcohol Misuse consultation.	
c)	<b>HEALTHY LIFESTYLES WALKING AND CYCLING IN TAMESIDE</b> To receive a presentation from the Director of Population Health / Director of Operations and Neighbourhoods consulting on walking and cycling in Tameside.  For further background information on the consultation visit: <a href="https://tfgm.com/made-to-move/beelines">https://tfgm.com/made-to-move/beelines</a>	
2.	<b>FOR INFORMATION / UPDATE</b>	
a)	<b>ENGAGEMENT AND CONSULTATION STRATEGY</b> To receive report setting out the Consultation and Engagement Strategy.	11 - 38
b)	<b>SCHOOLS STRATEGY</b> To receive report setting out the Schools Strategy.	39 - 84
c)	<b>CUSTOMER SERVICE EXCELLENCE</b> To receive report informing Members of the outcome of the Customer Service Excellence assessment.	85 - 96
d)	<b>EVENTS PANEL</b> To receive report setting up an Events Panel.	97 - 112

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# Agenda Item 1.a

**Report To:** NORTH STRATEGIC NEIGHBOURHOOD FORUM

**Date:** 16 October 2018

**Reporting Officer:** Peter Howarth, Head of Medicines Management, Tameside & Glossop CCG

**Subject:** **CCG CONSULTATION ON IMPLEMENTATION OF NHSE GUIDANCE ON CONDITIONS FOR WHICH OVER THE COUNTER ITEMS SHOULD NOT ROUTINELY BE PRESCRIBED IN PRIMARY CARE**

**Report Summary:** The report:

- Highlights the background and range of therapeutic area covered in the consultation;
- The key questions that need to be addressed; and
- Potential local savings.

**Recommendations:** That Strategic Neighbourhood Forums provide feedback on models of implementation and in particular answers to key questions:

- Should the CCG take the NHSE guidance into account and formulate local policies to implement this guidance locally?
- Should the general exemptions be adopted as they are or changed in any way?
- The exemption around social vulnerability needs local agreed definition.
- Should the guidance apply to all NHS supplies, including Minor Ailments Scheme?
- Is there agreement that all the conditions/medicines listed are to be included? Should more be included? Should the exemptions be broadened or reduced?

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

<b>Budget Allocation (if Investment Decision)</b>	Not applicable
<b>CCG or TMBC Budget Allocation</b>	CCG.
<b>Integrated Commissioning Fund Section – S75, Aligned, In-Collaboration</b>	Section 75 and In Collaboration (NHSE delegated co-commissioning) funding sources of the ICF.
<b>Decision Body – SCB, Executive Cabinet, CCG Governing Body</b>	SCB for the S75 elements. CCG Governing Body for the delegated co-commissioning elements (via Primary Care Committee).

<b>Value For Money Implications – e.g. Savings Deliverable, Expenditure Avoidance, Benchmark Comparisons</b>	Until consultation is completed and a decision on the chosen option is known, it is not possible to finalise costs. However, it is anticipated a saving of £20,000 per annum would be realised.
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**Legal Implications:  
(Authorised by the  
Borough Solicitor)**

An open and transparent consultation process is being undertaken to attract maximum public engagement in order to ensure the public sector equality duty has been complied with. This should be reflected in the Equality Impact Assessment, which decision makers must have due regard to before making any decision. The level of engagement means that it is appropriate that sufficient time is taken to consider all responses appropriately and any necessary changes / mitigations as a response.

**Risk Management:**

Ensuring we take a broad range of public and professional views. For which a Impact and Equality Assessment needs to be completed.

**Access to Information:**

The background papers relating to this report can be inspected by contacting:

Peter Howarth - Head of Medicines Management, Tameside & Glossop CCG

Telephone: 07791020289

e-mail: [peter.howarth@nhs.net](mailto:peter.howarth@nhs.net)

## **1. BACKGROUND**

- 1.1 In April 2018, following a 12 week consultation, National Health Service England (NHSE) issued guidance on conditions for which over the counter items should not routinely be prescribed in primary care.
- 1.2 This guidance is addressed to CCGs to support them to fulfil their duties around appropriate use of NHS resources. NHSE expect CCGs to take the proposed guidance into account in formulating local policies, unless they can articulate a valid reason to do otherwise, and for prescribers to reflect local policies in their prescribing practice. The guidance does not remove the clinical discretion of the prescriber in accordance with their professional duties.
- 1.3 The objective of this guidance is to support CCGs in their decision-making, to address unwarranted national variation, and to provide clear national advice to make local prescribing practices more effective. Within GM Bury CCG has enacted similar but more limited in terms of conditions guidance locally. Derbyshire CC have enacted this guidance but with additional conditions.
- 1.4 By reducing spend on treating conditions that are self-limiting or which lend themselves to self-care, or on items for which there is little evidence of clinical effectiveness, these resources can be used for other higher priority areas that have a greater impact for patients, support improvements in services and / or deliver transformation that will ensure the long-term sustainability of the NHS.
- 1.5 In the year prior to June 2017, the NHS spent approximately £569 million on prescriptions for medicines, which could otherwise be purchased over the counter from a pharmacy and / or other outlets such as petrol stations or supermarkets.

## **2. PROMOTION OF THE SELF-CARE AGENDA**

- 2.1 For Tameside and Glossop if these guidelines are implemented as they stand locally at a 70% success, we would never achieve 100%, the saving to the local economy in terms of spend on medicines would be around £220,000 per annum.
- 2.2 The overriding issue behind the guidance is the need for the promotion of the self-care agenda.

## **3. LIMITING THE PRESCRIPTION OF OVER THE COUNTER PRODUCTS**

- 3.1 The consultation sets out proposals for national guidance for CCGs on the prescribing of 'over the counter products' for 35 minor and / or self-limiting conditions. This guidance is intended to encourage people to self-care for minor self-treatable and / or self-limiting conditions only.
- 3.2 NHSE have identified three facets of this guidance:
  - A condition that is self-limiting and does not require medical advice or treatment as it will clear up on its own;
  - A condition that is a minor illness and is suitable for self-care and treatment with items that can easily be purchased over the counter from a pharmacy.

And in the case of vitamins, minerals and probiotics, these are classified as:

- Medicines of low clinical effectiveness, where there is a lack of robust evidence for clinical effectiveness.

3.3 For vitamins, minerals, probiotics and those self-limiting conditions where there is limited evidence of clinical effectiveness for the treatments used (e.g. over the counter items for cough, sore throat and infant colic) then the general exceptions do not apply. Specific exceptions are included (if applicable) under the relevant item and / or condition. This may need to be considered further when implementing the guidance locally.

#### **General Exceptions to the Guidance**

3.4 This guidance applies to all patients, including those who would be exempt from paying prescription charges, unless they fall under the exceptions outlined. There are however, certain scenarios where patients should continue to have their treatments prescribed and these are outlined below:

- Patients prescribed an over the counter treatment for a long term condition (e.g. regular pain relief for chronic arthritis or treatments for inflammatory bowel disease).
- For the treatment of more complex forms of minor illnesses (e.g. severe migraines that are unresponsive to over the counter medicines).
- For those patients that have symptoms that suggest the condition is not minor (i.e. those with red flag symptoms for example indigestion with very bad pain.)
- Treatment for complex patients (e.g. immunosuppressed patients).
- Patients on prescription only treatments.
- Patients prescribed over the counter products to treat an adverse effect or symptom of a more complex illness and / or prescription only medications should continue to have these products prescribed on the NHS.
- Circumstances where the product licence doesn't allow the product to be sold over the counter to certain groups of patients. This may vary by medicine, but could include babies, children and / or women who are pregnant or breast-feeding. Community Pharmacists will be aware of what these are and can advise accordingly.
- Patients with a minor condition suitable for self-care that has not responded sufficiently to treatment with an over the counter product.
- Patients where the clinician considers that the presenting symptom is due to a condition that would not be considered a minor condition.
- Circumstances where the prescriber believes that in their clinical judgement, exceptional circumstances exist that warrant deviation from the recommendation to self-care.
- Individual patients where the clinician considers that their ability to self-manage is compromised as a consequence of medical, mental health or significant social vulnerability to the extent that their health and/or wellbeing could be adversely affected, if reliant on self-care. To note NHSE state that being exempt from paying a prescription charge does not automatically warrant an exception to the guidance. Consideration should also be given to safeguarding issues.

#### **Minor Ailments Schemes**

3.5 Tameside & Glossop in line with many areas has a locally commissioned pharmacy based Minor Ailments Scheme. A patient can go to a pharmacy and obtain medicine to treat a listed minor condition directly without need to visit a GP or buy the medicine. The same exemptions apply as per an FP10 (prescription).

3.6 Not an immediate part of the guidance but linked by implication there is a question of whether this guidance should apply to all NHS supplies so from pharmacies on the minor ailments scheme as well as GP prescribing.

## 4. EQUALITY IMPACT ASSESSMENT

4.1 The EIA is a work in progress and will be developed further to ensure it responds to issues raised within the consultation and explores whether additional mitigations will be required.

- The consultation sets out proposals for national guidance for CCGs on the prescribing of 'over the counter products' for 35 minor and / or self-limiting conditions (see **Appendix 1**). This guidance is intended to encourage people to self-care for minor self-treatable and / or self-limiting conditions only.

4.2 NHSE have identified three facets of this guidance:

- A condition that is self-limiting and does not require medical advice or treatment as it will clear up on its own.
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And in the case of vitamins, minerals and probiotics, these are classified as:

- Medicines of low clinical effectiveness, where there is a lack of robust evidence for clinical effectiveness.
- For vitamins, minerals, probiotics and those self-limiting conditions where there is limited evidence of clinical effectiveness for the treatments used (e.g. over the counter items for cough, sore throat and infant colic), then the general exceptions do not apply. Specific exceptions are included (if applicable) under the relevant item and / or condition. This may need to be considered further when implementing the guidance locally.

### **General Exceptions to the Guidance:**

4.3 This guidance applies to all patients, including those who would be exempt from paying prescription charges, unless they fall under the exceptions outlined. There are however, certain scenarios where patients should continue to have their treatments prescribed and these are outlined below:

- Patients prescribed an OTC treatment for a long term condition (e.g. regular pain relief for chronic arthritis or treatments for inflammatory bowel disease).
- For the treatment of more complex forms of minor illnesses (e.g. severe migraines that are unresponsive to over the counter medicines).
- For those patients that have symptoms that suggest the condition is not minor (i.e. those with red flag symptoms for example indigestion with very bad pain.)
- Treatment for complex patients (e.g. immunosuppressed patients).
- Patients on prescription only treatments.
- Patients prescribed over the counter products to treat an adverse effect or symptom of a more complex illness and / or prescription only medications should continue to have these products prescribed on the NHS.
- Circumstances where the product licence doesn't allow the product to be sold over the counter to certain groups of patients. This may vary by medicine, but could include babies, children and / or women who are pregnant or breast-feeding. Community Pharmacists will be aware of what these are and can advise accordingly.
- Patients with a minor condition suitable for self-care that has not responded sufficiently to treatment with an over the counter product.
- Patients where the clinician considers that the presenting symptom is due to a condition that would not be considered a minor condition.

- Circumstances where the prescriber believes that in their clinical judgement, exceptional circumstances exist that warrant deviation from the recommendation to self-care.
- Individual patients where the clinician considers that their ability to self-manage is compromised as a consequence of medical, mental health or significant social vulnerability to the extent that their health and / or wellbeing could be adversely affected, if reliant on self-care. To note NHSE state that being exempt from paying a prescription charge does not automatically warrant an exception to the guidance. Consideration should also be given to safeguarding issues.

4.4 A potential equality impact of these proposals has been considered by NHSE who believe that the proposals are likely to have a neutral impact on the health of individuals with protected characteristics. Tameside and Glossop will carry out its own Equality Impact Assessment as part of the consultation for implementation exercise.

4.5 Tameside and Glossop in line with many areas has a locally commissioned pharmacy based Minor Ailments Scheme. A patient can go to a pharmacy and obtain medicine to treat a listed minor condition directly without need to visit a GP or buy the medicine. The same exemptions apply as per an FP10 (prescription). Not an immediate part of the guidance but linked by implication there is a question of whether this guidance should apply to all NHS supplies so from pharmacies on the minor ailments scheme as well as GP prescribing.



# APPENDIX 1

## CONDITIONS COVERED BY GUIDANCE AND EXEMPTIONS

Condition/Item	
Probiotics	ACBS approved indication or as per local policy.
Vitamins and Minerals	Iron deficiency anaemia. Demonstrated vitamin D deficiency (NB not maintenance) Calcium and vitamin D for osteoporosis Malnutrition including alcoholism .
Acute Sore Throat	'Red Flag' symptoms  <b>See a GP if:</b> your sore throat doesn't improve after a week you often get sore throats you're worried about your sore throat you have a sore throat and a very high temperature, or you feel hot and shivery you have a weakened immune system – for example, because of diabetes or chemotherapy A severe or long-lasting sore throat could be something like strep throat (a bacterial throat infection).
Cold Sores	Immunocompromised patients. 'Red flag' symptoms  <b>See a GP if:</b> the cold sore hasn't started to heal within 10 days you're worried about a cold sore or think it's something else the cold sore is very large or painful you or your child also have swollen, painful gums and sores in the mouth (gingivostomatitis) you're pregnant – there's an increased risk of <a href="#">neonatal herpes</a> you have a weakened immune system – for example, because of chemotherapy or diabetes
Conjunctivitis	'Red Flag' symptoms  <b>See a GP if:</b> your baby has red eyes – <b>get an urgent appointment if your baby is less than 28 days old</b> you wear contact lenses and have conjunctivitis symptoms as well as spots on your eyelids – you might be allergic to the lenses your symptoms haven't cleared up after 2 weeks

Coughs and Colds and Nasal Congestion	<p>'Red Flag' symptoms</p> <p><b>See a GP if:</b></p> <ul style="list-style-type: none"> <li>your symptoms don't improve after three weeks</li> <li>your symptoms get suddenly worse</li> <li>your temperature is very high or you feel hot and shivery</li> <li>you're concerned about your child's symptoms</li> <li>you're finding it hard to breathe or develop chest pain</li> <li>you have a long-term medical condition – for example, diabetes, or a heart, lung, kidney or neurological disease</li> <li>you have a weakened immune system – for example, because you're having chemotherapy</li> </ul>
Cradle Cap	If causing distress to the infant and not improving
Haemorrhoids	<p>'Red Flag' symptoms</p> <p>Speak to your GP if your symptoms don't get better or you experience pain or bleeding.</p>
Infant Colic	<p>'Red Flag' Symptoms</p> <ul style="list-style-type: none"> <li>has a weak, high-pitched, or continuous cry</li> <li>seems floppy when you pick them up</li> <li>isn't feeding</li> <li>vomits green fluid</li> <li>has blood in their poo</li> <li>has a fever of 38C or above (if they're less than three months old) or 39C or above (if they're three to six months old)</li> <li>has a bulging fontanelle (the soft spot at the top of a baby's head)</li> <li>has a fit (seizure)</li> <li>turns blue, blotchy, or very pale</li> <li>has breathing problems, such as breathing quickly or grunting while breathing</li> </ul>
Mild Cystitis	<p>'Red Flag' symptoms</p> <ul style="list-style-type: none"> <li>you're not sure whether you have cystitis</li> <li>your symptoms don't start to improve within a few days</li> <li>you get cystitis frequently</li> <li>you have severe symptoms, such as <a href="#">blood in your urine</a>, a fever or pain in your side</li> <li>you're pregnant and have symptoms of cystitis</li> <li>you're a man and have symptoms of cystitis</li> <li>your child has symptoms of cystitis</li> </ul>
Contact Dermatitis	Only general exceptions apply
Dandruff	Only general exceptions apply
Diarrhoea (Adults)	Only general exceptions apply
Dry Eyes / Sore (tired) eyes	Only general exceptions apply
Earwax	Only general exceptions apply

Excessive sweating (mild – moderate hyperhidrosis)	Only general exceptions apply
Head Lice	Only general exceptions apply
Indigestion and Heartburn	Only general exceptions apply
Infrequent Constipation	Only general exceptions apply
Infrequent Migraines	Only general exceptions apply
Insect bites and stings	Only general exceptions apply
Mild Acne	Only general exceptions apply
Mild Dry Skin	Only general exceptions apply
Sunburn / Sun Protection	ACBS approved indication of photodermatoses (i.e. where skin protection should be prescribed) See earlier for general exceptions
Mild to Moderate Hay fever / Seasonal Rhinitis	Only general exceptions apply
Minor Burns and Scalds	See earlier for general exceptions. No routine exceptions have been identified. However more serious burns always require professional medical attention. Burns requiring hospital A&E treatment include but are not limited to: <input type="checkbox"/> all chemical and electrical burns; <input type="checkbox"/> large or deep burns; <input type="checkbox"/> burns that cause white or charred skin; <input type="checkbox"/> burns on the face, hands, arms, feet, legs or genitals that cause blisters.
Minor conditions associated with pain, discomfort and/fever. (e.g. aches and sprains, headache, period pain, back pain)	Only general exceptions apply
Mouth Ulcers	Only general exceptions apply
Nappy Rash	Only general exceptions apply
Prevention of dental caries	Only general exceptions apply
Ringworm / Athletes foot	General exceptions and lymphoedema or history of lower limb cellulitis
Teething / Mild Toothache	Only general exceptions apply
Threadworms	Only general exceptions apply
Travel Sickness Tablets	Only general exceptions apply

## APPENDIX 2

### ENGAGEMENT PROGRAMME

It was agreed that within Tameside & Glossop a range of engagement activity as detailed below would be undertaken to gather views on local implementation of the NHS England guidance. The program proposed would cover a 12 week period from 22 June 2018 to 14 September 2018.

- Online survey – open from 22 June 2018 to 14 September 2018. <https://www.tameside.gov.uk/tbc/NHSEGuidanceforOtC>
- PEN Conference – 27 June 2018 – workshop (up to 60 stakeholders across three workshops)
- PNG – attendance at the three Patient Neighbourhood Groups
- Bespoke / targeted workshop
- Scrutiny – attend Tameside Council and Derbyshire/High Peak
- Equality Impact assessment

### Supporting information

The following documents from NHS England are attached as supporting information

Conditions for which over the counter items should not routinely be prescribed in primary care:

- Guidance for CCGs
- Frequently Asked Questions

Further supporting information from NHS England is available on the links below

- [Equality and Health Inequalities Analysis Form](#)
- [Consultation Report of Findings](#)

<b>Report To:</b>	<b>NORTH STRATEGIC NEIGHBOURHOOD FORUM</b>
<b>Date:</b>	16 October 2018
<b>Reporting Officer:</b>	Sandra Stewart, Director - Governance and Pensions Sarah Dobson, Assistant Director - Policy, Performance and Communications
<b>Subject:</b>	<b>ENGAGEMENT AND CONSULTATION STRATEGY</b>
<b>Report Summary:</b>	<p>This report provides an update on the approach to engagement and consultation for Tameside and Glossop Strategic Commission (Tameside Council and NHS Tameside and Glossop Clinical Commissioning Group). Much of this work is delivered in partnership with Tameside and Glossop Integrated Care NHS Foundation Trust. The approach is relevant to all aspects of service delivery, all the communities of Tameside and Glossop and wider multi-agency partnership working. The approach to engagement is founded on a multi-agency conversation about 'place shaping' for the future prosperity of Tameside and Glossop and its communities.</p> <p>The report briefly re-iterates the agreed approach to engagement and consultation activity when undertaking service redesign projects, then summarises work to date and finally outlines the key next steps.</p>
<b>Recommendations:</b>	To note the content of the report.
<b>Links to Corporate Plan:</b>	The Corporate Plan outlines the priorities for improving outcomes for local communities. An effective approach, as outlined in the report, will ensure those priorities are still relevant and outcomes are being improved.
<b>Policy Implications:</b>	In line with Council policy.
<b>Financial Implications: (Authorised by the Section 151 Officer)</b>	There are no financial implications as a result of this report.
<b>Legal Implications: (Authorised by the Borough Solicitor)</b>	It is important that on an ongoing basis service leads, practitioners, commissioners and contract managers engage with service users, the public and patients. Alongside this they should be collating and analysing a range of management, business and contract information. Doing so ensures sufficient evidence is available to understand the impact (including any equalities related impact by protected characteristic group), quality and effectiveness of the service and/or contract. This is of particular importance when undertaking a change in service provision and/or a contract.
<b>Risk Management:</b>	The report outlines an approach that ensures both Tameside Council and Tameside and Glossop NHS Clinical Commissioning Group (as Tameside and Glossop Strategic Commission) discharge their obligations with regard to engagement, consultation and equality.

**Access to Information:**

The background papers relating to this report can be inspected by contacting Jody Smith – Policy, Research & Improvement Manager – Policy, Performance & Communications – Governance & Pensions.



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## 1. PURPOSE OF THE REPORT

- 1.1 This report provides an update on the approach to engagement and consultation for Tameside and Glossop Strategic Commission (Tameside Council and NHS Tameside and Glossop Clinical Commissioning Group). Much of this work is delivered in partnership with Tameside and Glossop Integrated Care NHS Foundation Trust. The approach is relevant to all aspects of service delivery, all the communities of Tameside and Glossop and wider multi-agency partnership working. The approach to engagement is founded on a multi-agency conversation about 'place shaping' for the future prosperity of Tameside and Glossop and its communities.

## 2. BACKGROUND AND APPROACH

- 2.1 On an ongoing basis service leads, practitioners, commissioners and contract managers should be engaging with service users, the public and patients. Alongside this they should be collating and analysing a range of management, business and contract information. By doing so they are ensuring they have sufficient evidence to understand the impact (including any equalities related impact by protected characteristic group), quality and effectiveness of the service and/or contract.
- 2.2 When undertaking a change in service provision and/or a contract further targeted work is required to ensure any decision to change that service or contract is safe and sound and supported by an evidence base that has regard to the law and the impact on equalities, quality and the public, patients and service users. The ongoing work referred to above is the starting point but additional information gathering, analysis and impact assessment is required where the aspects listed below are changing, or there will be some level of impact as a result of a new model of service delivery:
- Thresholds, triggers and entitlement to receive services
  - Physical location of services or the method of access to services
  - Types of equipment, adaptations, treatments or therapies provided
  - Length of time or frequency services and treatments are provided for
- 2.3 The joint approach to engagement and consultation has three broad elements – strategic engagement; thematic engagement (or pre-consultation) and consultation. All of which should be supported by an assessment of impact by protected characteristic group (Equality Impact Assessment).

STRATEGIC ENGAGEMENT	THEMATIC ENGAGEMENT (pre-consultation)	CONSULTATION
Approach, principles and direction of travel	New and developing models / emerging ideas	Service specific proposals

- 2.4 The Partnership Engagement Network (further detail in section 3.0 and 4.0) is a mechanism that facilitates strategic discussion, direction setting and buy-in. Where services are undertaking thematic or neighbourhood engagement (i.e. operational engagement) on a specific proposal or topic, the service needs to ensure relevant steps are taken to collect, understand and consider public, patient and stakeholder views; this could be done in a number of ways including focus groups, workshops, task & finish groups, surveys, service monitoring questionnaires etc.

2.5 It is important to note and re-state that the approach outlined is a guide and not prescriptive. Flexibility will be necessary depending on different circumstances.

### 3. PARTNERSHIP ENGAGEMENT NETWORK (PEN)

3.1 At its best, meaningful and effective public and patient engagement is a range of different activities where each element informs the development of specific projects or plan and the whole provides a strategic view to guide forward plans for the area – ‘place shaping’. With this in mind, it was agreed in the summer of 2017 to establish a Partnership Engagement Network to deliver a strategic approach to engagement and consultation across Tameside and Glossop.

3.2 The Partnership Engagement Network is a multi-agency approach to provide public and partners with an identified and structured method to influence the work of public services and to proactively feed in issues and ideas. The approach ensures that the structures exist to have ongoing conversation with the public and stakeholders and creates forums for people and organisations to get their voices heard, but also to hear about and contribute to the development of public sector programmes and work.

3.3 More detail on the Partnership Engagement Network is attached at **Appendix 1**.

### 4. PARTNERSHIP ENGAGEMENT NETWORK CONFERENCES AND FORUMS

4.1 There have now been three Tameside and Glossop Partnership Engagement Network Conferences:

- 13 October 2017 at Hyde Town Hall
- 28 February 2018 at Dukinfield Town Hall
- 27 June 2018 at Dukinfield Town Hall

4.2 The Partnership Engagement Network Conferences are organised and attended by colleagues from the Tameside and Glossop Strategic Commission (Tameside Council and NHS Tameside and Glossop Clinical Commissioning Group) and Tameside and Glossop Integrated Care NHS Foundation Trust along with public, stakeholders, partners, and voluntary, community and faith sectors.

4.3 Each conference has consisted of a series of presentations and facilitated workshops during which delegates can input on the development of options, emerging ideas and specific issues and challenges currently facing Tameside and Glossop. The discussions and feedback captured during these workshops have been used to provide data, information, evidence and insight to the development of public services in Tameside and Glossop.

4.4 Details of the presentations and workshops delivered at each conference and the numbers of participants are detailed in the following table:

Conference	Presentations	Facilitated Workshops	Participant Numbers
13 October 2017	<ul style="list-style-type: none"> <li>• Partnership Engagement Network Approach</li> <li>• Shared Priorities &amp; Objectives</li> <li>• Care Together</li> </ul>	<ul style="list-style-type: none"> <li>• Integrated Neighbourhoods</li> <li>• Intermediate Care proposals</li> <li>• Patient voice in care and support planning</li> <li>• Mental Health</li> <li>• Preventing Homelessness Strategy</li> </ul>	Over 60



Conference	Presentations	Facilitated Workshops	Participant Numbers
		<ul style="list-style-type: none"> <li>• Air quality</li> </ul>	
28 February 2018	<ul style="list-style-type: none"> <li>• Patient Choice</li> <li>• Active Ageing</li> <li>• Partnership Engagement Network Update</li> </ul>	<ul style="list-style-type: none"> <li>• Patient Choice</li> <li>• Active Ageing Strategy</li> <li>• One Equality Scheme</li> <li>• Preventing hateful extremism and promoting social cohesion</li> <li>• Development of a new 'Compact'</li> <li>• Public Behaviour Change (Self Care Alliance)</li> </ul>	Over 50 *
27 June 2018	<ul style="list-style-type: none"> <li>• Improving Access to Primary Care</li> <li>• Partnership Engagement Network Update</li> <li>• What Matters to You</li> </ul>	<ul style="list-style-type: none"> <li>• Working Together to Tackle and Prevent Homelessness</li> <li>• Identifying &amp; Supporting Ex-Service Personnel in the Armed Forces Covenant</li> <li>• Increasing Digital Skills and Employment</li> <li>• Prescribing of Over the Counter Medicine</li> <li>• Planning at End of Life</li> <li>• Improving Access to Primary Care</li> </ul>	Over 80

\* Over 80 participants signed up to attend but a large number of apologies were received on the morning due to the adverse weather conditions

4.5 All participants at each conference were invited to take part in a post conference feedback survey. Headline results show that for each conference:

- At least 94% of delegates rated the conference as very good or good overall
- Over three-quarters of participants (78%) felt they were given enough opportunity to express their opinions

4.6 Full feedback reports are available for all three events. These are circulated electronically to delegates and are also available on the Council and CCG websites via the Partnership Engagement Network webpages.

4.7 In addition to the three conferences, there have also been three Forum meetings since the Partnership Engagement Network was established:

- 27 November 2017 – Engagement Strategy for Tameside & Glossop – scoping session
- 9 February 2018 – Engagement Strategy for Tameside & Glossop – follow up session
- 30 May 2018 – Palliative and End of Life Care in Tameside & Glossop

4.8 Further detail on the first two Forum meetings which focussed on the scoping and development of the Tameside and Glossop Engagement Strategy is included in section 5.0 of this report.

4.9 Full feedback reports from the Forums are also available on the Council and CCG websites via the Partnership Engagement Network webpages.

4.10 A synopsis of all past and planned future PEN activity is attached at **Appendix 2**.

## 5. ENGAGEMENT STRATEGY

- 5.1 The discussions at the Partnership Engagement Network conference in October identified a desire across organisations, groups and the public and patient representatives for a shared Tameside and Glossop Engagement Strategy. Any strategy should aim to embed best practice into all our engagement and consultation activities with our residents and communities and ensure it is of benefit to them. A shared strategy should outline how organisations and groups, working together, will continue to strengthen the way we consult and engage with our residents, service users, businesses and our stakeholders to ensure that their voice is heard in any service changes that are proposed.
- 5.2 A small task and finish workshop was held on 27 November 2017 to scope out an Engagement Strategy for Tameside and Glossop. The workshop was attended by representatives from 17 groups and organisations. A full feedback report from the workshop was provided to the delegates.
- 5.3 There was a general consensus at the workshop that a joint engagement strategy or framework for Tameside and Glossop is appropriate – facilitated by the three organisations but with all partner agencies involved and paying due regard to it. Alongside this there was general agreement that any document should be a short and focused on a set of key principles to guide rather than prescribe what we do and how we do it.
- 5.4 The outputs from the workshop were used as part of the evidence base to develop the first draft of the Engagement Strategy for Tameside and Glossop. The first draft was then discussed in detail (a page by page review) at a follow up task and finish workshop on 9 February 2018. Following the workshop a final version of the strategy was produced incorporating any feedback. A full feedback report from the follow up workshop was also circulated to the delegates.
- 5.5 A soft launch of the Engagement Strategy was undertaken in early June 2018 with a full public launch at the Partnership Engagement Network Conference on 27 June.
- 5.6 The purpose and scope of the Engagement Strategy are best summarised in the ‘vision’ and ‘outcomes’ sections of the strategy.

### Vision

Our vision for Tameside and Glossop puts people at the heart of decisions about their local services. Working together we will create a sense of collective ownership of the issues faced by the communities of Tameside and Glossop and how we address them. We will start conversations with the public and stakeholders early, shaping our plans from the start.

### Outcomes

The success of this strategy should be assessed by the extent to which:

- People have an opportunity to express their views and feel confident that their voices are heard;
- People feel their opinions and ideas will influence the commissioning, design and delivery of local services;
- Our services will be better as a consequence of engagement and consultation;
- High quality engagement will be something that occurs routinely within our organisations, and is ongoing.

- 5.7 A copy of the full Tameside and Glossop Engagement Strategy agreed with the Partnership Engagement Network is attached **Appendix 3**.

## 6. RECENT AND UPCOMING ENGAGEMENT & CONSULTATION ACTIVITY

6.1 The table below summarises recent and upcoming engagement and consultation activity. Many are directly led by Tameside and Glossop Strategic Commission (or its constituent parts) although any Greater Manchester or national engagement or consultation exercises with relevance to Tameside and Glossop are also promoted locally.

Ref	Topic	Type	When	Lead
1	Urgent Care	Consult	Closed 26 Jan 18	SC
2	Care Home (on/off contracts)	Consult	Closed 31 Jan 18	SC
3	Museum of Manchester Regiment – to support a funding bid to the Heritage Lottery Fund	Consult	Closed 9 Feb 18	Council
4	Statutory local authority budget consultation with business rate payers	Consult	Closed 14 Feb 18	Council
5	Primary school meals	Consult	Closed 16 Feb 18	Council
6	Open Libraries Plus evaluation and impact review	Engage	Closed 5 Feb 18	Council
7	Over The Counter (OTC) – engagement to inform response to national consultation	Engage	Closed 14 Mar 18	NHSE
8	Working Carers – supporting working carers in the workplace	Engage	Closed 23 Mar 18	GMHSCP
9	Hypertension campaign evaluation and impact review	Engage	Closed 1 Mar 18	SC
10	Trans-Pennine upgrade	Consult	Closed 25 Mar 18	HE
11	Promoting social cohesion and preventing hateful extremism	Engage	Closed 16 Apr 18	GMCA
12	Ageing Well Tameside Strategy – engagement to inform the development of the strategy	Engage	Feb – Nov 18	SC
13	Personal Health Budgets	Engage	Closed 8 June 2018	NHSE
14	Shared Lives – payment banding (complexity of need) and expanding service to those aged 16+	Consult	Closed 22 Jul 2018	Council
15	History Makers (make smoking history in GMCA)	Engage	Closed 30 April 2018	GMCA
16	Transforming the response to Domestic Abuse	Consult	Closed 31 May 2018	Ministry of Justice
17	Integrated Communities Strategy Green Paper Consultation	Consult	Closed 5 June 2018	Ministry of Housing, Communities & Local Government
18	Metrolink Zonal Fares	Consult	Closed 17 June 2018	TfGM
19	Review of Greater Manchester Children's	Consult	Closed 9	GMHSCP

Ref	Topic	Type	When	Lead
	Hospital		July 2018	
20	Benign Urology	Consult	Closed 15 July 2018	GMHSCP
21	Consultation on proposed changes to the service specification for Tier 4 Child and Adolescent Mental Health Services (CAMHS)	Consult	Closed 14 Aug 2018	NHSE
22	Government's Draft Clean Air Strategy	Consult	Closed 14 Aug 2018	Defra
23	Planning at End of Life	Engage	Spring / Summer 2018	T&G ICFT
24	Cross Country Rail Franchise	Consult	Closed 30 Aug 2018	DfT
25	NHSE Guidance for which Over the Counter Medicine should not be routinely prescribed	Engage Consult	22 Jun – 24 Oct 2018	SC
26	Homelessness Prevention Strategy	Consult	Closed 27 Jul 2018	Council
27	Hattersley and Mottram Public realm Vision	Engage Consult	Closed 31 Jul 2018	Council / Onward Homes / Jigsaw
28	Beelines	Engage	Summer 2018	TfGM
29	Reform of the Gender Recognition Act	Consult	3 Jul – 19 Oct 2018	Government Equalities Office
30	GM Cardiology Service Redesign Project	Consult	Closed 19 Aug	GMHSCP
31	GM Respiratory Service Redesign Project	Consult	Closed 19 Aug	GMHSCP
32	Evidence Based Interventions Consultation	Consult	Closed 28 September	NHSE
33	Infant Feeding	Engage Consult	Closed 19 August 2018	Council
34	Maternity Services	Engage Consult	Closed 19 Sept 2018	Council
35	Relationships education, relationships and sex education and health education	Consult	19 Jul – 7 Nov 2018	Dept for Education
36	A new deal for social housing	Consult	14 Aug – 6 Nov 2018	Ministry of Housing, Communities & Local Government
37	Consultation on contracting arrangements for Integrated Care Providers (ICPs)	Consult	3 Aug – 26 Oct 2018	NHSE
38	Gluten-free food on NHS prescription in	Consult	21 Aug – 1	Dept of

Ref	Topic	Type	When	Lead
	England		Oct 2018	Health & Social Care
39	Sale of Energy Drinks to Children	Consult	30 Aug – 21 Nov 2018	Dept of Health & Social Care
40	Insight & Perception Survey	Consult	Closed 31 Aug 2018	GMHSCP
41	Have your say on taxi and private hire services	Consult	Closed 21 Aug 2018	TfGM
42	Council Tax Support Scheme	Consult	20 Sept – 22 Nov 2018	Council
43	Digital Skills	Engage Consult	3 Sept – 2 Nov 2018	Council
45	Housing Assistance Policy	Engage Consult	TBC	Council

Note: SC = Strategic Commission

- 6.2 Service leads, practitioners, commissioners and contract managers are asked to keep relevant colleagues updated on potential upcoming engagement and consultation activity on a regular basis.

## 7. PARTNERSHIP ENGAGEMENT NETWORK E MAIL UPDATES

- 7.1 A key part of the Partnership Engagement Network infrastructure is the PEN family. This is a growing database of people who are interested in, and want to take part in, engagement and consultation work in Tameside and Glossop. The PEN family provides an opportunity for us to reach out to a wider variety of people than may traditionally engage with public sector services. There are currently over 250 contacts signed up to the PEN family.
- 7.2 From May 2018, a monthly update e mail has been sent to those signed up to the PEN family outlining key issues or events to be aware of and any local, regional and national consultation and engagement opportunities.
- 7.3 Copies of each monthly update are also available on the Partnership Engagement Network webpages.

## 8. RECOMMENDATIONS

- 8.1 To note the content of this report.

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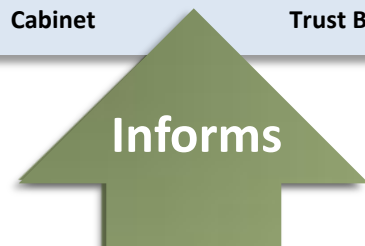


## Appendix 1 - PEN Diagram

Decision Makers can use PEN to **cascade messages to the public** through established forums, networks and communication channels of Stakeholders



Decision Makers can use PEN to **cascade messages to the public** through established forums, networks and communication channels of the public and patients



**Stakeholders**

**Formal Stakeholders**

- Overview and Scrutiny
- Councillors & MPs
- Strategic Neighbourhood Forums
- All Clinical Committees within the SCF
- T&G ICFT Governors

**Partners**

- Police
- GMFRS
- Voluntary & Community, Faith
- Housing Associations
- Schools & Colleges
- Business
- Health
- DWP
- Dental
- Optical
- Pharmaceutical

**Public reps**

- Healthwatch
- Action Together
- Residents Associations
- High Peak CVS – The Bureau
- Patient Neighbourhood Groups

**Public and Patients**

**Members of the Public**

**Patients**

**Service users**

**Networks – Examples below (this list is not exhaustive)**

- Patient Participation Groups
- Faith United Tameside
- Equality and Diversity Group
- Town Teams
- Youth Council
- Children in Care Council
- Carers Forum
- Age UK
- MIND
- Tameside Sight
- Glossop Visually Impaired
- People First
- The Stroke Association
- Hyde Bangladeshi Welfare
- Glossop LGBT
- West African Development
- Kush Amdid

*Play active part in shaping public services  
Proactively feed in issues and ideas*

*Play active part in shaping public services  
Proactively feed in issues and ideas*

**Integrated Neighbourhoods**

Feed in, develop local participation and contribute local voice

**cascade messages**

**cascade messages**



## PEN Forum

**When:** Three times a year

**Who:** A limited number of representatives from stakeholders (multi-agency) plus representatives of organisations or groups that represent the public and patients.

**Purpose:** To undertake more detailed discussion around 'place shaping' and to explore key issues in greater depth.

Participants would have subject specialism and capacity to provide advice on key issues.

The forum will review forward plan of engagement and consultation activity, review the outputs from previous work and ensure the feedback loop is closed.

## PEN Conference

**When:** Three times a year

**Who:** Up to one hundred and forty representatives from stakeholders (multi-agency) plus representatives of organisations or groups that represent the public.

**Purpose:** To share best practice and learning, and to build relationships across the multi-agency partnership.

Half day facilitated workshop, content will be a combination of public service led presentations seeking input on specific issues, along with some structured discussions around specific issues/challenges.

## PEN Family

**When:** Ongoing

**Who:** A growing database of people who are interested in, and want to take part in, engagement and consultation work in Tameside and Glossop

**Purpose:** Opportunity to reach out to a much wider variety of people than would traditionally engage. A resource to call on people to be directly involved in the development of new models and options through ad hoc and targeted workshop activity. A network to share key messages and sign-post to engagement activity outside of the Conference and Forum meetings.

## Public and Patients

For Public and Patients the Partnership Engagement Network is a space where they have genuine influence and can forge connections that enable them to progress their own agendas.

PEN provides the opportunity for collaboration around key, public service wide issues, that might result in specific partnerships working on areas of further integration.





## Appendix 2 - PEN Conference Topic Planner

### PEN ACTIVITY TRACKER

#### Key

Conference

Forum

Update E mail

Format	Date	Topics
Conference	Friday 13 October 2017	<p><u>Presentations</u></p> <ul style="list-style-type: none"> <li>Partnership Engagement Network (Chris Easton)</li> <li>Care Together (Jess Williams)</li> </ul> <p><u>Workshops</u></p> <ul style="list-style-type: none"> <li>Integrated Neighbourhoods (Claire Galt and Kristian Jura)</li> <li>Intermediate Care Proposals (Ali Lewin)</li> <li>Patient Voice in Care and Support Planning (Chris Easton/Nicola Wood)</li> <li>Mental Health (Pat McKelvey/Chris Pimlott)</li> <li>Homelessness Strategy (Diane Barkley/Sally Ateuyi)</li> <li>Air Quality (Sharon Smith/Gary Mongan)</li> </ul>
Forum (Task & Finish Workshop)	Monday 27 November 2017	<ul style="list-style-type: none"> <li>Scoping of joint Engagement Strategy for Tameside &amp; Glossop</li> </ul>
Forum (Task & Finish Workshop)	Friday 9 February 2018	<ul style="list-style-type: none"> <li>Feedback on the draft Engagement Strategy for Tameside &amp; Glossop</li> </ul>
Conference	Wednesday 28 February 2018	<p><u>Presentation</u></p> <ul style="list-style-type: none"> <li>Patient Choice (Joanne Brooks)</li> <li>Active Ageing (Sandra Whitehead)</li> <li>PEN Update (Chris Easton/Simon Brunet)</li> </ul> <p><u>Workshops</u></p> <ul style="list-style-type: none"> <li>Active Ageing (Sandra Whitehead)</li> <li>Preventing Hateful Extremism and Promoting Social Cohesion (Diane Barkley)</li> <li>Patient Choice (Joanne Brooks)</li> <li>One Equality Scheme (Jody Smith)</li> <li>Compact (Anna Moloney)</li> <li>Public Behaviour Change (Rachel Lord)</li> </ul>
Forum	Wednesday 30th May 2018	<ul style="list-style-type: none"> <li>Palliative &amp; End of Life Care in Tameside &amp; Glossop (Dr. Mariam George (Consultant in Palliative Medicine), Margaret Hayes (Macmillan Lead for Specialist Palliative Care) and Teresa Hopley (Service Improvement Manager), Tameside &amp; Glossop Integrated Care NHS Foundation Trust)</li> <li>PEN Update (Simon Brunet, TMBC)</li> </ul>
Update Email	Thursday 31st May 2018	<ul style="list-style-type: none"> <li>Engagement Strategy for Tameside and Glossop</li> <li>What Matters to You</li> <li>Tameside Strategic Neighbourhood Forums</li> <li>Integrated Communities Strategy Green Paper Consultation (Ministry of Housing, Communities &amp; Local Government)</li> <li>Personal Health Budgets-Consultation (NHSE)</li> <li>Police and Crime Commissioner for Derbyshire 2018 National Rural Crime Survey (Police &amp; Crime Commissioner Derbyshire)</li> <li>NHS England public consultation feedback on reducing prescription of over-the-counter medicines</li> <li>Healthwatch Derbyshire feedback on the availability and quality of care and support in Derbyshire for people living with dementia</li> </ul>
Update Email	Friday 22 June 2018	<ul style="list-style-type: none"> <li>Upcoming Partnership Engagement Network Conference (27 June 2018)</li> <li>Update on PEN Forum (30 May)</li> <li>Tameside Shared Lives Scheme consultation (TMBC)</li> <li>Review of Greater Manchester Children's Hospitals Services consultation (GMHSCP)</li> <li>Conditions for which over-the-counter items should not be routinely prescribed consultation (T&amp;G response to NHSE consultation)</li> <li>Libraries for Derbyshire consultation (Derbyshire CC)</li> <li>Tier 4 Child and Adolescent Mental Health Services (CAMHS) consultation</li> <li>Clean Air Strategy 2018 consultation (Defra)</li> <li>Cross Country Rail Franchise consultation (DfT)</li> </ul>
Conference	Wednesday 27 June 2018	<p><u>Presentations</u></p> <ul style="list-style-type: none"> <li>PEN Update (Simon Brunet)</li> <li>Improving Access to Primary Care (Jessica Williams and Dr Kate Hebden)</li> <li>What Matters to You (Maggie Murdoch)</li> </ul> <p><u>Workshops</u></p> <ul style="list-style-type: none"> <li>Improving Access to Primary Care (Janna Rigby and Tori O'Hare)</li> <li>Working Together to Tackle and Prevent Homelessness (Sally Ateuyi)</li> <li>Identifying &amp; Supporting Ex-Service Personnel in the Armed Forces Covenant (Vanessa Rothwell and David Brown)</li> <li>Increasing Digital Skills and Employment (David Berry)</li> <li>Prescribing of Over the Counter Medicine (Peter Howarth)</li> <li>Planning at End of Life (Fionna Horrocks, Lisa Walsh and Lisa Byrne)</li> </ul>
Update Email	Wednesday 25 July 2018	<ul style="list-style-type: none"> <li>Feedback from the June 2018 Partnership Engagement Network Conference</li> <li>One Equality Scheme published</li> <li>Healthwatch Reports</li> <li>Cardiology and Respiratory consultations (GMHSCP)</li> <li>Evidence Based Interventions consultation (NHSE)</li> <li>Conditions for which over-the-counter items should not routinely be prescribed (T&amp;G response to NHSE consultation)</li> <li>Beelines (TfGM)</li> <li>Healthwatch Derbyshire-Carers Engagement</li> <li>Tier 4 Child and Adolescent Mental Health Services (CAMHS)</li> <li>Government's draft Clean Air Strategy 2018 (Defra)</li> <li>Next Cross Country rail franchise (DfT)</li> <li>Gender Recognition Act 2004 (Gov Equalities Office)</li> </ul>
Forum (Age Friendly Tameside Focus Group)	Thursday 2 August 2018	<ul style="list-style-type: none"> <li>Focus Group to develop Age Friendly Tameside Strategy</li> </ul>
Forum	Wednesday 26 September 2018	<p>Potential topics include:</p> <ul style="list-style-type: none"> <li>Frailty (Jess Williams)</li> </ul>
Conference	Monday 15 October 2018	<p>Potential topics include:</p> <ul style="list-style-type: none"> <li>Mental Health Model for Localities (Pat MacKelvey)</li> <li>Community Safety Strategy Consultation (Vanessa Rothwell)</li> <li>Awareness of national GP survey (Tori O'Hare)</li> <li>Frailty (Jess Williams)</li> <li>Young People and Children Focused Conference (Debbie Watson)</li> </ul>

# Engagement Strategy for Tameside and Glossop

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# Introduction

Tameside and Glossop Strategic Commission (Tameside Council (TMBC) and NHS Tameside and Glossop Clinical Commissioning Group (CCG)) and Tameside and Glossop Integrated Care NHS Foundation Trust (T&G ICFT) are committed to ensuring that the public, stakeholders, partners and the voluntary, community and faith sectors are central in shaping the way we commission and deliver the best possible outcomes for our population.

Our ambitions for a fully integrated approach and the fact that the things that affect our population traverse traditional organisational boundaries and department is reflected in the single approach to engagement described in this strategy.

Developed in partnership with key stakeholders, this strategy creates a single framework, guiding principles and ambitions that will enable us:

- To create the space for ongoing conversation with the public, starting conversations early and developing collaborative solutions;
- Ensure that our plans, strategies and policies are informed by the voice of the public;

- Have systems that allow us to engage with a broad cross section of the population that is as representative as possible of the communities of Tameside and Glossop;
- Ensure that officers working for the statutory agencies in Tameside and Glossop have ready access to engagement opportunities to inform their work;

Involving the public is key to successful public service delivery and results in better services, more appropriately tailored to people's needs. This strategy sets out our approach but will require the organisations across the public sector, their partners – and community and patient groups – to embrace it and turn it into practice making reality of the principle of ensuring the voice of the public is at the heart of everything we do.

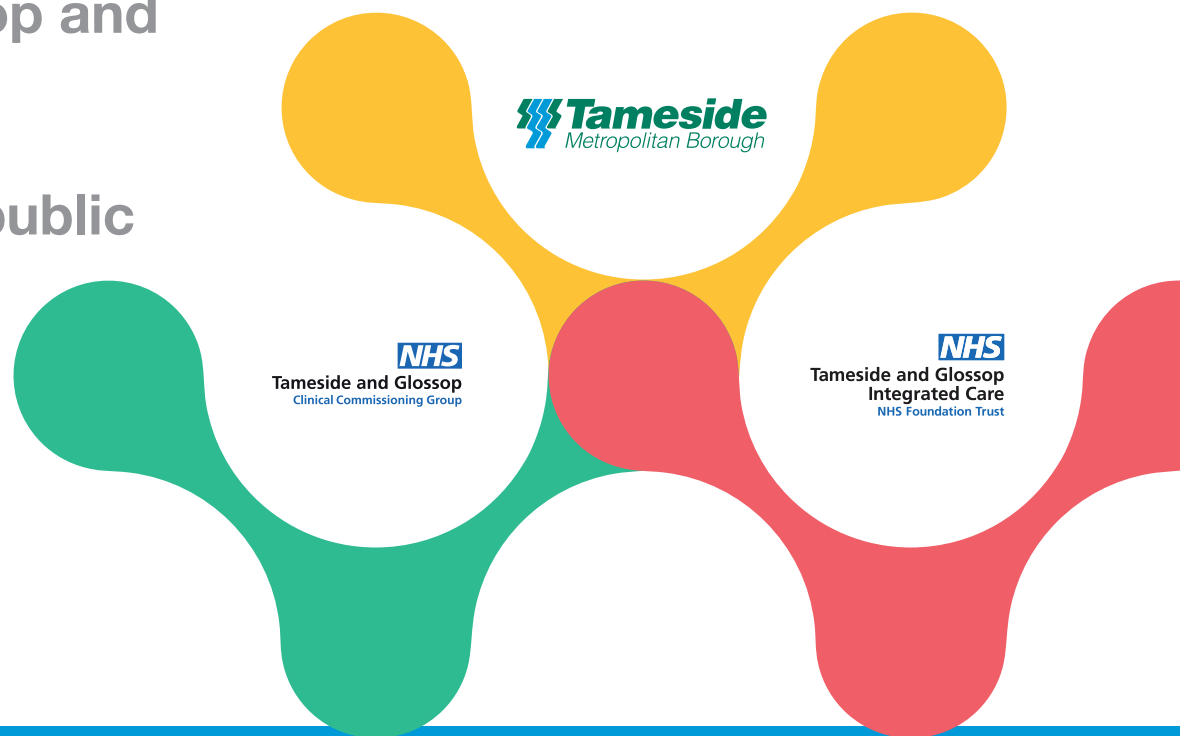


# Vision

Our vision for Tameside and Glossop puts people at the heart of decisions about their local services.

Working together we will create a sense of collective ownership of the issues faced by the communities of Tameside and Glossop and how we address them together.

We will start conversations with the public and stakeholders early, shaping our plans from the start.



# Outcomes

The success of this strategy should be assessed by the extent to which:

- People have an opportunity to express their views and feel confident that their voices are heard;
- People feel their opinions and ideas will influence the commissioning, design and delivery of local services;
- Our services will be better as a consequence of engagement and consultation;
- High quality engagement will be something that occurs routinely within our organisations, and is ongoing.

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# Objectives

In order to realise the outcomes identified above we have identified the following key objectives, critical to success:

1. Strengthen partnership working, developing and sustaining constructive relationships between local communities, partner organisations and decision makers.
2. Ensure meaningful and continuing conversations with public, partners and key stakeholders and embed an ongoing dialogue with the public in the practice of commissioners and providers;
3. Reduce inefficiency and duplication in engagement and consultation practice so the work we do has maximum influence and impact.
4. Ensure that the voice of all parts of our communities are heard and everyone has the opportunity to express their views.
5. Share information, knowledge, experience and best practice so that the development of new ideas is informed by existing learning.
6. Provide timely engagement and consultation activity and the commissioning and the service development it has fed in to.



# Who is this strategy for?

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This strategy outlines how Tameside and Glossop Strategic Commission (Tameside Council and NHS Tameside and Glossop Clinical Commissioning Group) and Tameside and Glossop Integrated Care NHS Foundation Trust will involve local residents and stakeholders in decision making, policy development and service delivery.

While facilitated by the three organisations and overseen by the Tameside and Glossop Partnership Engagement Network it is expected that all organisations and groups will have due regard to the strategy.

## Those involved include:

- People who live in Tameside and Glossop.
- People who use services in Tameside and Glossop.
- Voluntary, community, faith groups and social enterprises and charities.
- Businesses in Tameside and Glossop.
- Public sector partners (e.g. Council, police, fire, NHS, colleges).



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# What do we mean by consultation and engagement?

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**Engagement** is the continuous conversation with, and involvement of stakeholders and residents.

**Consultation** is the time-limited seeking of views on specific proposals or options.

In simple terms engagement informs the development of services, commissioning plans and alternative proposals and options for change.

Consultation is then used to understand the impact of those proposals and options to inform further development before making decisions. Engagement can then be used to understand the ongoing impact of that change.

## Why engage?

Conversation between statutory agencies and members of the public and stakeholders is vital for a wide range of reasons.

## It is the right thing to do

The public are shareholders in public services. It is their right, both legally and morally to have a say in how public funds are spent, the strategic direction of the organisations delivering public services and how public services evolve and change over time.

## It improves the quality of services

Listening to the voice of the public in shaping services, improves their capacity to meet the outcomes we expect of them. By talking to stakeholders, especially service users, we can commission and provide more effective services that meet their needs.

## It ensures transparency and shared ownership

Vital insight derived from high quality engagement, reduces the risk of poor decision making and allows members of the public to understand better the decisions that are being taken, why they are being taken and play a full role in evaluating the alternatives.

## It's a legal duty

The legal duties on public bodies relating to engagement and consultation participation are many and varied, but primary consideration should be given to:

- NHS Act 2006
- Health and Social Care Act 2012
- The 'Gunning' Principles
- Public Sector Equality Duty and Equality Act 2010

Brief summaries of these duties can be found at Appendix 1.



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# Our principles

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Our principles demonstrate how we will approach engagement and consultation in Tameside and Glossop to involve residents in decision making, policy development and service delivery.

## We will:

### INCLUSIVE

#### Be Inclusive

We will work to ensure all protected characteristics and communities are well represented and focus on enabling participation from those voices who are least heard.

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### TRANSPARENT

#### Be Transparent

Our engagement and consultation will be transparent – we are committed to being open and honest about the process, parameters, information that emerges from engagement exercises and how it influences the decision making process.

### RESPECTFUL

#### Be Respectful

Everybody's views will be treated with respect and consideration. Different and varied opinions will be treated fairly irrespective of the individual or group and the views expressed.

#### Be Effective

We will ensure that all consultation and engagement represents good value for money by better co-ordination between organisations and services, the use of new technology and using feedback effectively.

#### Be Genuine

Our engagement will be a genuine opportunity to influence decision making we will ensure that the views of those involved will genuinely contribute to the decision-making.

#### Strengthen Relationships

We will strengthen our relationships with the public and with local organisations, partners, businesses and the voluntary community sector. Working together is the best way to improve local services.

### EFFECTIVE

### GENUINE

### RELATIONSHIPS



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# Our principles

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FEEDBACK

## Provide Feedback

We believe it is important that those involved in the engagement process are told how their involvement has contributed. We will ensure that people receive feedback.

## Evaluate and Learn

We incorporate evaluation and learning into all our consultation and engagement activity. Ascertaining the perception of participants, staff and partners enables us to constantly make improvements to our engagement practice.

EVALUATE

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BE EFFECTIVE

BE GENUINE

STRENGTHEN RELATIONSHIPS

PROVIDE FEEDBACK

EVALUATE AND LEARN

BE INCLUSIVE

BE TRANSPARENT

BE RESPECTFUL

OUR PRINCIPLES



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# What we will do

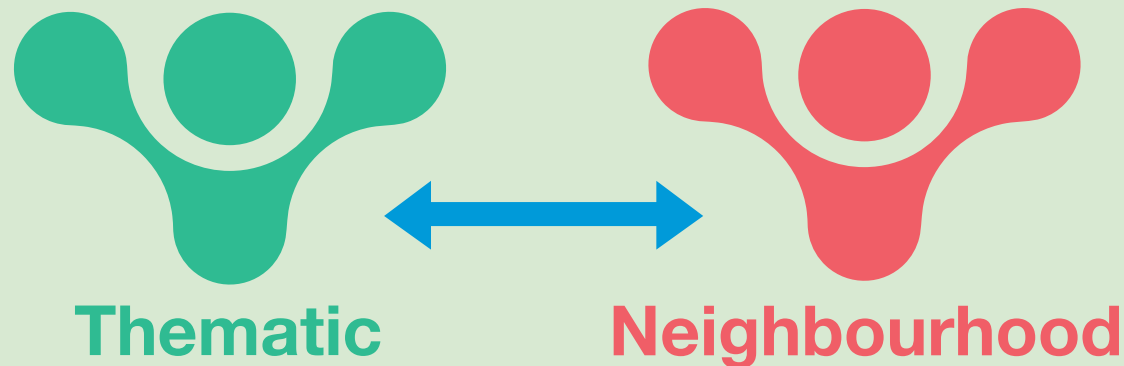
Our approach to consultation and engagement has three broad elements - strategic engagement, thematic engagement and neighbourhood engagement.

**Strategic engagement** is about engaging on the approach, principles and direction of travel, and identifying any key themes that emerge from operational engagement activity.

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**Strategic engagement**



**Operational engagement**



**Operational engagement** is about engaging on services, new and developing models, emerging ideas and also includes consultation on service changes.



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# What we will do

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## Strategic Engagement

The Partnership Engagement Network (PEN) was established as part of a multi-agency approach to provide public and partners with an identified and structured method to influence the work of public services and to proactively feed in issues and ideas.

The Partnership Engagement Network (PEN) is a mechanism that facilitates strategic discussion, direction setting and buy-in. It does not make decisions, but it forges networks and partnerships out of which work programmes could develop.

## Operational engagement

We need to ensure that engagement is a core part of all the work we do. Operational engagement broadly takes two forms:

- **Thematic engagement** where services need to seek views on a specific issue or project;
- **Neighbourhood engagement** where services in their area should have an ongoing conversation with their service users/customers in their local area to ensure they are meeting need and striving to continuously improve;

## Feedback

We will develop approaches to ensure that people who participate in engagement activity receive feedback in relation to impact and decisions that are taken as a consequence. Feedback will need to take place in a variety of ways depending on the type of engagement taking place.

## Evaluating and learning

We know we won't always get things right. In addition to building the processes described in this strategy to support engagement, we will listen to people's views relating to our engagement processes and seek to continuously improve.



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# Assurance and accountability

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As with any strategy we need to be confident that the principles and approaches suggested, translate into action and impact. As this strategy is designed to cut across all statutory agencies working in Tameside it is impossible to define a single approach.

## However the following should be considered by all constituent organisations:

- Ensure engagement is core to development plan or commissioning strategies where appropriate;
- Ensure operational engagement is part of all operational managers' remits;
- Ensure engagement features in all approved strategic documents and plans;
- Ensure the public and key stakeholders have early awareness of emerging issues and programmes of work, and are involved at the pre-planning stage;
- Ensure agencies work together and have shared ownership and accountability for engagement and consultation and the decision they inform;



Tameside & Glossop  
Partnership Engagement  
Network (PEN)

  
Tameside and Glossop  
Clinical Commissioning Group

 **Tameside**  
Metropolitan Borough

  
Tameside and Glossop  
Integrated Care  
NHS Foundation Trust

# Resources and contacts

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## NHS England

[www.england.nhs.uk/participation/involvementguidance/](http://www.england.nhs.uk/participation/involvementguidance/)

## Local Government Association (LGA)

[www.local.gov.uk/our-support/our-improvement-offer/care-and-health-improvement/integration-and-better-care-fund/better-care-fund/integration-resource-library/communication-and-engagement](http://www.local.gov.uk/our-support/our-improvement-offer/care-and-health-improvement/integration-and-better-care-fund/better-care-fund/integration-resource-library/communication-and-engagement)

## Cabinet Office

[www.gov.uk/government/publications/consultation-principles-guidance](http://www.gov.uk/government/publications/consultation-principles-guidance)

## The Consultation Institute

[www.consultationinstitute.org/](http://www.consultationinstitute.org/)

## Tameside Metropolitan Borough Council

[www.tameside.gov.uk](http://www.tameside.gov.uk)

## Tameside and Glossop Integrated Care NHS Foundation Trust

[www.tamesidehospital.nhs.uk](http://www.tamesidehospital.nhs.uk)

## Tameside and Glossop Clinical Commissioning Group

[www.tamesideandglossopccg.org](http://www.tamesideandglossopccg.org)

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# Appendix 1 - Summary of Legal Duties

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## NHS Act 2006

Section 242, of the NHS Act 2006, places a duty on the NHS (including NHS Foundation Trusts) to make arrangements to involve patients and the public in planning services, developing and considering proposals for changes in the way services are provided and decisions to be made that affect how those services operate.

Section 244 requires NHS bodies to consult relevant local authority Overview and Scrutiny Committees (OSCs) on any proposals for substantial variations or substantial developments of health services.

## Health and Social Care Act 2012

Section 14Z2 of the Health and Social Care Act 2012 places a duty on COGs to ensure that patients and the public are involved in the planning of services, developing proposals for any changes to services, and the operation of services.

## The “Gunning Principles”

The Gunning Principles apply once it has been agreed that consultation should take place. The “Gunning Principles provide a set of fundamental consultation propositions, established through case law, that must be adhered to.

The Gunning principles are that:

1. Consultation must take place when the proposal is still at a formative stage;

2. Sufficient reasons must be put forward for the proposal to allow for intelligent consideration and response;
3. Adequate time must be given for consideration and response;
4. The product of consultation must be conscientiously taken into account.

## Public Sector Equality Duty (PSED) / Equality Act 2010

The Public Sector Equality Duty (PSED) requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people when carrying out their activities.

Under the Public Sector Equality Duty and the Equality Act 2010, there are nine protected characteristics groups:

- i) Age
- ii) Disability
- iii) Gender Reassignment
- iv) Pregnancy and Maternity
- v) Race
- vi) Religion/Belief
- vii) Sex
- viii) Sexual Orientation
- ix) Marital/civil partnership status – is also relevant for some areas of the Public Sector Equalities Duty.

In Tameside and Glossop we have also identified four other groups: Mental health, carers, military veterans and breastfeeding.





# Agenda Item 2.b

<b>Report to:</b>	<b>NORTH STRATEGIC NEIGHBOURHOOD FORUM</b>
<b>Date:</b>	16 October 2018
<b>Executive Member / Reporting Officer:</b>	Councillor Leanne Feeley – Executive Member (Lifelong Learning) Councillor Bill Fairfoull – Deputy Executive Leader James Thomas – Director of Children’s Services (DCS) Tom Wilkinson – Assistant Director - Finance
<b>Subject:</b>	<b>TAMESIDE STRATEGY FOR SCHOOLS</b>
<b>Report Summary:</b>	The report sets out the strategic leadership proposed for Tameside MBC in relation to schools and school improvement, noting the complexity of the current education landscape. The strategic approach sets out the role of local authority leadership in a system of school-led improvement and the strategic aims in relation to academisation. The report also sets out the issues in relation to academisation of PFI schools.
<b>Recommendations:</b>	Members are asked to note the following recommendations as agreed by Executive Cabinet: <ol style="list-style-type: none"><li>1. Note the content of the report and approve the strategic approach outlined, and the specific objective of working towards having a smaller number of larger more sustainable locally led Multi-Academy Trusts which will drive improvement and work collaboratively with the Council.</li><li>2. Seek the necessary legal advice on the strength of the DfE’s covenants / commitments set out in their standard documentation and the risks that would be retained by the Council, to enable the Cabinet to review its current stance on academisation of PFI schools in light of the external auditors concerns currently on record (<b>Appendix B</b> refers) with the cost of such legal advice being met by the Victorious Academies Trust, who are able to access such funding from the DfE under their Academies conversion process.</li></ol>
<b>Links to the Corporate Plan:</b>	The Corporate Plan outlines the priorities for improving the borough of Tameside including the quality of life for children and families.
<b>Financial Implications: (Authorised by Section 151 Officer)</b>	Contained in the body of the report.
<b>Legal Implications: (Authorised by Borough Solicitor)</b>	Contained in the body of the report.
<b>Risk Management:</b>	Contained in the body of the report.
<b>Access to Information:</b>	The background papers relating to this report can be inspected by contacting the report writers James Thomas and Tom Wilkson Telephone: 0161 342 3354 / 2062 e-mail: <a href="mailto:james.thomas@tameside.gov.uk">james.thomas@tameside.gov.uk</a> / <a href="mailto:tom.wilkinson@tameside.gov.uk">tom.wilkinson@tameside.gov.uk</a>

## 1. CORE PURPOSE

- 1.1 The delivery of good and outstanding education to every one of our resident children is a key priority for Tameside MBC. This is because the future life chances of those who are currently children will in large part be determined by their educational outcomes, and because improved educational attainment is therefore a key means to reducing inequality. So our focus is not just upon our formal statutory responsibilities, important though those are, but upon providing effective strategic leadership to ensure that all those partners with a role to play are delivering effectively for our children.
- 1.2 This was well articulated by the Leader in her inaugural speech:

***“Years ago we were below the average for Greater Manchester (on GCSE results), let alone the rest of the country. Now the M.E.N. is highlighting our schools performances as one of the reasons why families are choosing to move into the borough. There was no magic wand or quick fix. It took bringing everybody involved in education in Tameside together, investing in the areas that allowed them to use their skills in the most effective way, and bucket loads of good old-fashioned hard work. It’s a model that works, and it’s a model that can be applied elsewhere too. But there can be no room for complacency.”***

## 2. EDUCATION LANDSCAPE IN 2018

- 2.1 For a period the role of the Local Authority in education was seriously under question. The longstanding government policy of academisation set out an objective in which there would be no schools for which Councils were directly responsible. The wider impact of these policies diminished the role of Local Authorities, amidst a search for alternative middle leadership within a school led system, whether from Teaching Schools, Multi-Academy Trusts or Regional Schools Commissioners.
- 2.2 However the tide has turned. The Local Authority role as the systems leader for schools, on behalf of every one of their residents, including every child, is once again being recognised. In part this is due to the fact that the academisation programme has had to change, with the policy amended in 2016, the pace of change slowed and a developing body of evidence that in itself academisation is no panacea for lack of effective school leadership.
- 2.3 This reassertion of the Local Authority’s role is also due to the fact that it now widely recognised that there is no alternative systems leader to replace that of the Local Authority, with its deep and overarching understanding of residents’ needs and its democratic mandate
- 2.4 But of course this shift in the tide is happening in a changed context and a different schools landscape, and so the nature of the Local Authority’s leadership is not a return to a previous era, but rather needs to be adapted to the current context. We need to have really effective relationships with all schools, with the DfE and RSC team - we need to plan together to ensure schools are part of a sustainable partnership with each other. And we need to be an honest and intelligent broker of school support and be the glue in the system for schools linking wider children’s services to the education system.

## 3. TAMESIDE MBC’S SYSTEMS LEADERSHIP

- 3.1 In order to exercise effective leadership and ensure we deliver our legal obligations and oversee improvements in outcomes for there are four key functions:

- School Improvement – with a statutory responsibility for maintained schools, and a systems leadership role in respect of all schools – this function requires data capacity to ensure we know our schools well and school improvement capacity to engage credibly with schools to ensure that they know what needs to improve and to hold them to account for doing so.
- School System Leadership – with a particular focus upon the strategic leadership of each school, this function requires a detailed knowledge of the capacity that lies within each school’s Governing Body and MAT Board where relevant, Headteacher and Senior Leadership Team; and the relationships and influence to be able to broker and shape decisions that lie with individual governing bodies or the RSC.
- Pupil Place Planning – a core duty to ensure sufficient school places which has been under pressure in recent years with a growing child population, and where we need the co-operation of schools in order to accommodate population bulges without ending up with too much capacity.
- Inclusion and SEND – core statutory responsibilities for SEND and vulnerable pupils<sup>1</sup> which can only be effectively delivered within a wider whole systems approach to inclusion, within which children’s needs are identified early, high quality support is available and schools all see it as their responsibility to meet the needs of children with additional needs. There are significant financial pressures already upon the High Needs Block of the Direct Schools Grant, and an effective inclusion strategy will be key to keeping these under control.

3.2 The key to a revised and updated Tameside Schools Strategy is to exert more assertive and systematic leadership in order to deliver these key functions. To do this well we must be a credible, effective and responsive partner for schools and central government and we must have an effective and engaged relationship with all our schools. Our success is dependent on mutual co-operation.

3.3 To this end steps have already been taken to bring heightened rigour, structure and systematic analysis to our school improvement function – supported by the current Interim Head of Service – which will then be maintained and developed by the new Assistant Director and permanent Head of School Improvement. There should also be a greater willingness to use our statutory powers when a school fails to take appropriate action to deliver necessary improvements. Whilst Tameside has significantly reduced its school improvement capacity, this is no obstacle to the effective delivery of the function, as long as we maintain a clear and rigorous boundary between our role in knowing our schools and being able to hold schools to account, and schools and their governing bodies’ responsibility to deliver the improvement activity that is required.

3.4 Tameside’s current policy position on academisation is a neutral one that respects the role of School Governing Bodies as being best placed to determine the strategic plans which will best drive improvement for their school. This is a sound approach, which enables us to work effectively with the RSC and DfE, at the same time as supporting those which wish to remain as maintained schools. However in recent times, that neutrality has led to too much passivity as the Local Authority is simply the recipient of news about individual schools’ decisions to academise and join a MAT of their choosing with no input from the Local Authority.

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<sup>1</sup> Looked after Children, excluded pupils and young people with medical needs

## Tameside's current profile of Academies and Academisation

### 3.5 Secondary Schools

- Majority of secondary schools are now academies – 9 out of 15
- 2 are part of the Great Academies Education Trust (4 schools in all, 3 in Tameside)
  - Great Academy
  - Copley Academy
- 2 make up the Aspire Plus MAT
  - Longdendale
  - Rayner Stevens
- 3 are standalone converter academies
  - West Hill
  - Fairfield
  - Audenshaw
- 2 are standalone sponsored academies
  - Droylsden
  - All Saints
- No current proposals for further academisation at this time

### 3.6 Primary Schools

- Minority of primary schools are academies – 19 out of 76
- 9 are part of the Enquire Learning Trust (23 schools in all; based in Wakefield):
  - Flowery Field
  - Endeavour
  - Manchester Road
  - Bradley Green
  - Dowson
  - Godley
  - Moorside
  - Oakfield
  - Linden Rad
- 3 make up the Victorious Academies Trust
  - Inspire
  - Discovery
  - Poplar Street
- 2 are standalone converter academies
  - Ashton West End
  - Denton West End
- 4 are the sole Tameside school in MATs based elsewhere:
  - Oasis Broadoak (Oasis MAT - 41 schools in total across the country)
  - Manor Green (Focus MAT – 14 other schools across the NW)
  - Waterloo (Prestolee MAT – 3 other schools all in Manchester)
  - St Pauls C of E (Chester Diocese MAT – 3 other schools all in Cheshire)
- Silver Springs is part of the secondary led Great Academies Education Trust
- Trend is one of steady further academisation in the primary sector with 14 Primary Schools known to be actively planning to academise:
  - 5 considering the Victorious Academies Trust (including 2 PFI schools)
  - 4 joining the Forward As One C of E MAT (with 3 schools in Bolton)
  - 4 considering non-Tameside based MATs
  - 1 unclear which MAT

3.7 The current position and current trends therefore are characterised by a preponderance of either small MATs or single converter academies which have none of the benefits of scale that strong Multi Academy Trusts provide, or membership of non-Tameside MATs where there is always likely to be a limit upon our influence. See attached graphic at **Appendix A**.

- 3.8 Our strategic objective should be for a relatively small number of outstanding locally led MATs who can work with the Local Authority to drive improvement, and for that we need a more assertive approach in which we expect to be a key influencer, we expect to be included in school's early thinking about academy conversion and their options, and we expect to work with the RSC's team to shape the MAT landscape in Tameside.
- 3.9 In pursuing this objective, there is a specific issue in relation to the complexities when PFI schools wish to convert and the need to secure sufficient assurance for the Council that no undue financial risk is transferred to the Council through academy conversion. The following section of the report deals with this issue from a Finance perspective.

#### **4. PFI SCHOOL ACADEMISATION**

- 4.1 A number of PFI schools have converted to Academy status across the country. The Department for Education (DfE) have produced some standard documentation to aid the novation of contracts and the governing body agreements, to ensure that the PFI contracts and associated payment profiles remain intact.
- 4.2 Tameside MBC has 10 schools that were built using the private finance initiative (PFI) in three schemes:

##### Pyramid Schools /Interserve

- Arundale Primary, Hattersley
- Pinfold Primary, Hattersley
- Alder High School, Gee Cross

##### PFI Project Co 1 – Amber Infrastructure

- St Damian's RC Science College Ashton
- Mossley Hollins High School

##### PFI Project Co 2 – Amber Infrastructure

- Denton Community College
- Hyde Community College
- Thomas Ashton Special School Hyde
- White Bridge College (PRU) Dukinfield
- Elmbridge School (PRU) Denton

The nature of PFI contracts, and in particular, the responsibility for the payment of the unitary charge to the PFI providers, is the Local Authority, who receive the government support for the building element of these schemes in the form of a grant known as PFI credits.

- 4.3 The academisation programme has not changed the PFI credit arrangements, with the Local Authority continuing to be the recipient of the PFI credits, even though the legal responsibility for the Academy and its operations transfers from the Council to a standalone Academy or MAT. The Council therefore remains responsible for ensuring the PFI providers are paid for the delivery of services and for ensuring that there are no authority breaches of the contract or in the event that the Authority is in default under the contract and the contract is terminated that any compensation due under the contract is paid. The contract sets out a number of matters including non-payment of PFI charges in which the contract can be terminated, including preventing access to the school site.
- 4.4 Typically, PFI funded schools have a number of cashflows that contribute to the payment of the unitary charge, including contributions from the schools' delegated budget, a top sliced element from the dedicated schools grant (DSG), any income collected for lettings or room

hire at the schools, investment returns on the Council's PFI investments and interest from sinking funds associated with the contract.

- 4.5 The legal documentation issued by the DfE seeks to ensure that the Academy is liable for making the payments due to the Council for it to pass on to the PFI provider. In a circumstance when all PFI schools are academies, the Council would act as an intermediary between the academy and the PFI company and ultimately guarantor.
- 4.6 To date the Council's position has been that in order to consent to any PFI conversion the Council are held harmless/indemnified for (a) the legal costs to the conversion process and the Council insist that these be met by the converting schools and (b) all liabilities under the contract caused by the default of the school by the DfE on the basis that Academies and MATs generally have limited Funds to the extent of grant monies provided by the DfE whereas the liability under the PFI agreements extend to tens of millions of pounds.
- 4.7 A number of residual risks remain with the Council in its liability to pay the PFI provider, its reliance on the continued income in the form of PFI credits, the DSG regulations allowing the top slice and collection of the academy's contribution. This has not been a problem with those PFI schools that have converted elsewhere, but some residual risk remains. The likelihood of these materialising are low. However, in light of the Council's position and the residual liability, the Council's external auditor previously raised this as a risk in its annual report dated 28 August 2013 and received by the September 2013 Audit Panel and set out at **Appendix B**. Consequently, the Council agreed that it would only agree to circumstances where it was provided with a DfE indemnity. The DfE do not agree to provide an indemnity but advise that in the 5 years since the Council's external Auditors made their recommendation, they have given greater comfort to Local Authorities in their standard documentation.
- 4.8 On the 24 May 2018, representatives from the Council's legal, finance and education services met with the DfE, Academies Regional Delivery Group, and the Chief Executive, Victorious Academies Trust, and Headteacher of Arundale Primary School to discuss the potential conversion of Pinfold and Arundale PFI Schools to academy status and to join our Trust. It was confirmed at the meeting that:
- Tameside Council has no objections in principle to schools becoming academies but cannot subsidise any costs for any works associated with any conversions, particularly PFI's where the costs can be substantial.
  - Where schools wishing to convert are PFI's the Council needs to ensure that once the schools have converted that the authority has no additional liabilities, cost or risks if the school or the Trust fails to make the payments or is in breach of the contract in any way.
  - The DfE confirmed that they have worked with Councils, Trusts and schools to convert over 150 PFI schools to academies, some of which are local, in Salford and Oldham. There are more PFI conversions in the pipeline and they stated this is a well embedded process with a suite of standard documents, all available at [Model PFI documents](#).
  - Tameside confirmed their support for having a range of choice for families in Tameside and those academies within the Trust form part of this. The Authority is supportive of the Trust, particularly as the Trust works closely with the Council.
  - The Trust confirmed that they, along with the schools are happy to fund the costs associated with the legal processes required by the Council for a PFI conversion but that they are a small Trust with limited funds and therefore it is imperative that they have an understanding of what these costs will be at the start of the process. *The Trust would also look to the Council to ensure that the costs provide value for money and will be cognisant that any costs required to be funded by the Trust will come from*

*public money and we have a duty to ensure that it is spent with regularity, propriety and compliance.*

4.9 It was agreed that:

- The DfE will provide details about costs and timescales where other schools have converted to academy status where the funder is the same as that of the current schools together with some benchmark information for variation costs.
- Tameside would agree to undertake the appropriate governance process to enable the appropriate consideration by elected members with a view to reviewing the current position with a Cabinet meeting in August being targeted. The Cabinet Report will set out the risks linked with PFI schools becoming academies and recommend approval or otherwise to taking the process forward.
- In order to enable the Cabinet to review its current stance in light of the external auditors concerns on record, external legal advice will be obtained on the strength of the DfE's covenants/commitments set out in their standard documentation and the risks that would be retained by the Council, with the cost of such legal advice being met by the Victorious Academies Trust, who are able to access such funding from the DfE under their Academies conversion process. Should the Executive Cabinet be minded to proceed, then further information about the costs of the process will be obtained from the Funders and their lawyers to enable the Academy and Schools affected to consider their options with support from the DfE.

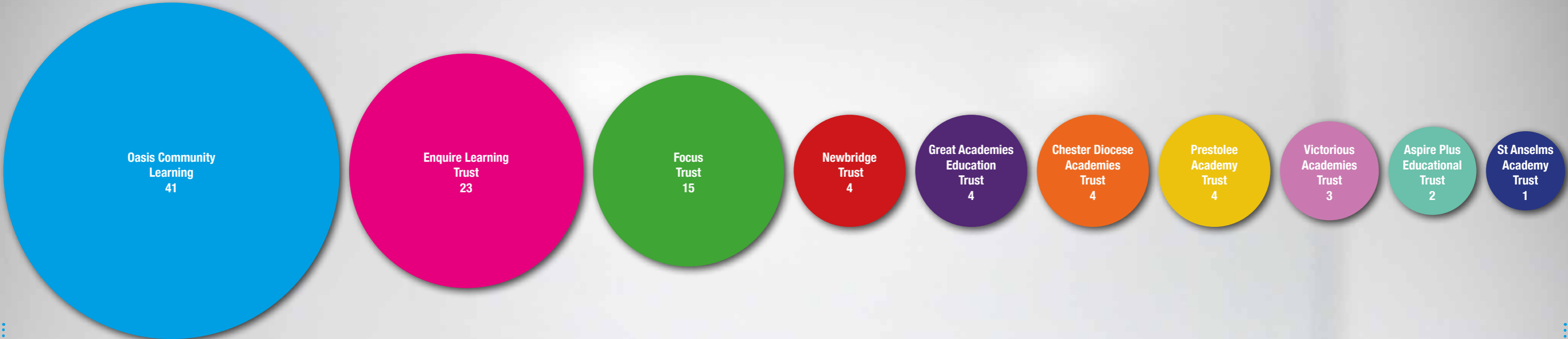
## **5. RECOMMENDATIONS**

5.1 As set out on the front of the report.

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# Overview of Academy Trusts in Tameside



Total No. of schools in trust

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Number of schools per trust in Tameside

### Key to Academy Trust Schools

<b>Convertor Academies</b>  Denton West End Primary School Ashton West End Primary School Audenshaw School West Hill School Fairfield High School for Girls	Godley Primary Flowery Field Primary Dowson Primary Endeavour Academy Linden Rd Primary Academy Manchester Rd Primary Academy Moorside Primary Oakfield Primary Bradley Green Primary	Silver Springs Primary Academy Copley Academy Great Academy Ashton	Discovery Academy Inspire Academy Poplar St Academy	Longdendale High School Rayner Stephens High School	Oasis Broadoak Academy	Manor Green Primary Academy	The Hawthorns School	Waterloo Primary	All Saints Catholic College	St Pauls CE Primary	<b>Sponsor Academies</b>  Droylsden Academy (sponsored by Tameside College)
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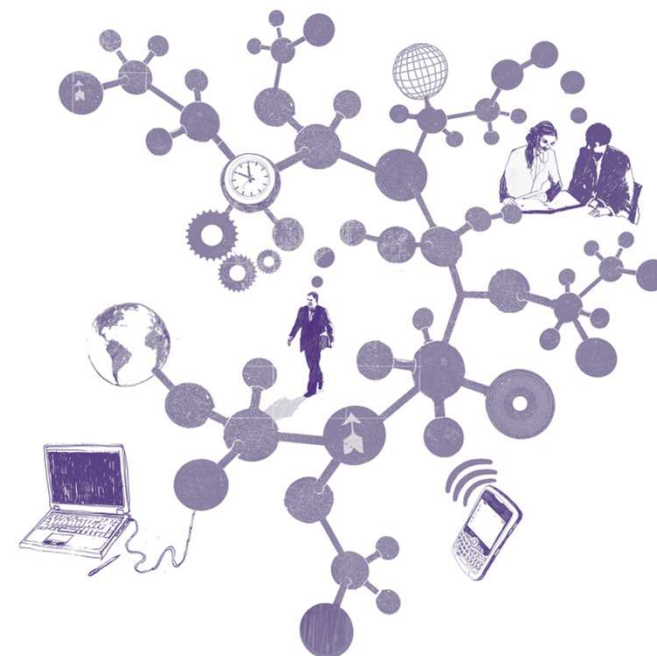
# The Audit Findings for Tameside Metropolitan Borough Council

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Year ended 31 March 2013  
28 August 2013

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The contents of this report relate only to those matters which came to our attention during the conduct of our normal audit procedures which are designed primarily for the purpose of expressing our opinion on the financial statements. Our audit is not designed to test all internal controls or identify all areas of control weakness. However, where, as part of our testing, we identify any control weaknesses, we will report these to you. In consequence, our work cannot be relied upon to disclose defalcations or other irregularities, or to include all possible improvements in internal control that a more extensive special examination might identify.

We do not accept any responsibility for any loss occasioned to any third party acting, or refraining from acting on the basis of the content of this report, as this report was not prepared for, nor intended for, any other purpose.

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2. Audit findings	7
3. Value for Money	22
4. Fees, non audit services and independence	24
5. Communication of audit matters	26

## **Appendices**

A	Action plan
B	Proposed audit opinion
C	Letter of Representation

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## Section 1: Executive summary

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01. Executive summary

02. Audit findings

03. Value for Money

04. Fees, non audit services and independence

05. Communication of audit matters

# Executive summary

## Purpose of this report

This report highlights the key issues affecting the results of Tameside Metropolitan Borough Council (the Council) and the preparation of the Council's financial statements for the year ended 31 March 2013. It is also used to report our audit findings to management and those charged with governance in accordance with the requirements of International Standard on Auditing (UK & Ireland) 260.

Under the Audit Commission's Code of Audit Practice we are required to report whether, in our opinion, the Council's financial statements present a true and fair view of the financial position. We are also required to reach a formal conclusion on whether the Council has put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources (the Value for Money Conclusion).

## Introduction

We communicated in our Audit Plan, dated 3 May 2013, our planned audit approach. As we noted in the Plan we raised a recommendation in respect of the Council finalising its accounting approach to its investment in the two Inspiredspaces companies. The Council concluded that - as a result of the increased investment in year - group accounts should be produced for 2012-13. We discuss our findings on the Council's group accounts in section two of this report. There are no other changes to highlight from our Audit Plan presented to the Council in May 2013.

Our audit of the Council's financial statements is nearing completion although we are finalising our procedures in the following areas:

- completing our audit of the Collection Fund
- finalising certain elements of the group accounts and related party transactions audit work
- completing our journals testing
- finalising aspects of the income and expenditure and balance sheet audit work
- updating the manager and engagement lead review of our audit file

- review of the final version of the financial statements
- obtaining and reviewing the management letter of representation
- updating our post balance sheet events review, including key Council meeting minutes, to the date of signing the opinion.

We received the draft financial statements and accompanying working papers on 30 June - the statutory deadline. We are pleased to report that the financial statements and supporting working papers submitted for audit were of an improved quality from the prior year. However, we have raised some recommendations in relation to strengthening working papers to support provisions, contingent liabilities and consideration of post balance sheet events.

## Key audit and financial reporting issues

### Financial statements opinion

We identified and discussed a small number of adjustments affecting the Council's primary statements (details of the audit adjustments are recorded in section two of this report). The most significant change made to the accounts was an increase in the pension fund liability and associated reserve of £53m as a result of aligning the Council's pension fund calculation with all the other local authority members of the Greater Manchester Pension Fund. It is important to note that this adjustment - and indeed all other processed audit adjustments - do not impact on the General Fund or level of useable reserves of the Council.

In addition to the agreed audit adjustments, we also identified a small number of proposed adjustments which management is not proposing to adjust on the basis that they are immaterial to the Council's overall financial position. The 'unadjusted misstatements' are included in section two and the Overview (Audit) Panel should decide whether or not to process the proposed audit adjustments and minute the basis of its decision.

We also identified a small a number of amendments to enhance disclosures and the presentation of the accounts and some of the more significant presentational changes are detailed in section two.

The key messages arising from our audit of the Council's financial statements are:

- the draft accounts and working papers were an improvement from the prior year and we will be working closely with the finance team to further enhance the process for 2013-14
- the audit did not identify any material misstatements that impacted on the level of useable reserves
- the audit identified a small number of adjustments and presentational changes and a small number of unadjusted misstatements.

Further details are set out in section two of this report.

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### **Value for Money (VFM) conclusion**

We are pleased to report that, based on our review of the Council's arrangements to secure economy, efficiency and effectiveness in its use of resources, we propose to give an unqualified VFM conclusion.

Further detail of our work on Value for Money is set out in section three of this report.

### **Whole of Government Accounts (WGA)**

Our WGA work is due to commence upon receipt of the Council's submission pack, expected at the beginning of September. We plan to carry out our work as soon as the pack has been received from the Council. We anticipate completing our WGA review alongside our completion work on the main accounts in order that we can issue our opinions on the accounts and WGA submission on the same date towards the end of September.

### **Controls**

The Council's management is responsible for the identification, assessment, management and monitoring of risk, and for developing, operating and monitoring the system of internal control.

Our audit is not designed to test all internal controls or identify all areas of control weakness. However, where, as part of our testing, we identify any control weaknesses, we report these to the Council.

Whilst our work has not identified any significant control weaknesses within the Council's financial systems our audit did identify a limited number of areas where controls and/or procedures could be enhanced. Further details are provided within section two of this report with corresponding recommendations highlighted in the Action Plan at Appendix A.

### **The way forward**

Matters arising from the financial statements audit and review of the Council's arrangements for securing economy, efficiency and effectiveness in its use of resources have been discussed with the Assistant Executive Director of Finance and senior finance team throughout the audit.

This report has been discussed and agreed with the Assistant Executive Director of Finance and his senior finance team at the accounts meeting on 3 September 2013 and is due to be presented to the Overview (Audit) Panel on 16 September 2013. We will provide a verbal update to the Overview (Audit) Panel on any significant developments in our audit findings between the accounts meeting and the Panel.

We anticipate providing an unqualified opinion on the Council's financial statements, following approval of the accounts by the Audit Panel on 16 September 2013. Our proposed audit opinion is included at Appendix B and the draft Letter of Representation is attached at Appendix C.

### **Acknowledgement**

We would like to take this opportunity to record our appreciation for the assistance provided by the finance team and other staff during our audit.



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## Section 2: Audit findings

01. Executive summary

**02. Audit findings**

03. Value for Money

04. Fees, non audit services and independence

05. Communication of audit matters

# Overview of audit findings

In this section we present our findings in respect of matters and risks identified at the planning stage of the audit and additional matters that arose during the course of our work. We set out on the following pages the work we have performed and findings arising from our work in respect of the audit risks we identified in our audit plan, presented to the Audit Panel in May 2013. We also set out the adjustments to the financial statements from our audit work and our findings in respect of internal controls.

## Changes to Audit Plan

We have not made any changes to our Audit Plan as previously communicated to you except for the area of group accounts, as already discussed in the executive summary. We highlighted in our Audit Plan that the Council was considering how it should account for its investment in two companies (Inspiredspaces Tameside Holdings1 and Holdings2 Ltd). The Council concluded that the investments met group accounts requirements and consequently prepared group accounts for the first time.

Given that group accounts was a change to our audit approach, and a new accounting transaction for the Council, we have included the matter as an 'audit finding against a significant risk' on page 12 of this report.

## Audit opinion

We anticipate that we will provide the Council with a standard unqualified opinion. Our proposed audit opinion is set out at Appendix B.

## An audit focused on risks

A summary of our audit approach on the key areas of the Council's accounts is shown in the table below. The table represents an assessment of risk and resultant audit work carried out (if any) in relation to each item in the statement of accounts. The firm's overall audit methodology for metropolitan councils is tailored to reflect local circumstances at each audit.

Account	Transaction cycle	Material misstatement risk?	Description of risk identified in the Audit Plan	Change to the audit plan?	Audit findings
Cost of services - operating expenses	Operating expenses	Yes – medium risk	Operating expenses understated	No	Yes – see page 13 for summary of work done
Cost of services - employee remuneration	Employee remuneration	Yes – medium risk	Remuneration expenses not correct and tax obligations understated	No	Yes – see page 13 for summary of work done
Costs of services - Housing & council tax benefit	Welfare expenditure	Yes – medium risk	Welfare benefits improperly computed	No	Yes – see page 14 for summary of work done
Cost of services – other revenues (fees & charges)	Other revenues	No		No	None

Audit findings

Account	Transaction cycle	Material misstatement risk?	Description of risk identified in the Audit Plan	Change to the audit plan?	Audit findings
(Gains)/ Loss on disposal of non current assets	Property, Plant and Equipment	No		No	None
Payments to Housing Capital Receipts Pool	Property, Plant & Equipment	No		No	None
Precepts and Levies	Council Tax	No		No	None
Return on Pension assets	Employee remuneration	No		No	None
Impairment / Revaluation of Investments	Investments	Yes – medium risk	Revaluation measurements not correct	No	Yes – see page 14 for summary of work done
Investment properties: Income expenditure, valuation, changes & gain on disposal	Property, Plant & Equipment	No		No	None
Income from council tax	Council Tax	No		No	None
NNDR Distribution	NNDR	No		No	None
PFI revenue support grant & other Government grants	Grant Income	No		No	None
Capital grants & Contributions (including those received in advance)	Property, Plant & Equipment	No		No	None

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Audit findings

Account	Transaction cycle	Material misstatement risk?	Description of risk identified in the Audit Plan	Change to the audit plan?	Audit findings
(Surplus)/ Deficit on revaluation of non current assets	Property, Plant & Equipment	No		No	None
Actuarial (gains)/ Losses on pension fund assets & liabilities	Employee remuneration	No		No	None
Other comprehensive (gains)/ Losses	Revenue/ Operating expenses	No		No	None
Property, Plant & Equipment	Property, Plant & Equipment	Yes – medium risk	PPE activity not valid and/or improperly expensed	No	Yes – see page 14 for summary of work done
Property, Plant & Equipment	Property, Plant & Equipment	Yes – medium risk	Revaluation measurements not correct	No	Yes – see page 14 for summary of work done
Heritage assets & Investment property	Property, Plant & Equipment	No		No	None
Intangible assets	Intangible assets	No		No	None
Investments (long & short term)	Investments	Yes – medium risk	Revaluation measurements not correct	No	Yes – see page 14 for summary of work done
Debtors (long & short term)	Revenue	No		No	None
Assets held for sale	Property, Plant & Equipment	No		No	None
Inventories	Inventories	No		No	None
Cash and Cash Equivalents	Bank & Cash	No		No	None

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Audit findings

Account	Transaction cycle	Material misstatement risk?	Description of risk identified in the Audit Plan	Change to the audit plan?	Audit findings
Borrowing (long & short term)	Debt	No		No	None
Creditors (long & short term)	Operating Expenses	Yes – medium risk	Creditors understated or not recorded in the correct period	No	Yes – see page 13 for summary of work done
Provisions (long & short term)	Provision	No		No	Yes – see page 16 for summary findings
Pension liability	Employee remuneration	No		No	Yes – see page 17 for summary findings
Reserves	Equity	No		No	Yes – see page 17 for summary findings

# Audit findings against significant risks

"Significant risks often relate to significant non-routine transactions and judgmental matters. Non-routine transactions are transactions that are unusual, either due to size or nature, and that therefore occur infrequently. Judgmental matters may include the development of accounting estimates for which there is significant measurement uncertainty" (ISA 315).

In this section we detail our response to the significant risks of material misstatement which we identified in the Audit Plan together with our summary of audit work and findings on the additional significant risk of the Council's newly constituted group accounts. As we noted in our plan, the first two are presumed significant risks which are applicable to all audits under auditing standards.

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	Risks identified in our audit plan	Work completed	Assurance gained and issues arising
1.	<p><b>Improper revenue recognition:</b></p> <p>Under ISA 240 there is a presumed risk that revenue may be misstated due to the improper recognition of revenue.</p>	<p>Our work to address this presumed risk included:</p> <ul style="list-style-type: none"> <li>• review and testing of revenue recognition policies</li> <li>• testing of material revenue streams</li> <li>• review of unusual significant transactions.</li> </ul>	<p>Our audit work has not identified any issues in respect of revenue recognition.</p>
2.	<p><b>Management override of controls:</b></p> <p>Under ISA 240 there is a presumed risk that the risk of management over-ride of controls is present in all entities.</p>	<p>Our work to address this presumed risk included:</p> <ul style="list-style-type: none"> <li>• review of accounting estimates, judgements and decisions made by management</li> <li>• testing of journal entries</li> <li>• review of unusual significant transactions.</li> </ul>	<p>Our audit work to date has not identified any evidence of management override of controls. We will update the Overview (Audit) Panel with the findings of our review of journal controls and testing of journal entries once this work is completed.</p> <p>We set out later in this section of the report our work and findings on key accounting estimates and judgements and associated recommendations.</p>
3.	<p><b>Group Accounts:</b></p> <p>The Council has prepared group accounts for the first time in 2012-13. This is as a result of the Council's acquisition of £2.36m of shares in Inspiredspaces Tameside (Holdings1) Ltd and Inspiredspaces Tameside (Holdings2) Ltd. Prior to 2012-13, the Council was represented on the Boards of both companies but only had a small stake in each of the companies which did not give rise to a significant controlling influence.</p> <p>Following the share purchase, the Council now has a significant influence over both companies.</p>	<p>Our work to address this additional significant risk included:</p> <ul style="list-style-type: none"> <li>• review of the work of the third party engaged by the Council to inform the group accounts production</li> <li>• review of the Council's consolidation adjustments against the Code and relevant Accounting Standards</li> <li>• review of the group disclosures in the accounts.</li> </ul>	<p>Our audit work completed to date has not identified any significant issues in relation to the risk identified.</p> <p>The Council has accounted for its group accounts in a materially appropriate manner.</p>

# Audit findings against other risks

In this section we detail our response to the other risks of material misstatement which we identified in the Audit Plan.

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Transaction cycle	Description of risk	Work completed	Assurance gained & issues arising
<b>Operating expenses</b>	Operating expenses understated	<p>We have undertaken the following work in relation to this risk:</p> <ul style="list-style-type: none"> <li>documentation of our understanding of processes and key controls over the transaction cycle</li> <li>walkthrough of the key controls to determine if those controls are designed effectively</li> <li>substantive testing of sample of expenses.</li> </ul>	Our audit work to date has not identified any significant issues in relation to the risk identified.
<b>Operating Expenses</b>	Creditors understated or not recorded in the correct accounting period	<p>We have undertaken the following work in relation to this risk:</p> <ul style="list-style-type: none"> <li>documentation of our understanding of processes and key controls over the transaction cycle</li> <li>walkthrough of the key controls to determine if those controls are designed effectively</li> <li>substantive testing of creditors including post year end payment for cut-off.</li> </ul>	Our audit work to date has not identified any significant issues in relation to the risk identified.
<b>Employee remuneration</b>	Remuneration expenses not correct and tax obligations understated	<p>We have undertaken the following work in relation to this risk:</p> <ul style="list-style-type: none"> <li>documentation of our understanding of processes and key controls over the transaction cycle</li> <li>walkthrough of the key controls to determine if those controls are designed effectively</li> <li>substantive testing of sample of 60 items of salary payments to employees, agreeing back to corroborating documentation, for example, job description and signed contracts.</li> </ul>	Our audit work to date has not identified any significant issues in relation to the risk identified




Transaction cycle	Description of risk	Work completed	Assurance gained & issues arising
<b>Welfare expenditure</b>	Welfare benefits improperly computed	We have undertaken the following work in relation to this risk: <ul style="list-style-type: none"> <li>documentation of our understanding of processes and key controls over the transaction cycle</li> <li>walkthrough of the key controls to determine if those controls are designed effectively</li> <li>substantive testing of a sample of benefit payments to individual claimants to support our audit opinion on the accounts and our certification of the Housing Benefit Subsidy claim.</li> </ul>	Our audit work has not identified any significant issues in relation to the risk identified.  There are some issues noted from our testing of individual benefit claimants but these are not material to the Council's accounts. We will report our findings from the Housing Benefit work in our Grants Report later in the year.
<b>Revaluation of Investments</b>	Revaluation measurements not correct	We have reviewed the work of the Council's expert on the valuation of the Council's non voting minority shareholding in the Manchester Airport Group (MAG).	Our audit work has not identified any significant issues in relation to the risk identified.  We are not minded to challenge the Council's view that a Prior Period Adjustment for the revaluation of MAG investments at 31 March 2012, is impractical with reference to recognised valuation standards as the Council was aware that the nature of the company in which the shareholding was held might change fundamentally. There is no impact on the Council's revenue position or useable reserves arising from this decision.
<b>Property, Plant &amp; Equipment (PPE)</b>	PPE activity not valid or improperly expensed  Revaluation measurement not correct	We have undertaken the following work in relation to this risk: <ul style="list-style-type: none"> <li>documentation of our understanding of processes and key controls over the transaction cycle</li> <li>walkthrough of the key controls to determine if those controls are designed effectively</li> <li>substantive testing of property, plant and equipment, including existence testing</li> <li>a review of PPE additions and disposals to ensure that these occurred during the year and were correctly accounted for</li> <li>work to gain assurance that the depreciation charge for the year has not been materially misstated</li> <li>reviewed the work of the Council's expert property valuer and how its report has been accounted for by the Council.</li> </ul>	Our audit work has not identified any material issues in relation to our work on PPE. However, there are some issues arising from our audit of PPE and these are referred to later in this report and in corresponding recommendations in the Action Plan.  We have reviewed the Council's accounting treatment of the revaluation during our final accounts fieldwork. We have concluded that the revaluation of the Council's land and buildings has been accounted for in line with the Code and IAS16.  Judgement has been applied by the Council's external valuer in revaluing the land and property assets. To provide us with assurance over the judgements used and reported results, we reviewed the work of the external valuer.  We are satisfied that the valuation was performed by appropriately qualified experts in accordance with the RICS Valuation Professional Standards and that there is no significant risk that the values of the Council's land and buildings are materially misstated in the financial statements.



# Accounting policies, estimates & judgements and other issues

In this section we report on our consideration of accounting policies, in particular key estimates and judgements made and included with the Council's financial statements and other issues that have arisen as part our year-end audit. Recommendations, together with management responses, are attached at Appendix A.

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Accounting area	Summary of issue	Comments	Assessment
Revenue recognition	<ul style="list-style-type: none"> <li>Revenue from the provision of services is recognised when the Council can measure reliably the level of completion of the transaction and it is probable that benefits will flow to the Council</li> <li>Government Grants are recognised when there is reasonable assurance that the Council will comply with any conditions attached to the payments.</li> </ul>	The Council's policy is appropriate and consistent with the relevant accounting framework set out in the CIPFA Code. Minimal judgement is involved and the Council accounting policy is appropriately disclosed.	 <b>Green</b>
Judgements and estimates	<ul style="list-style-type: none"> <li>Key estimates and judgements include:                             <ul style="list-style-type: none"> <li>– useful life of capital equipment</li> <li>– pension fund valuations and settlements</li> <li>– revaluations</li> <li>– impairments</li> <li>– provisions and contingent liabilities</li> <li>– review for post balance sheet events.</li> </ul> </li> </ul>	<p>We have noted the 'accounting policies and estimates' paper that was presented to the Audit Panel in May 2013 and see this as good practice by the Council to highlight to members those areas of the accounts that are subject to estimate and judgement.</p> <p>In our audit work we have, however, noted that there is scope to improve the documentation of the Council's judgement in respect of accounting for provisions and contingent liabilities and reviewing for events after the balance sheet date.</p> <p>Given the potential impact that provisions and crystallising contingent liabilities could have on the Council's financial position, we recommend that formal consideration of these areas is reflected in working papers that assess each case against the Accounting Standard IAS37. <b>[Rec 1]</b></p>	 <b>Amber</b>
Accounting policies	<ul style="list-style-type: none"> <li>The Council has adopted accounting policies in accordance with the Local Government Code of Accounting Practice.</li> </ul>	We have reviewed the Council's policies against the Code and do not have any comments to make. We note that the Council's accounting policies have been presented to and agreed by the Overview (Audit) Panel.	 <b>Green</b>

**Assessment**

 Marginal accounting policy which could potentially attract attention from regulators

 Accounting policy appropriate but scope for improved disclosure

 Accounting policy appropriate and disclosures sufficient

## Accounting policies, estimates & judgements and other issues

Accounting area	Summary of issue	Comments
<p><b>Depreciation and impairment of surplus assets</b></p>	<p>During our review of the Council's £36.8m of surplus assets it was noted that no depreciation had been charged against these assets. The Council did not have a split of the land and buildings element of surplus assets (which would establish the proportion of land values that would not be subject to depreciation).</p> <p>In addition, over half the total valuation of surplus assets relates to two schools that are derelict following the building of new PFI funded schools in their place, suggesting that these assets should be subject to impairment review.</p>	<p>We are of the view that the surplus asset population should be subject to an impairment review and that an element of depreciation should be charged. The Council has acknowledged this and has agreed an adjustment of £15.2m to impair the two former schools to their residual value. The Council has not charged any depreciation on surplus assets on the basis that latest information to do this is not currently available.</p> <p>It should be noted that impairment charges and depreciation, whilst resulting in a charge to the Comprehensive Income and Expenditure Statement, does not impact on the Council's General Fund or its level of useable reserves.</p> <p>As such, we have raised a recommendation in the Action Plan to ensure this issue is resolved by the Council in time for the 2013-14 accounts. <b>[Rec 2]</b></p>
<p><b>PFI schools gaining academy status – possible future accounting issue impacting on the Council</b></p>	<p>An emerging issue nationally relates to the treatment of liabilities currently held by councils towards PFI funded schools, should any of these convert to academy status. The issue is in relation to whether local authority PFI school schemes would constitute an onerous contract should any school convert to academy status and therefore move outside of local authority control.</p> <p>There are some suggestions that the service charge element of PFI school contracts should be written off to revenue upon transfer of status of the school as the local authority would no longer be receiving any benefit from the PFI contract as academies are outside of council control.</p>	<p>The issue of potential onerous contracts for PFI schools that convert to academy status is currently subject to national debate within the audit sector. We will update the Council in 2013-14 as soon as any formal decisions on this issue are taken. Although there are currently no PFI schools that have converted to academy status in Tameside, this could change in the future.</p> <p>We understand that the Council recognises the possible risks arising from PFI schools converting to academy status and this has partly resulted in the relatively low conversion rate of academies within the Borough.</p> <p>Given the potentially significant impact of this issue for the Council, we have raised a recommendation in the Action Plan in order to ensure the Council continues to review developments on this issue and to mitigate any potential liabilities. <b>[Rec 3]</b></p>
<p><b>Unequal Pay Back Pay provision</b></p>	<p>The Council is showing a provision at 31 March 2013 in relation to equal pay back pay. We believe that it is highly uncertain that the full amount will need to be applied during the next 12 months.</p>	<p>Whilst we are satisfied that there is no material misstatement in the Council's equal pay provision, we have discussed the Council's calculation of the provision with the Borough Solicitor and Assistant Director of Finance.</p> <p>We believe that the Council should review the split of the provision between current and long-term liabilities and review the documentation and methodology used to calculate the Council's best estimate of the provision.</p>

## Adjusted misstatements

A small number of adjustments to the draft financial statements have been identified during the audit process. The table below summarises the adjustments arising from the audit which have been processed by management along with the impact on the key statements and the Council's reported financial position.

Detail	Comprehensive Income & Expenditure Account £000	Balance Sheet £000	Impact on the level of useable reserves
<p>1 <b>Accounting for the Pension Fund deficit:</b> The draft accounts showed a deficit on the Council's share of the Pension Fund of £228m. The Council initially asked the actuary to provide a valuation of its share of the Pension Fund based, in part, on a lower rate of increase in salaries by comparison to other Greater Manchester (GM) authorities. We discussed this matter with the Council and, ultimately, the Council requested an updated valuation on the same basis as other GM authorities. This resulted in an increase in the Pension Fund deficit within the Council's accounts by £53m to £281m. It is important to note that this adjustment does not affect the triennial valuation of the Fund. <b>[Rec 4]</b></p>		-53,000 (increase in the pension fund liability and decrease in the level of un-useable reserves)	No impact on the General Fund or useable reserves
<p>2 <b>Four assets with a negative Net Book Value (NBV) of £1.3m:</b> During our review of the Council's PPE we noted four assets with a combined negative NBV of £1.3m. Given that assets cannot have a negative NBV we raised an adjustment to reverse this and to show the assets at their appropriate value – an adjustment of £2.56m was agreed. We recommend that the Council reviews its fixed asset register to ensure that negative assets values do not occur in 2013-14. <b>[Rec 5]</b></p>	-2,556 (reduction in depreciation in the CIES but subsequently reversed out before impacting on the general fund)	+2,556 (increase to PPE)	No impact on the General Fund or useable reserves
<p>3 <b>Surplus Assets impairment &amp; depreciation:</b> During our review of the Council's £36.8m of surplus assets it was noted that no depreciation had been charged against these assets. In addition, over half the total valuation of surplus assets relates to two schools that are derelict following the building of new PFI funded schools in their place, suggesting that these assets should be subject to impairment review. The Council has impaired the two former schools by £15.2m to reduce their value to their residual amount. The Council has not charged any depreciation against surplus assets as information to do this is not currently available.</p>	+15,194 (increase to impairment charge in the CIES of £11.3m, then reversed out in order not to impact on the General Fund and impairment & impairment of £3.9m charged to the revaluation reserve)	-15,194 (reduction in surplus assets value in the balance sheet)	No impact on the General Fund or useable reserves
<b>Overall impact:</b> A charge to the CIES of £12.9m and a reduction in the net worth of the balance sheet of £65.9m	<b>12,938</b>	<b>65,938</b>	<b>None</b>

## Misclassifications & disclosure changes

The table below provides details of misclassification and disclosure changes identified during the audit which have been made in the final set of financial statements. This excludes amendments of a typographical nature.

Adjustment type	Value £'000	Account balance	Summary of the change and impact on the financial statements
1 Disclosure	2	School Balances Note 28	The Council prepared its draft accounts at a time when school balances were being finalised and an estimated balance was included. The process was completed during our audit and an adjustment of £2k to decrease the schools balances has been processed.
2 Disclosure	nil	Revaluations Note 16	The table showing the timing of the Council's revaluation of its property, plant and equipment has been amended to show the appropriate timings when revaluations took place.
3 Disclosure	5 (net change)	External Audit Costs Note 47	The presentation of this note was amended to reflect the level of audit and non-audit fees payable by the Council to Grant Thornton in 2012-13.
4 Disclosure	nil	Financial Instruments Note 21A	To include the description of 'Available for Sale' as a sub-category of the Council's investments in Manchester Airport and Inspiredspaces Tameside.
5 Disclosure	nil	Long Term Debtors Note 20	To include an additional sub-section of this note to explain the long term debtor in respect of Inspiredspaces Tameside.
6 Disclosure	nil	Critical Judgements Note 3	To expand on the section within note 3 on accounting for schools, to note that the land values of Voluntary Aided and Voluntary Controlled schools are included in the Council balance sheet even though the physical school buildings are not.
7 Disclosure	nil	Group Accounts	Given that the Council's group accounting arrangements commenced in 2012-13, we suggested that the comparative 'nil entries' for 2011-12 should be deleted.
8 Disclosure	nil	Annual Report & Summary Accounts	We were pleased that the Council has decided to prepare an Annual Report and Summary Financial Statements in order to make the accounts more accessible to the public. We discussed a small number of presentational changes to the document which were agreed and processed by the Council.
9 Disclosure	nil	Manchester Airport Note 21A	An update to the narrative disclosure to reflect that the financial statements for the airport become available during the period between the draft and final Council accounts.

## Unadjusted misstatements



The table below provides details of the adjustment identified during the audit but which was not been made within the final set of financial statements. The Audit Panel is required to approve management's proposed treatment of the item recorded within the table below:

Detail	Comprehensive Income and Expenditure Account £000	Balance Sheet £000	Reason for not adjusting
<p>1 <b>Equal Pay provision:</b> The draft accounts show the full provision as 'current' and therefore due to be settled within 12 months of the balance sheet date. We believe that the Council should review the split of the provision between current and long-term liabilities.</p>	-	<p>Net nil (to decrease current provisions and increase long term provisions – note no impact on the Council's useable reserves)</p>	<p>The Council does not deem the potential difference between current and long-term liabilities to be material to the financial position. The Council confirmed this view to the audit team during the clearance meeting on 3 September 2013. The Council will consider the profile of the provision for the 2013-14 accounts.</p>
<b>Overall impact</b>	-	<b>Net nil</b>	

# Internal controls

- The purpose of an audit is to express an opinion on the financial statements.
- Our audit included consideration of internal control relevant to the preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of internal control. The matters reported here are limited to those deficiencies that we have identified during the course of our audit and that we have concluded are of sufficient importance to merit being reported to you in accordance with auditing standards.
- These and other recommendations, together with management responses, are included in the Action Plan attached at Appendix A.

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	Assessment	Issue and risk	Recommendations
1.	 <b>Green</b>	<p><b>Review of Information Technology (IT) controls:</b></p> <p>Our information systems specialist has performed a high level review of the general IT control environment, as part of the overall review of the internal controls system.</p> <p>Our work on reviewing high level IT controls identified some minor weaknesses, principally in relation to IT access controls.</p>	<p>Following our review we issued a brief report, including a small number of recommendations to bring to management's attention. We have discussed and agreed the report with management and, given that the findings were not significant, we are not intending to present the report to Audit Panel. We will monitor the implementation of the IT recommendations as part of our 2013-14 audit.</p>
2.	 <b>Amber</b>	<p><b>Follow up of prior year recommendations – the mosque constructed in 2011-12:</b></p> <p>Whilst the Council can demonstrate progress in implementing the prior year recommendations raised, we note that the new mosque in Ashton-under-Lyne - constructed after the previous building had to be demolished to make way for the Northern Bypass - has still to be legally transferred over to the Trustees of the mosque.</p>	<p>The mosque was derecognised in the 2011-12 accounts and has no value or impact on the 2012-13 accounts.</p> <p>There is a risk that because legal ownership is yet to formally pass to the mosque Trustees, the Council could be liable for any structural or internal damages that may occur prior to the legal transfer.</p> <p>As a result, we have once again raised this issue in the Action Plan and we recommend the Council resolves this matter as soon as possible. <b>[Rec 6]</b></p>

**Assessment**

 Significant deficiency – risk of significant misstatement

 Deficiency – risk of inconsequential misstatement

 Minor finding – best practice to implement

## Other communication requirements

We set out below details of other matters which we, as auditors, are required by auditing standards to communicate to those charged with governance.

	Issue	Commentary
1.	<b>Matters in relation to fraud</b>	We have previously discussed the risk of fraud with the Audit Panel and have been made aware of a number of small non-material frauds as noted in the report of the Head of Risk Management and Audit Services. These frauds do not impact on our audit opinion and we have not been made aware of any other incidents in the period and no other issues have been identified during the course of our audit procedures.
2.	<b>Matters in relation to related parties</b>	We are not aware to date of any related party transactions which have not been disclosed.
3.	<b>Matters in relation to laws and regulations</b>	We are not aware to date of any significant incidences of non-compliance with relevant laws and regulations.
4.	<b>Written representations</b>	A standard letter of representation has been requested from the Council and is included at Appendix C. It is anticipated this will be signed at the Overview (Audit) Panel on 16 September.
5.	<b>Disclosures</b>	Our review found no material omissions in the financial statements. Management have amended the accounts and narrative notes for the disclosure changes noted on page 18.
6.	<b>Review of the Annual Governance Statement (AGS) &amp; Explanatory Foreword (EF)</b>	<p>We reviewed both the draft AGS and EF and noted a small number of points for amendment and inclusion in the final versions of both documents, principally including additional comments on the Council's new group accounts arrangements and its administering role for the Greater Manchester Pension Fund .</p> <p>We discussed our comments with the Associate Director of Finance (on the EF) and the Head of Risk Management and Audit Services (on the AGS) and note additional commentary and updated disclosures are expected to be included in the revised versions of both documents which are due to be discussed, reviewed and agreed at the Overview (Audit) Panel on 16 September. Overall, subject to the amendments agreed, the AGS and EF comply with CIPFA guidance and are in accordance with our knowledge of the Council.</p>
7.	<b>Going concern</b>	<p>We are not aware of any issues relating to going concern. The Chair of Audit Panel and Executive Director of Finance have formally considered this issue of going concern and presented a paper to us for review setting out the Council's assessment that it remains a going concern. Our work has not identified any indication that the accounts should not be prepared on a going concern basis.</p> <p>The Council's wider financial position has been reviewed by us as part of our financial resilience review to inform our VFM conclusion and our report on this will be presented to the Audit Panel on 16 September.</p>
8.	<b>Audit of the Greater Manchester Pension Fund (GMPF)</b>	The Council has the administering role for the GMPF and we are the appointed auditors to the Fund. We will be providing a separate Audit Findings ISA260 Report for our audit of the GMPF and this report is due to be discussed at the GMPF Management Advisory Panel on 13 September. Our audit opinion on the Council, included at Appendix B, incorporates our proposed opinion on the GMPF. We anticipate providing an unqualified opinion on the GMPF accounts and will update the Audit Panel on 16 September with any issues arising from the GMPF meeting on 13 September.

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## Section 3: Value for Money

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01. Executive summary

02. Audit findings

**03. Value for Money**

04. Fees, non audit services and independence

05. Communication of audit matters



# Value for Money

## Value for Money conclusion

The Code of Audit Practice 2010 (the Code) describes the Council's responsibilities to put in place proper arrangements to:

- secure economy, efficiency and effectiveness in its use of resources
- ensure proper stewardship and governance
- review regularly the adequacy and effectiveness of these arrangements.

We are required to give our VFM conclusion based on two criteria specified by the Audit Commission which support our reporting responsibilities under the Code.

These criteria are:

**The Council has proper arrangements in place for securing financial resilience.**

The Council has robust systems and processes to manage effectively financial risks and opportunities, and to secure a stable financial position that enables it to continue to operate for the foreseeable future.

**The Council has proper arrangements for challenging how it secures economy, efficiency and effectiveness.**

The Council is prioritising its resources within tighter budgets, for example by achieving cost reductions and by improving efficiency and productivity.

## Key findings

### Securing financial resilience

We have undertaken a review which considered the Council's arrangements against the three expected characteristics of proper arrangements as defined by the Audit Commission:

- Financial governance
- Financial planning
- Financial control.

To support our VFM conclusion against the specified criteria we performed a risk assessment against VFM risk indicators specified by the Audit Commission. Following completion of our work we have not identified any significant residual risks to our VFM conclusion.

Our overall conclusion is that whilst the Council faces challenges - particularly from 2014-15 onwards - its current arrangements for securing financial resilience are good. The Council remains better placed compared to most peer authorities to deal with the current and anticipated financial environment within local government.

A separate report on our review of the Council's financial resilience arrangements has been prepared and agreed with management. It is due to be presented to the Overview (Audit) Panel on 16 September and forms a key part of our work to inform our overall VFM conclusion.

### Challenging economy, efficiency and effectiveness

We have reviewed whether the Council has prioritised its resources to take account of the tighter constraints it is required to operate within and whether it has achieved cost reductions and improved productivity and efficiencies.

Our work concentrated on how the Council has delivered its £22m saving plan for 2012-13 and its plans for delivering savings of £39.5m over the next two years.

Our overall conclusion is that the Council is responding well to the challenges of the Local Government Finance Settlement, delivering savings and targeting its resources effectively.

### Overall VFM conclusion

On the basis of our work, and having regard to the guidance on the specified criteria published by the Audit Commission, we are satisfied that in all significant respects the Council put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ending 31 March 2013.

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## Section 4: Fees, non audit services and independence

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04. Fees, non audit services and independence

05. Communication of audit matters

# Fees, non audit services and independence

We confirm below our proposed final fees (net of VAT) charged for the audit .

## Fees

	Per Audit plan £	Actual fees £
Council audit	138,553	143,553*
Grant certification	51,000	TBC**
<b>Total audit fees</b>	<b>189,553</b>	<b>TBC</b>

\* An additional fee of £5,000 (exc VAT) has been discussed and agreed with the Executive Director of Finance in respect of the costs required to audit the first time group accounts for 2012-13. As the requirement to produce group accounts is new for 2012-13, the time and cost implications of this did not form part of the calculation of the 2012-13 scale fee - set by the Audit Commission - of £138,553. The additional fee has been agreed by the Audit Commission.

\*\* The planned fee for certification of grant claims and returns is based on the Audit Commission's scale fee. At present we do not anticipate any changes to the grants scale fee, however, the final grants fee will be confirmed in the Grants Report 2012-13, due to be discussed with management in December 2013.

## Fees for other services

Service	Fees £
Audit of Regional Growth Fund Grant	11,357
Due diligence work in respect of Ashton Moss, related to Regional Growth Fund bid	5,000
Forensic services provided during the year	19,079
<b>Total non-audit fees</b>	<b>35,436</b>

## Independence and ethics

We confirm that there are no significant facts or matters that impact on our independence as auditors that we are required or wish to draw to your attention. We have complied with the Auditing Practices Board's Ethical Standards and therefore we confirm that we are independent and are able to express an objective opinion on the financial statements.

Ethical standards and International Standards on Auditing (ISA) 260 require us to give you full and fair disclosure of matters relating to our independence. In this context, we disclose the following to you:

- the audit of the Council's Regional Growth Fund grant (RGF) was performed by the audit engagement team. It is shown as non-audit work as the Audit Commission did not make certification arrangements for the RGF claim
- the due diligence work on Ashton Moss in relation to the RGF grant, was performed by Grant Thornton staff from outside the audit team, and was agreed with the Council, via a letter of engagement in August 2012, prior to our appointment as appointed auditors in September 2012
- the forensic services provided in the year were delivered by Grant Thornton staff from outside of the audit team (from our Forensic Investigatory Services team) in order to maintain the independence of the audit team. The forensic services provided were not in relation to any material areas of the accounts and related to two specific legal cases, one of which has been on-going since early 2010, prior to our appointment as the Council's external auditor.

All non-audit services had separate letters of engagement and were agreed with our Director of Audit Quality and Compliance. We confirm that we have implemented policies and procedures to meet the requirements of the Auditing Practices Board's Ethical Standards.

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## Section 5: Communication of audit matters

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01. Executive summary

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04. Fees, non audit services and independence

05. Communication of audit matters

# Communication of audit matters to those charged with governance

International Standards on Auditing (ISA) 260, as well as other ISAs, prescribe matters which we are required to communicate with those charged with governance, and which we set out in the table opposite.

The Audit Plan outlined our audit strategy and plan to deliver the audit, while this Audit Findings report presents the key issues and other matters arising from the audit, together with an explanation as to how these have been resolved.

## Respective responsibilities

The Audit Findings Report has been prepared in the context of the Statement of Responsibilities of Auditors and Audited Bodies issued by the Audit Commission ([www.audit-commission.gov.uk](http://www.audit-commission.gov.uk)).

We have been appointed as the Council's independent external auditors by the Audit Commission, the body responsible for appointing external auditors to local public bodies in England. As external auditors, we have a broad remit covering finance and governance matters.

Our annual work programme is set in accordance with the Code of Audit Practice ('the Code') issued by the Audit Commission and includes nationally prescribed and locally determined work. Our work considers the Council's key risks when reaching our conclusions under the Code.

It is the responsibility of the Council to ensure that proper arrangements are in place for the conduct of its business, and that public money is safeguarded and properly accounted for. We have considered how the Council is fulfilling these responsibilities.

	Audit Plan	Audit Findings
<b>Our communication plan</b>		
Respective responsibilities of auditor and management/those charged with governance	✓	
Overview of the planned scope and timing of the audit. Form, timing and expected general content of communications	✓	
Views about the qualitative aspects of the entity's accounting and financial reporting practices, significant matters and issues arising during the audit and written representations that have been sought		✓
Confirmation of independence and objectivity	✓	✓
A statement that we have complied with relevant ethical requirements regarding independence, relationships and other matters which might be thought to bear on independence. Details of non-audit work performed by Grant Thornton UK LLP and network firms, together with fees charged Details of safeguards applied to threats to independence	✓	✓
Material weaknesses in internal control identified during the audit		✓
Identification or suspicion of fraud involving management and/or others which results in material misstatement of the financial statements		✓
Compliance with laws and regulations		✓
Expected unmodified auditor's report		✓
Uncorrected misstatements		✓
Significant matters arising in connection with related parties		✓
Significant matters in relation to going concern		✓
Delay in certification of completion of audit		✓

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# Appendices

# Appendix A: Action plan

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Rec No.	Recommendation	Priority	Management response	Implementation date & responsibility
1.	<p><b>Documentation of estimates and judgements:</b></p> <p>Given the potential impact that provisions and crystallising contingent liabilities could have on the Council's financial position, we recommend that formal consideration of these areas is reflected in working papers that assess each case against the Accounting Standard IAS37.</p>	High	Agreed.	Beverley Stephens, Head of Resource Management 31 March 2014
2.	<p><b>Depreciation and impairment review of surplus assets:</b></p> <p>The Council should ensure appropriate working papers are prepared in order to support the surplus assets balance in the 2013-14 accounts, including appropriate levels of depreciation charged and an impairment review.</p>	Medium	Agreed. All surplus assets will be valued on an annual basis and the appropriate accounting treatment applied, including those assets that become surplus in the year in light of the Asset Management Policy.	Julie Hardman, Senior Resource Manager 31 March 2014
3.	<p><b>PFI schools that gain academy status:</b></p> <p>The Council should ensure that it continues to review the PFI contract and establishes an appropriate agreement with PFI schools that convert to academy status in relation to on-going contract payments. This would mitigate the risk of liabilities associated with the PFI contract remaining with the Council (where potential elements of the liability could require write off) as opposed to transferring to the academy.</p>	Medium	Agreed. The Council will continue its practice of reviewing PFI contracts and to support schools who wish to move to academy status, whilst ensuring that unnecessary liabilities for the Council are mitigated.	Elaine Todd, Assistant Executive Director – Asset Investment Partnership Management 31 March 2014

Rec No.	Recommendation	Priority	Management response	Implementation date & responsibility
4.	<p><b>Accounting for the Pension Fund:</b></p> <p>Should the Council wish to pursue an alternative rate of salary increase, in order to inform the actuaries valuation of the Council's share of the Pension Fund, we recommend:</p> <ul style="list-style-type: none"> <li>the Council discusses any change in approach with both ourselves and other GM authorities in order to ensure any change from the standard approach is appropriate</li> <li>the core finance team responsible for production of the draft accounts is kept informed of any decisions to change the valuation methodology.</li> </ul>	Medium	Agreed.	Julie Hardman, Senior Resource Manager 31 March 2014
5.	<p><b>Assets with a negative Net Book Value (NBV):</b></p> <p>We recommend the Council reviews its fixed asset register processes in order to ensure that assets cannot have a negative NBV at the year-end and thus understating the value of the Council's asset base.</p>	Medium	Agreed.	Julie Hardman, Senior Resource Manager 31 March 2014
6.	<p><b>Follow up of prior year recommendations – the mosque constructed in 2011-12:</b></p> <p>There is a risk that because legal ownership is yet to formally pass to the mosque Trustees, the Council could be liable for any structural or internal damages that may occur prior to the legal transfer. As a result, we recommend the Council resolves this matter as soon as possible.</p>	Medium	Agreed.	Julie Hardman, Senior Resource Manager 31 December 2013



# Appendix B: Proposed audit opinion

We anticipate we will provide the Council with a standard unqualified audit report

## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF TAMESIDE METROPOLITAN BOROUGH COUNCIL

### Opinion on the financial statements

We have audited the financial statements of Tameside Metropolitan Borough Council for the year ended 31 March 2013 under the Audit Commission Act 1998. The financial statements comprise the Authority and Group Movement in Reserves Statement, the Authority and Group Comprehensive Income and Expenditure Statement, the Authority and Group Balance Sheet, the Authority and Group Cash Flow Statement, and Collection Fund and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2012-13.

This report is made solely to the members of Tameside Metropolitan Borough Council in accordance with Part II of the Audit Commission Act 1998 and for no other purpose, as set out in paragraph 48 of the Statement of Responsibilities of Auditors and Audited Bodies published by the Audit Commission in March 2010. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Authority and the Authority's Members as a body, for our audit work, for this report, or for the opinions we have formed.

### Respective responsibilities of the Executive Director of Finance and auditor

As explained more fully in the Statement of the Executive Director of Finance Responsibilities, the Executive Director of Finance is responsible for the preparation of the Statement of Accounts, which includes the financial statements, in accordance with proper practices as set out in the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom, and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

### Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the Authority and Group's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Executive Director of Finance; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the explanatory foreword to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

### Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the financial position of Tameside Metropolitan Borough Council as at 31 March 2013 and of its expenditure and income for the year then ended;
- give a true and fair view of the financial position of the Group as at 31 March 2013 and of its expenditure and income for the year then ended; and
- have been properly prepared in accordance with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2012-13.

### Opinion on other matters

In our opinion, the information given in the explanatory foreword for the financial year for which the financial statements are prepared is consistent with the financial statements.

### Matters on which we report by exception

We report to you if:

- in our opinion the annual governance statement does not reflect compliance with 'Delivering Good Governance in Local Government: a Framework' published by CIPFA/SOLACE in June 2007;
- we issue a report in the public interest under section 8 of the Audit Commission Act 1998;
- we designate under section 11 of the Audit Commission Act 1998 any recommendation as one that requires the Authority to consider it at a public meeting and to decide what action to take in response; or
- we exercise any other special powers of the auditor under the Audit Commission Act 1998.

We have nothing to report in these respects.

**Opinion on the pension fund financial statements**

We have audited the pension fund financial statements of Greater Manchester Pension Fund for the year ended 31 March 2013 under the Audit Commission Act 1998. The pension fund financial statements comprise the Fund Account, the Net Assets Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2012-13.

This report is made solely to the members of Tameside Metropolitan Borough Council in accordance with Part II of the Audit Commission Act 1998 and for no other purpose, as set out in paragraph 48 of the Statement of Responsibilities of Auditors and Audited Bodies published by the Audit Commission in March 2010. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Authority and the Authority's Members as a body, for our audit work, for this report, or for the opinions we have formed.

**Respective responsibilities of the Executive Director of Finance and auditor**

As explained more fully in the Statement of the Executive Director of Finance Responsibilities, the Executive Director of Finance is responsible for the preparation of the Authority's Statement of Accounts, which includes the pension fund financial statements, in accordance with proper practices as set out in the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom, and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

**Scope of the audit of the financial statements**

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the fund's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Executive Director of Finance; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the explanatory foreword to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

**Opinion on other matters**

In our opinion, the information given in the explanatory foreword for the financial year for which the financial statements are prepared is consistent with the financial statements.

**Opinion on financial statements**

In our opinion the pension fund's financial statements:

- give a true and fair view of the financial transactions of the pension fund during the year ended 31 March 2013 and the amount and disposition of the fund's assets and liabilities as at 31 March 2013; and
- have been properly prepared in accordance with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2012-13.

**Conclusion on the Authority's arrangements for securing economy, efficiency and effectiveness in the use of resources**

**Respective responsibilities of the Authority and the auditor**

The Authority is responsible for putting in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources, to ensure proper stewardship and governance, and to review regularly the adequacy and effectiveness of these arrangements.

We are required under Section 5 of the Audit Commission Act 1998 to satisfy ourselves that the Authority has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources. The Code of Audit Practice issued by the Audit Commission requires us to report to you our conclusion relating to proper arrangements, having regard to relevant criteria specified by the Audit Commission.

We report if significant matters have come to our attention which prevent us from concluding that the Authority has put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources. We are not required to consider, nor have we considered, whether all aspects of the Authority's arrangements for securing economy, efficiency and effectiveness in its use of resources are operating effectively.

**Scope of the review of arrangements for securing economy, efficiency and effectiveness in the use of resources**

We have undertaken our audit in accordance with the Code of Audit Practice, having regard to the guidance on the specified criteria, published by the Audit Commission in November 2012, as to whether the Authority has proper arrangements for:

- securing financial resilience; and
- challenging how it secures economy, efficiency and effectiveness.

The Audit Commission has determined these two criteria as those necessary for us to consider under the Code of Audit Practice in satisfying ourselves whether the Authority put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2013.

We planned our work in accordance with the Code of Audit Practice. Based on our risk assessment, we undertook such work as we considered necessary to form a view on whether, in all significant respects, the Authority had put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources.

**Conclusion**

On the basis of our work, having regard to the guidance on the specified criteria published by the Audit Commission in November 2012, we are satisfied that, in all significant respects, Tameside Metropolitan Borough Council put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2013.

**Certificate**

We certify that we have completed the audit of the financial statements of Tameside Metropolitan Borough Council in accordance with the requirements of the Audit Commission Act 1998 and the Code of Audit Practice issued by the Audit Commission.

[Signature]

Mark Heap,  
Director  
for and on behalf of Grant Thornton UK LLP, Appointed Auditor

Grant Thornton UK LLP  
4 Hardman Square  
Spinningfields  
Manchester  
M3 3EB

xx September 2013

# Appendix C: Letter of Representation

[To be placed on Council letter headed paper]

Grant Thornton UK LLP  
4 Hardman Square  
Spinningfields  
Manchester  
M3 3EB

xx September 2013

Dear Sirs

**Tameside Metropolitan Borough Council  
Financial Statements for the year ended 31 March 2013**

This representation letter is provided in connection with the audit of the financial statements of Tameside Metropolitan Borough Council for the year ended 31 March 2013 for the purpose of expressing an opinion as to whether the financial statements give a true and fair view in accordance with International Financial Reporting.

We confirm that to the best of our knowledge and belief having made such inquiries as we considered necessary for the purpose of appropriately informing ourselves:

**Financial Statements**

- i. We have fulfilled our responsibilities for the preparation of the financial statements in accordance with proper practices as set out in the CIPFA/LASAAC Code of Practice on Local Authority Accounting in Great Britain ("the Code") as adapted for International Financial Reporting Standards; in particular the financial statements give a true and fair view in accordance therewith.
- ii. We have complied with the requirements of all statutory directions and these matters have been appropriately reflected and disclosed in the financial statements.
- iii. We acknowledge our responsibility for the design, implementation and maintenance of internal control to prevent and detect fraud.
- iv. Significant assumptions used by us in making accounting estimates, including those measured at fair value, are reasonable.
- v. We are satisfied that the material judgements used by us in the preparation of the financial statements are soundly based, in accordance with the Code, and adequately disclosed in the financial statements. There are no further material judgements that need to be disclosed.

- vi We confirm that we are satisfied that the actuarial assumptions underlying the valuation of pension scheme liabilities for IAS19 disclosures are consistent with our knowledge. We confirm that all settlements and curtailments have been identified and properly accounted for. We also confirm that all significant retirement benefits have been identified and properly accounted for (including any arrangements that are statutory, contractual or implicit in the employer's actions, that arise in the UK or overseas, that are funded or unfunded).
- vii Related party relationships and transactions have been appropriately accounted for and disclosed in accordance with the requirements of the Code.
- viii All events subsequent to the date of the financial statements and for which the Code requires adjustment or disclosure have been adjusted or disclosed.
- ix We have not adjusted the misstatement brought to our attention on the audit summary of unadjusted differences, attached to the ISA 260 Report to those charged with governance, for the reasons stated. The issue is immaterial to the results of the Council and financial position at the year-end.
- x Except as stated in the financial statements:
  - a there are no unrecorded liabilities, actual or contingent
  - b. none of the assets of the Council have been assigned, pledged or mortgaged
  - c. there are no material prior year charges or credits, nor exceptional or non-recurring items requiring separate disclosure.
- xi We have no plans or intentions that may materially alter the carrying value or classification of assets and liabilities reflected in the financial statements.
- xii We believe that the Council's financial statements should be prepared on a going concern basis on the grounds that current and future sources of funding or support will be more than adequate for the Council's needs. We believe that no further disclosures relating to the Council's ability to continue as a going concern need to be made in the financial statements.

**Information Provided**

- xiii We have provided you with:
  - a. access to all information of which we are aware that is relevant to the preparation of the financial statements such as records, documentation and other matters
  - b. additional information that you have requested from us for the purpose of your audit
  - c. unrestricted access to persons within the entity from whom you determine it necessary to obtain audit evidence.
- xiv We have disclosed to you the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.
- xv We have communicated to you all deficiencies in internal control of which management is aware.
- xvi All transactions have been recorded in the accounting records and are reflected in the financial statements.
- xvii We have disclosed to you our knowledge of fraud or suspected fraud affecting the entity involving:
  - a. management;
  - b. employees who have significant roles in internal control; or
  - c. others where the fraud could have a material effect on the financial statements.
- xviii We have disclosed to you our knowledge of any allegations of fraud, or suspected fraud, affecting the entity's financial statements communicated by employees, former employees, analysts, regulators or others.
- xix We have disclosed to you all known instances of non-compliance or suspected non-compliance with laws and regulations whose effects should be considered when preparing financial statements.
- xx We have disclosed to you the identity of the entity's related parties and all the related party relationships and transactions of which we are aware.

**Annual Governance Statement**

- xxi We are satisfied that the Annual Governance Statement (AGS) fairly reflects the Council's risk assurance and governance framework and we confirm that we are not aware of any significant risks that are not disclosed within the AGS.

**Approval**

The approval of this letter of representation was minuted by the Council's Overview Audit Panel at its meeting on 16 September 2013.

**Signed on behalf of the Overview Audit Panel**

Name .....	Name.....
Position .....	Position .....
Date .....	Date .....





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<b>Report To:</b>	<b>NORTH STRATEGIC NEIGHBOURHOOD FORUM</b>
<b>Date:</b>	16 October 2018
<b>Executive Member / Reporting Officer:</b>	Councillor Bill Fairfoull - Deputy Leader, Executive Member (Performance and Finance) Steven Pleasant – Chief Executive Sandra Stewart - Director - Governance & Pensions
<b>Subject:</b>	<b>CUSTOMER SERVICE EXCELLENCE ASSESSMENT 2018</b>
<b>Report Summary:</b>	The purpose of this report is to advise and update Executive Cabinet members on the recent Customer Service Excellence Assessment and the recommendations to be noted by Centre for Assessment – Accredited Body for the assessment.
<b>Recommendations:</b>	That the Strategic Neighbourhood Forum note the award of the Customer Service Excellence standard, which has been achieved for the whole of the Council.
<b>Links to Community Strategy:</b>	The Customer Service Excellence standard links across all aims of the Sustainable Community Strategy. The standard is a tool that shows that the Council and its services put the customer at the heart of service delivery.
<b>Policy Implications:</b>	It is an essential component for the organisation to have external validation to view the way that we deliver our services and that we constantly review and continually strive to improve.
<b>Financial Implications: (Authorised by Section 151 Officer)</b>	There are no direct financial implications as a result of this report.
<b>Legal Implications: (Authorised by the Borough Solicitor)</b>	It is important particularly as the Council addresses its significant budget reductions that we have external measures of performance and delivery of services to residents.
<b>Risk Management:</b>	High standards of customer care impacts significantly on the customer's perceptions of the Council and their satisfaction with our services.
<b>Access to Information:</b>	The background papers relating to this report can be inspected by contacting the report writer Julie Speakman Head of Executive Support.  Telephone:0161 342 2142  email: julie.speakman@tameside.gov.uk

## **1. BACKGROUND**

- 1.1 The aim of the Customer Service Excellence standard is to encourage, enable and reward organisations that are delivering services based on a genuine understanding of the needs and preferences of their customers and communities.
- 1.2 The foundation of this tool is that the Customer Service Excellence standard tests in great depth those areas that research has indicated are a priority for customers, with particular focus on delivery, timeliness, information, professionalism and staff attitude. Emphasis is also placed on developing customer insight, understanding the user's experience and robust measurement methods.
- 1.3 There are five criteria within the standard that we are judged against. These are:-
  - a) Customer Insight
  - b) Culture of the Organisation
  - c) Information and Access
  - d) Delivery
  - e) Timeliness and Quality of Service
- 1.4 Once accredited with the standard the organisation is subject to annual review for the next two years followed by a full review after year three of the cycle.
- 1.5 Since the initial accreditation of the standard in 2009 whereby the Council was one of the first in the country to gain the accreditation as a whole council, we have gone from strength to strength in terms of the continued compliance and a summary of the achievements are outlined below:-
  - a) 2009 Full Assessment – 100% compliance and 2 areas of Compliance Plus.
  - b) 2012 Full Assessment – 100% compliance and 6 areas of Compliance Plus.
  - c) 2013 Surveillance – continued compliance and a further 1 area to Compliance Plus to add to the existing 6.
  - d) 2015 Full Assessment – 100% compliance and 8 areas of Compliance Plus
  - e) 2016 on site surveillance - continued compliance with a further 1 area to Compliance plus to add to existing 8.
  - f) 2017 off site surveillance – continued compliance with a further 1 area to Compliance plus to add to existing 9.

*(Compliance plus is a discretionary element that can be awarded for parts of a criteria and recognises exceptional best practice.)*

## **2. THE PROCESS FOR 2018 ACCREDITATION**

- 2.1 The reaccreditation process for 2018 began some months ago, when service areas began preparing and collating written submissions of evidence to outline how we thought we would meet the standard. As it is full assessment any achievements in the past have been removed, in essence starting afresh, but at a higher benchmark to achieve.
- 2.2 With the information provided an overall council submission was developed and sent for an initial pre assessment known as a Desk-Top Review. The process allows the assessors to check remotely our evidence against the standard's criteria and provide us with some feedback on how far we fared against the standard requirements at that moment in time. This also aided us in planning the assessment site visit timetable.
- 2.3 The next and final stage of the process involved a 5 day onsite assessment. The onsite visits gave our lead assessor Andrew Mackey and his colleague Hugh Keachie the



opportunity to meet with over 120 people from elected members, staff, partners and customers to gain an understanding and demonstration of how we work together to place the customer at the heart of all our service provision. An outline of the visits that took place can be found at **Appendix A**.

### **3. OUTCOME OF THE ASSESSMENT**

- 3.1 The assessment was received very positively across the organisation and with our partners and customers. Final overall feedback provided at the end of the last day of visits was excellent, with extremely positive comments reported by the lead assessor including:-

***“there was no doubt in our mind that you meet the standard with 100% compliance”***

***“for all visits there has been a wow factor to them”***

***“continued development and improvement across areas is so evident to see.... Such a range of significant improvement, not just tinkering round the edges”***

***“passion and engagement of staff is very high”***

***“the sense of doing more with less is very clear”***

***“strength of partnership working across the piece is a real feature this time”***

- 3.2 The recommendation made by the lead assessor was that the Council should be awarded the standard with 100% compliance against all criteria, which is a phenomenal achievement.

- 3.3 On this occasion, the lead assessor Andrew confirmed that not only was he recommending the Council met the full requirements of the standard, but that the Council be awarded a minimum of **ten** new areas of Compliance Plus (a discretionary element that can be awarded for parts of a criteria and recognises exceptional best practice). This is a tremendous outcome and Andrew said ***“this is a remarkable achievement to be recommending 10 areas of compliance plus, each year it gets harder and harder for you as you are starting the assessment from a higher benchmark”***

Noted below are the criteria recommended for the Compliance Plus with some of the examples that were highlighted as best practice:-

**1.1.3 *We have an in-depth understanding of the characteristics of our current and potential customers groups based on recent and reliable information.***

The work showcased around Dementia Friends initiative and the joint work with Dementia Champions and the Dementia Action Alliance was notable in supporting this compliance.

The Supported Internship Programme, collaboration between Tameside Council, Active Tameside, Pure Innovations and Tameside College that provides a range of wrap around support for the young people in finding work placements/employment was also a standout feature with the assessor, both areas going over and above what the council as an organization had to do.

**1.2.1 *We have a strategy for engaging and involving customer using a range of methods appropriate to the needs of identified customer groups.***

The way in which the council engages with customer groups was a particular stand out feature and more specifically the work of the Partnership Engagement Network that was established in the autumn of 2017, a multi-agency approach to provide the

public and our partners with an identified and structured method to influence the work of public services and to proactively feed in issues and ideas.

**1.2.2 *We have made the consultation of customers integral to continually improving our services and we advise customers of the results and action taken.***

There were many examples showcased as part of the assessment visit, however standout consultation areas included that of libraries regarding Open+, access to services out of hours, improvements to Hattersley Public Realm and the redevelopment of the Museum of the Manchester Regiment including the creation of Mini Museum Makers, which involved two local primary schools visiting Ashton Town Hall to see what could potentially be in the new museum and engaged them in coming up with ideas for content.

**1.2.3 *We regularly review our strategies and opportunities for consulting and engaging with customers to ensure that the methods used are effective and provide reliable and representative results.***

It was evident for this criterion there was a strong consistency in the application of how the council consults and engages with customers many examples shared including those topics noted in 1.2.1 and 1.2.2.

**1.3.5 *We have made positive changes to services as a result of analyzing customer experience, including improved customer journeys.***

There was a general overall consensus that you could tangibly see and feel the differences made as a result of engaging and reviewing customer feedback. Ongoing “you said, we did” in services like Customer Services, Libraries, Museums and in the planning of new developments like Tameside Wellness Centre are a testament to this.

**2.1.1 *There is corporate commitment to putting the customer at the heart of service delivery and leaders in our organisation actively support this and advocate for customers.***

The assessors met a variety of people during the assessment days and reported that there is corporate commitment in the values of putting customers at the heart of service delivery. The Executive Leader was very clear in reiterating this, whilst the staff who took part in visits/meetings, you could tangibly feel their commitment to their customers. You could not help but recognize the work of Tameside Youth Council and their place in leading change in delivering services for children and young people, fighting the cause on many grounds, more recently notable for accessible, affordable travel.

**2.1.6 *We empower and encourage all employees to actively promote and participate in the customer-focused culture of our organisation.***

It was extremely evident through not only the written evidence, but the visits too that people were seen to go the “extra mile” and “over and above” in the delivery of services to the customer. This was a consistent strength felt across all areas.

**3.4.1 *We have made arrangements with other providers and partners to offer and supply co-ordinated services, and these arrangements have demonstrable benefits for our customers.***

As noted earlier in the report, the strength of partnership working across the piece was a real strength on this assessment. It has always been something that the council has been recognized for over the years, none more so than this year. The work of the Care Together Integrated Care programme with Tameside & Glossop Clinical Commissioning Group and IC Foundation Trust, in addition to the Children’s Improvement Board and joint working to fight the recent moorland fires were held up as exemplars to this criterion.

**3.4.3 *We interact within wider communities and we can demonstrate the ways in which we support those communities.***

Whilst again there were so many examples shared during the visits, key features in support of this area included the work to empower our neighbourhoods to deliver added value like Ridge Hill Big Local who have through working with the council taken over the lease of the boating lake and fishing at Stamford Park whilst encouraging residents from the local area to volunteer. In addition the work with Tameside Armed Forces Services who is the partner to Tameside Metropolitan Borough Council in delivering the Armed Forces Covenant. The Armed Forces Covenant was signed by Tameside Council at Armed Forces Day 2012. More recently TASC was recently awarded the Armed Forces Covenant Employer Recognition Scheme's Silver Award. This recognises the excellent progress the authority's Armed Forces Covenant Team has made in developing pathways and providing opportunities for service-personnel.

**5.2.3 *We promptly share customer information with colleagues and partners within our organization whenever appropriate and can demonstrate how this has reduced unnecessary contact for customers.***

Work relating to the Partnership Engagement Network was a good example of best practice in this criterion. The joint arrangements for the delivery of support by the ICFT and Welfare Rights to the MacMillan Unit were also recognized as demonstrating unnecessary contact for customers. Work to support the veterans is also an area felt supported this and it was felt these areas of work was an enhanced "tell us once" scenario.

3.4 The recommendations have since been externally ratified by the Customer Service Excellence Panel at the Centre for Assessment, the accreditation body.

#### **4. SUMMARY**

4.1 Service areas will continue to ensure that excellence in customer service is intrinsic in future deliver models and through the Big Conversation the organisation will continue with its commitment to listen to customer's views and feedback. The CSE model will also continue to be used as a delivery tool for informing service development and improvement.

4.2 The outcome of the assessment is to be shared through our communication channels to communicate with our employees, elected members and partners and to widely publicise the outcome of the assessment, which has now been fully ratified.

4.3 The Council will be subject to a 12 month on site surveillance visit in the summer 2019 and this is currently scheduled to take place 25 and 26 July 2019.

#### **5. RECOMMENDATION**

5.1 As set out on the front of the report.

# APPENDIX A

## Customer Service Excellence

### On site surveillance Wednesday 25 – Friday 27 July 2018

Time Wednesday 25 Andrew	Topic
9.15am – 10.00am	Set up meeting and plan for the assessment Sharing of extra evidence
10.00am – 10.15am	Travel to Ashton
10.15am – 10.50am	Customer Services
10.50am – 11.00am	Travel to ICFT
11.00am – 11.45am	Integrated Care Foundation Trust Digital Health
11.45am – 12.00pm	Walk to Stamford Park
12.00pm – 12.30pm	Ridgehill Big Local Volunteer Programme
12.30pm – 1.20pm	Lunch
1.20pm – 1.30pm	Travel to Stalybridge Civic Hall
1.30pm – 2.10pm	Call Centre update
2.10pm – 2.15pm	Walk to Stalybridge Library
2.15pm - 2.45pm	Time for Rhyme Open +
2.45pm – 3.00pm	Travel to Tame Street
3.00pm – 3.30pm	Rights of Way Forum
3.30pm – 3.45pm	Travel to Dukinfield Town Hall

<b>Time</b> <b>Wednesday 25 Andrew</b>	<b>Topic</b>
3.45pm – 4.30pm	Operational Engagement
4.30pm – 5.00pm	Summary and confirmation of any extra evidence required from the day
5.30pm	Travel to Stalybridge
6.00pm – 6.45pm	Tameside Youth Council

<b>Time</b>	<b>Topic</b>
<b>Thursday 26 - Andrew</b>	
9.15am – 9.30am	Briefing of the day ahead
9.30am – 10.00am	Executive Leader – Cllr Brenda Warrington
10.00am – 10.15am	Travel to ICFT
10.15am – 11.00am	Macmillan Unit – Welfare Rights
11.00am – 11.15am	Travel to Portland Basin
11.15am – 12.00pm	Visit to Portland Basin Museum Little Hands Consultation
12.00pm – 1.00pm	Lunch
1.00pm – 1.15pm	Travel to Dukinfield Library
1.15pm – 1.45pm	Storymakers/Bookstart
1.45pm – 2.00pm	Travel to Dukinfield Town Hall
<b>2.00pm – 3.00pm</b>	Tameside Children’s Services Improvement Board
<b>3.00pm – 3.30pm</b>	Dementia Friends
<b>3.30pm – 4.15pm</b>	Strategic Engagement
<b>4.15pm – 4.30pm</b>	Scam Awareness
<b>4.30pm - 5.00pm</b>	Chair of Scrutiny
<b>5.00pm</b>	Summary and confirmation of any extra evidence required from the day

<b>Time</b>	<b>Topic</b>
<b>Thursday 26 - Hugh</b>	
<b>9.15am – 9.30am</b>	Briefing of the day ahead
<b>9.30am –10.15am</b>	Tameside Registrars Services
<b>10.15am – 10.45am</b>	Communications
<b>10.45am – 11.00am</b>	Travel to Cooper Street/Furnace Street
<b>11.00am – 11.45am</b>	Balsam Control& Clean Up Coopers Ride Celebrating volunteers
<b>11.45am – 12.00pm</b>	Travel
<b>12.00pm – 1.00pm</b>	Lunch
<b>1.00pm – 1.30pm</b>	Travel to Hattersley
<b>1.30pm – 2.15pm</b>	Denton Wellness Centre
<b>2.15pm – 2.45pm</b>	Travel to Jubilee Gardens
<b>2.45pm – 3.30pm</b>	Supporting Internships
<b>3.30pm – 3.45pm</b>	Travel to Denton
<b>3.45pm – 4.30pm</b>	Shared Lives
<b>4.30pm – 4.45pm</b>	Travel to Dukinfield
<b>5.00pm</b>	Summary and confirmation of any extra evidence required from the day

<b>Time</b>	<b>Topic</b>
<b>Friday 27 - Andrew</b>	
<b>9.15am – 9.30am</b>	Briefing of the day ahead
<b>9.30am - 9.45am</b>	Travel to Carrbrook
<b>9.45am – 10.30am</b>	Moorland Fires
<b>10.45am – 11.00am</b>	Travel to Hattersley
<b>11.00am – 11.45am</b>	Hattersley & Mottram Public Realm
<b>11.45pm – 12.00pm</b>	Travel
<b>12.00pm – 1.00pm</b>	Lunch
<b>1.00pm – 1.15pm</b>	Travel to Juniper
<b>1.15pm – 2.00pm</b>	Juniper
<b>2.00pm – 2.15pm</b>	Travel to Droylsden
<b>2.15pm - 3.00pm</b>	Greater Manchester Pension Fund
<b>3.00pm – 3.15pm</b>	Travel To Dukinfield
<b>3.15pm - 3.45pm</b>	Assessor time catch up
<b>3.45pm</b>	Summary and feedback from assessment



<b>Time</b>	<b>Topic</b>
<b>Friday 27 - Hugh</b>	
<b>9.15am – 9.30am</b>	Briefing of the day ahead
<b>9.30am – 9.45am</b>	Travel to Denton
<b>9.45am – 10.30am</b>	Armed Forces Covenant
<b>10.30am – 10.45am</b>	Travel to Dukinfield Crematorium
<b>10.45am – 11.30am</b>	Bereavement Services
<b>11.30am – 11.45am</b>	Travel to Dukinfield Town Hall
<b>11.45am</b>	Break
<b>12.00pm – 12.45pm</b>	Round the World in 80 days - Trafficking intervention project with Looked After Children
<b>12.45pm – 1.15pm</b>	Lunch
<b>1.15pm – 1.30pm</b>	Travel
<b>1.30pm – 2.15pm</b>	Community Short Breaks
<b>2.15pm – 2.30pm</b>	Travel to Dukinfield
<b>2.30pm – 3.15pm</b>	People Plan - Staff Engagement
<b>3.15pm – 3.45pm</b>	Assessor time catch up
<b>3.45pm</b>	Summary and feedback from assessment

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<b>Report To:</b>	<b>NORTH STRATEGIC NEIGHBOURHOOD FORUM</b>
<b>Date:</b>	16 October 2018
<b>Executive Member / Reporting Officer:</b>	Councillor Allison Gwynne, Neighbourhood Services Emma Varnam, Assistant Director for Operations and Neighbourhoods
<b>Subject:</b>	<b>DEVELOPMENT OF AN EVENTS PANEL</b>  Civic Events calendar 2018: <ul style="list-style-type: none"><li>- Christmas arrangements and support</li><li>- Centenary commemorations of end to WW1</li><li>- Centenary celebrations for Women's Suffrage</li></ul> Future arrangements for Civic Events.
<b>Report Summary:</b>	The Council continues to develop and support a vibrant and affordable events programme, which is generally free at the point of delivery. Integral parts of this annual programme are Whit Friday Brass Band Contests, Armed Forces Day and the borough's Christmas celebrations. Where agreed this programme is complimented by nationally significant events, which the borough opts to commemorate or celebrate. 2018 marks two such significant events: Women's Suffrage and Battles End – 100 years since the end of World War 1. The new development of the Council's Events Panel will oversee these events ensuring they are corporately agreed and also suggest significant events to be marked going forwards. This report sets out a vision for key events in 2018. The development of an Events Panel and its remit. The proposed model takes into account the financial and organisational challenges facing the Council and the lessons learnt from staging / supporting civic events in the past.
<b>Recommendations:</b>	That the Strategic Neighborhood Forum consider the report which has been approved by Executive Cabinet for the establishment of an Event Panel.
<b>Links to Community Strategy:</b>	The civic events proposals and the development of the Events Panel positively contribute to the following themes of the Corporate Plan;  <b>Excellent Health &amp; Care</b> – we want all our residents to have access to high quality joined up health and care services that help our residents to live longer and healthier lives.  <b>Successful Lives</b> – we want our young people to live in a safe and supportive environment where they have the opportunity to reach their full potential.  <b>Vibrant Economy</b> - we want to provide greater access to jobs and opportunities, attract more businesses to the area and improve connectivity.  <b>Stronger Communities</b> – we want to build stronger communities

that look out for one another, take a pride in the area they live in and have access to quality homes.

**Digital Future** – we want to provide everyone with the opportunity to get on-line to access services, learning and information

**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)**

There is an existing revenue budget within Arts and Engagement of £236k, of which £158k relates to staffing costs. The remaining budget is available for other costs relating to events and has previously been used for events including Christmas Celebrations, Whit Friday Band Contests, Armed Forces Day and Remembrance Day. This budget continues to be available to fund events within the borough. As mentioned in the report, there is a further £18k available within the wider Operations & Neighbourhoods budget to fund the Christmas Lights Switch On packages.

Where possible, the service should investigate and utilise other external sources of funding available to support specific events and ensure that any costs incurred by the council do not exceed the revenue budget available.

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

We all know that regular physical activity and cultural stimulation contributes positively to emotional and mental wellbeing by preventing and reducing stress, anxiety and depression. So it is important that we make the most of the borough's cultural, physical and sports assets to help local people live healthier, happier lives. We need to plan to make sure the provision of cultural services in the borough is financially sustainable because any expenditure is discretionary we need to ensure that any expenditure reduces the need for more expensive statutory intervention services.

**Risk Management:**

Outdoor events come with organisational and significant risk due to adverse weather conditions. This can require last minute decisions to cancel or alter events to ensure these are safe for audiences, performers and equipment alike.

Risk to raising funds for community groups to deliver Christmas Switch On events – the report proposes that a basic Christmas Switch On package be available to all town Switch On events.

Insuring community events can be costly for community groups; the report proposes that Christmas events are insured through the Council where these comply with the expectations set out in the report.

**Access to Information:**

The background papers relating to this report can be inspected by contacting the report writer, Marie Holland by:

 Telephone: 0161 342 4144

 e-mail: [marie.holland@tameside.gov.uk](mailto:marie.holland@tameside.gov.uk)



## 1. INTRODUCTION

- 1.1 The Council continues to develop and support a vibrant and affordable events programme, which is generally free at the point of delivery. Key civic events such as Whit Friday Brass Band Contests, Armed Forces Day and Christmas celebrations are an integral part of the Council's annual events offer and are generally welcomed and supported by residents engendering a sense of community, wellbeing and civic pride.
- 1.2 Christmas celebrations in Tameside have historically comprised a number of small to medium sized "Switch On" events (approx. eight) with one larger corporate event staged in Ashton. Generally, these have been based on a standard format; outdoors, in the evening, with music, entertainment from local groups and a countdown to the Christmas lights being switched on. Since 2013 the main corporate event has been supported by a large scale, highly successful, lantern parade through the streets of Ashton with between 1500/2000 participants.
- 1.3 However, 2017 saw a number of Christmas events occurring on the same dates adding extra strain on staffing and budgets. In response to this an Events Panel has been developed to support and oversee the Borough's key civic events to ensure the best value for money whilst still maintaining the high quality of events.
- 1.4 The Events Panel has agreed the Terms of Reference (**Appendix 1**) which will see the Panel coordinate the Council's response to key annual civic events. It will be the Panel's remit to propose the Council's response to other nationally significant events, which the Council opts to celebrate or commemorate where appropriate. The Panel includes the Chair for each Neighbourhood Forum, the Executive Member for Lifelong Learning, Skills and Employment and relevant Council officers.
- 1.5 This report sets out the Events Panel's vision for Christmas 2018 celebrations in the Borough. The proposed model takes into account the financial and organisational challenges facing the Council and the lessons learnt from staging / supporting Christmas celebrations in the past. Noticeably the Panel is proposing that the corporate Christmas event takes place in Denton in 2018 to allow for the completion of the landscaping to Ashton Market square. The Panel is making this proposal based on the Health and Safety of visitors and participants of the event as set out in this report.
- 1.6 Additionally 2018 marks two nationally significant events, which the Events Panel is suggesting the Council observes: Women's Suffrage, which celebrates the centenary since women were first allowed to vote and Battles End commemorates the 100 years since the end of the First World War. The Panel is proposing a series of activities and events, which will mark these important occasions as set out in this report.

## 2. EVENTS PANEL

- 2.1 2017 saw a number of duplications on event days, which resulted in stretched services, additionally incurred costs and an unnecessary competition for audiences. Simultaneously the Council continues to face increased scrutiny over budgets and how events are funded whilst still maintaining the quality and breadth of the Borough's annual civic events calendar. Consequently an Events Panel has been developed, which comprises of the Chair of each Neighbourhood Forum, Member representatives and key council officers involved in programming and delivering the Borough's key civic events. The Events Panel will ensure the best value for money and a vibrant and sustainable civic events calendar. The Panel is chaired by Executive Member for Neighbourhoods, Councillor Allison Gwynne with support from the Assistant Director for Operations and Neighbourhoods Emma Varnam.

- 2.2 On the 13 June 2018 the Events Panel agreed its Terms of Reference (see **Appendix 1**) consisting of four key areas. Firstly the main aim of the Panel is to coordinate the Council's response to the annual key civic events: Tameside Whit Friday Brass Band Contest, Armed Forces Day, Remembrance Day, and Tameside Christmas Celebrations.
- 2.3 Secondly the Events Panel will advise and lead on nationally significant events, which require a corporate response. On such occasions the Panel will put forward the plans for celebrations or commemorations. It will do so in a timely fashion where the response relates to historical events such as this year's centenary marking the end of the First World War and the 100 years since women were allowed to vote. However there may be occasions where an immediate situation requires the Council to respond either to celebrations or commemorations and on such occasions the Panel will advise and lead accordingly.
- 2.4 Thirdly the Events Panel will be the corporate point through which the Greater Manchester Combined Authority's (GMCA) cultural aspirations are monitored and the associated benefits are assessed. As such it will keep an overview of how the GMCA Cultural and Social Impact Fund delivers cultural activity in the Borough through the Fund's supported Greater Manchester Cultural organisations.
- 2.5 Finally the Events Panel welcomes the broad and varied range of cultural events, which the Borough is known for; from outdoor events such as Summer Theatre to the Tour of Tameside. From its popular annual Open Art exhibition to its participation in the Summer Reading Challenge. The Borough has a rich and diverse community as it does community events and activities, the role of the Panel is to support where it can and to act as the advocate for the continued cultural opportunities for all residents. As such the Panel recognises that the above mentioned events are not the only activities the Council supports or organises, nor that it is the Panel's remit to oversee all cultural events in the Borough.

### **3. CHRISTMAS CELEBRATIONS 2018**

- 3.1 The programme of Christmas events from the corporate Tameside Christmas event to the town based switch ons are significant and key events on the events calendar. They are very well attended and are the most high profile events the Council either organises or supports. Reports on Tameside Christmas events were presented to Executive Board in 2015, 2016 and 2017. Lessons learnt from previous years have resulted in the following proposals for 2018.
- 3.2 Traditionally the Council has organised one central Christmas event taking place in Ashton. Due to the development of Vision Tameside phase 2 the central Ashton Market Square will not be sufficiently landscaped to allow for the Tameside Christmas celebrations to take place in this space in 2018. The lack of clear entrance and exit routes means that if the Council staged such an event it wouldn't be able to safely guard the audience or the parade's participants adequately in line with national event management Health and Safety guidelines. It is therefore an appropriate response to move the event to another town. Taking the infrastructure and the opportunities for staging a highly impactful event into account, this year Denton has been identified as a suitable location.
- 3.3 It is proposed that Tameside's central event takes place outdoors in Denton Civic Square on Saturday 8 December 2018 from 6 - 8pm. The event will be managed and coordinated by Operations and Neighbourhoods (Cultural Services) and produced by the Borough's own international carnival organisation Global Grooves with support from community groups.
- 3.4 A large scale event such as this, which is unique to Tameside, will attract inward investment and has attracted £11,000 from the Arts and Culture sector. An 'Awards for All'

application will be submitted to ensure additional support in creating and developing the performance. In 2018 it is expected that the Council will commit £33K towards the central celebration also.

- 3.5 Town Christmas Switch On events have historically been arranged by community groups, Town Teams, Town Councils and charities with some support from the Council. The local organising teams are encouraged to fully fund their own events through sponsorship etc. Any funding shortfall is not automatically met by the Council but in kind support is available through staffing, marketing, technical and event management support. However, in exceptional circumstances consideration may be given to requests for financial or technical support by the Director for Operations and Neighbourhoods. In 2017 the Council supported eleven events, in some areas providing substantial management and operational support to ensure a safe, compliant and fully insured public event.
- 3.6 Community Christmas Switch On events in 2018 will follow the same model to 2017 with two marked differences. To ensure all events are adequately insured, safe and financially balanced the Events Panel recognises the need for additional support, which the current staffing and funding levels cannot fulfill.
- 3.7 Accordingly the Events Panel proposes that a Community Events Officer be appointed to support Community Switch On events. It will be the Community Event Officer's role to advise on what additional support may be required for event organisers, which could otherwise inhibit the delivery of a successful and safe event. This means that there will be guaranteed yearly support for Community Christmas Celebrations to continue to thrive and be an important part of the Borough's annual calendar of events.
- 3.8 The Events Panel also proposes a free basic Christmas Switch On package be made available to all town Christmas Switch On celebrations. The package covers the following elements and £18K has been put aside to cover the cost, assuming all ten identified towns or locations take up the offer:
- A 20 ft. Christmas tree installed and removed once Christmas is over
  - Christmas tree lights installed and removed once Christmas is over
  - Barriers around the tree
  - Engineer support to switch on tree lights at event
  - An Events Manager on the day of the event
  - Basic PA system
  - Insurance of Event
- 3.9 To take up this offer the event organisers must submit an Events Management plan by the 1 September 2018 and adhere to the Christmas dates put forward in this report. If there are any additionalities added to the basic package event organisers must raise the funds themselves to achieve this. If event organisers opt for additional entertainment it may no longer be possible for the Council to provide an Events Manager or insure the events. In addition each event will also have the following support independent of whether they opt in to the basic Christmas Switch On package:
- Community Events Officer appointed to liaise with all events organisers, support with forms, advise on events management and be present if possible and required.
  - Insurance advice where required
  - Marketing support with posters, adverts, banners, press releases, social media
  - Stewarding support
  - Ensure Christmas dates for 2019 are set by December 2018
- 3.10 2017 saw a significant duplication of dates for Christmas celebrations, which put additional pressure on staffing. This has been an issue identified by all event organisers and whilst it



is accepted that a level of duplication is inevitable a careful consideration of dates has gone into the planning process for 2018. The dates for Christmas Celebrations 2018 are as follows:

<b>Date</b>	<b>Town</b>
17 November	Droylsden
17 November	Stalybridge
23 November	Dukinfield
23 November	Audenshaw
23 November	Micklehurst
24 November	Ashton
24 November	Mossley
24 November	Hollingworth
1 December	Hyde
8 December	Denton

#### **4. ANNUAL CIVIC EVENTS**

4.1 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.

##### **Tameside Whit Friday Brass Band Contest**

4.2 Tameside Whit Friday Brass Band Contest 2018 took place Friday 25 May. The event totalled 11 competitions spread across the borough with 48 bands taking part and attracted an audience of over 11,000. This year saw an increased focus on social media and the marketing of the events with support from Manchester Metropolitan University's Masters Students in Event Management. A total of 36 prizes were presented with the Council's contribution to prize money set at £7,350 and split across 12 prizes. Tameside Whit Friday Brass Band Contest will take place Friday 14 June 2019 and may consist of an additional two venues.

##### **Armed Forces Day**

4.3 Armed Forces Day is a national opportunity for the country to show its support for the men and women who make up the Armed Forces community: from currently serving troops to Service families, veterans and cadets. Tameside has traditionally celebrated this day with a family fun day in Victoria Park, Denton. Additionally the Council has invited veterans and their families to a civic lunch with the Civic Mayor of Tameside. This year the event took place on Saturday 30 June 2018 in line with national recommendations. The event started with the civic lunch at midday followed by the official opening of the day with brass band, fanfare and colours. The Civic Mayor of Tameside officially opened the event and the afternoon included live music on the bandstand, arts activities, rolling theatre, archery and face painting amongst other things. The day also provided an opportunity for support organisations to promote their services. Next year's Armed Forces Day event will take place 29 June 2019.

##### **Remembrance Services**

4.4 Remembrance Services take place annually across the Borough on the 11 November. Traditionally these are organised by the Royal British Legion with support from the Council where required. 2018 marks the end of the First World War. Several national suggestions have been made for how to commemorate this occasion adequately. Remembrance Services will take place in the usual manner but it is expected there will be additional audiences and that additional staffing may be required to safely manage the events.

## 5. **NATIONALLY SIGNIFICANT EVENTS**

- 5.1 Different years will occasionally have additional significant events, which the Council wishes to celebrate or commemorate. 2018 is unique in that there are two significant events which the Council will be observing. 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.
- 5.2 It is also one hundred years since women were given the right to vote. Known as 'Women's Suffrage' the Council and other organisations will be marking this momentous occasion throughout the year.
- 5.3 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 the Events Panel will lead on the Council's response.

### **Battles' End – Centenary of the End of the First World War**

- 5.4 On the 11 November 2018 it will be 100 years since the end of the First World War. The Council will be commemorating this momentous event in many ways; from school projects enabling local pupils to investigate local War Memorials to national initiatives such as the Peel of the Bells and displaying the Royal British Legion's Silent Soldier silhouettes across the Borough. The list below details some of the initiatives, activities and events, which the Cultural Services team will be delivering and sometimes in partnership with Tameside Armed Services Community (TASC). However it should be noted that other community groups are planning events and activities to commemorate Battles End. Friends of Hollingworth War Memorial have for instance successfully bid for HLF money to restore their Memorial, create a poppy trail highlighting the homes of fallen First World War soldiers.

#### **Silent soldier silhouettes**

Tameside will be supporting the Silent Soldier campaign in honour of British troops who fought and died in the First World War 100 years ago. 9 near life-size silhouettes of a First World War 'Tommy' will be placed across the Borough in partnership with TASC.

#### **11 mini memorials**

One unveiled each day from 1 -11 November decals in eleven selected locations across the Borough in partnership with TASC.

#### **Series of WW1 documentary films**

Showed at venues across Tameside

#### **Light up the dark**

A selection of Town Hall windows will display poppy decals in each window the night of the 11 November each window has a LED candle.

#### **November daily WW1 poem**

New poetry competition launched: with the 11 best read out by celebrity / veteran / author of poem.

#### **Peel of bells**

A national initiative inviting all church bells to ring out at 7.05pm to celebrate the end of World War 1. All church bells to ring on 11 November 2018.

#### **Remembrance Services**

To take place across the borough on the 11 November 2018.

### **Women's Suffrage – Centenary for Women getting the Vote**

- 5.5 2018 is a significant year for Britain as a democratic country, the year marks the centenary for women being permitted to vote and take up official political roles. In 2017 a Cross Party

Group was set up locally to oversee the planned events and additionally an Officers' Working Party was set up to deliver and coordinate the Council's response, which started with International Women's day on the 8 March 2018 and culminates in a public event on Sunday 16 September 2018 in Stalybridge Armentieres Square. Below is a list of key activities, which will be happening across the borough in 2018.

5.6 The full programme of events is detailed in **Appendix 2**.

**Women's Suffrage Centenary Celebration.** Sunday 16 September 2018 Tameside celebrates all Tameside women and their achievements. A special event day including music, theatre, pop-up archives, local history and a special artisan market in Armentieres Square, Stalybridge.

**Trailblazers.** Special exhibitions and events throughout the year in our museums, archives and libraries.

**Tameside Tied Together.** A community arts project allowing all to commemorate and celebrate the women who meant something to them; from historical figures to present day role models. The names are added to ribbons, which will be woven together on the 16 September 2018.

## 6. BUDGET

6.1 The Community Christmas Switch On events proposal relies upon a Community Events Officer being appointed to support "switch on" events across the authority with support from Operations and Neighbourhood staff as well as other identified key staff members. Operations and Neighbourhoods will fund the additional post through their allocated revenue funding. An additional £18,000 has been allocated from Operations and Neighbourhood's revenue budget to allow for the implementation of the Basic Christmas Switch On Package.

6.2 The existing revenue budget of £33K from Arts and Engagement, allocated to support the corporate Christmas event, is being used as a match funding contribution towards the cost of the Tameside Christmas Event. An additional £11K of external funding has already been secured.

6.3 Other than detailed above no budget provision is available to deliver additional activity at the local "switch on" events. It is envisaged that each event will either be funded, insured and event managed by the Council or funded, insured and managed by local organising groups / committees.

6.4 With regard to the proposed programmes of events relating to Battles End and Women's Suffrage these have all been created and scaled to ensure that these can be funded through Operations and Neighbourhoods revenue funding – in particular the revenue budget within Cultural Service's Arts and Engagement Team.

## 7. RISK

7.1 Outdoor events can and do pose significant organisational and technical challenges due to their location, occasionally unkind weather conditions and large crowd numbers often involving a significant number of children. If an event is not properly organised and managed due in part to a lack of experience or expertise then there is a risk to public safety and ultimately the reputation of the Council should an accident or incident occur.

- 7.2 There is a risk that a number of Town Christmas organising groups will not be able to raise the required funding to stage the event. In order to mitigate the risk the Council will work with the event organisers to ensure the budget matches the event.
- 7.3 The Events Panel recognises that sufficient insurance to cover Town Christmas Switch On events can be a significant cost for community groups to incur. The Panel proposes that the Council can step in and support with insurance if event organisers opt in to the basic Christmas Switch On package.

## **8. CONCLUSION**

- 8.1 The Council's annual key civic events programme is widely welcomed and enjoyed by residents of Tameside. With an increased focus on the Council's finances and the desire to continue to deliver events which are vibrant, safe and affordable an Events Panel has been developed to oversee key civic events from Tameside Whit Friday Brass Band Contest, Armed Forces Day, Remembrance Services, to the Borough's flagship Christmas celebration and its Town Christmas Switch On events.
- 8.2 The Panel fully recognises that these by no means are the sole cultural activities in the Borough and whilst it will not spearhead all activities it will support where required and where gaps are identified. Equally as different years bring different commemorations and celebrations the Panel will lead and advise on the Council's response to these.
- 8.3 2018 is exceptional in that it delivers two additional nationally significant events, which the Council wishes to mark; Battles End marks the end of the First World War and a programme of events has been put forward in this report. Additionally 2018 also celebrates the centenary for Women's Suffrage and a programme of events has also been put forward in this report.
- 8.4 Significantly the report also includes the proposed plans for the corporate 2018 Christmas celebration. Whilst this event has traditionally taken place in Ashton the Panel is proposing that it is relocated to Denton in 2018 to allow for the completion of the landscaping to Ashton Town Hall Square.
- 8.5 With regard to the Borough's Town Christmas Switch On events the Panel is recommending one significant difference; the creation of a new post. A newly appointed Community Events Officer will enable the Town Christmas Switch Ons to continue to be delivered in a safe and affordable manner whilst also highlighting the Council's commitment to supporting community events where possible.
- 8.6 Going forward the Events Panel will submit a yearly Civic Events report detailing the programme of key civic events as mentioned above and including that year's Christmas arrangements with dates included. The Events Panel proposes that the creation of the Panel will enable to Council to continue to deliver and support high impact Cultural events in an affordable and safe manner.

## **9. RECOMMENDATIONS**

- 9.1 As detailed on the front of this report.

## **Name of group: Events Panel**

### **Terms of Reference 2018**

**Background:** Tameside Metropolitan Borough Council's Events Panel was established in 2018. The Panel recognises that a community with a vibrant and varied cultural programme is not only an attractive place to live; it is a community which prospers, feels stronger and is a place where all residents thrive socially and economically.

Across GMCA innovative and engaging cultural events and activities are happening. These are often led by Greater Manchester Museums Group, Greater Manchester Archives and Local Studies Partnership, Greater Manchester Libraries and GMArts. The Panel believes it is time to recognise these contributions locally.

A GMCA Cultural Strategy is being produced this year and the Panel is committed to ensuring that Tameside delivers not only on TMBC's strategic priorities but that our Culture and Leisure offer is linked to the GMCA Strategy: Our People Our Place

The GMCA Cultural and Social Impact Fund has funded a number of cultural organisations across Greater Manchester. The Panel is committed to ensuring that this translates into cultural activity happening in Tameside.

**Key aim:** The Panel will oversee and coordinate civic events whilst also offering support and advice to other relevant events which reflect Tameside's communities. The Panel will act as a forum for feedback and updates from relevant partnerships. The Panel will ensure that high quality standards are maintained and that the events offer provides increased engagement and participation.

### **Objectives:**

- To promote and advocate for a rich and diverse programme of events
- To oversee events scheduled in the Council's calendar
- To coordinate the plans for civic events, including Christmas event and the festive markets
- To offer advice and support to Town Council events
- To offer advice and support to community events organised on Council land
- To agree an annual calendar of events within the borough
- To ensure events are safe well managed and compliant with legislation

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- To monitor and respond to GMCA's Culture and Social Impact Fund and other cultural initiatives
- To develop a Cultural Strategy for the borough
- To receive updates from relevant GM partnerships
- To ensure linkages are made with the Council's other strategic objectives such as social care and health, economic growth, green and sustainable initiatives and community cohesion

**Membership:** Core membership of the group will include representation from the following areas:

- Elected Members – Chairs of each Neighbourhood Forum (North, West, South and East)
- Cultural and Customer Services
- Arts and Engagement
- Licensing
- Marketing and Communications
- Director/ Assistant Director from Operations and Neighbourhoods

*Members will have the following responsibilities:*

- To attend and participate in meetings or send an appropriate representative
- To ascertain the views of key partners and other staff where appropriate
- To share information and good practice with others
- To support and provide others with advice relevant to the group's objectives
- To contribute to any sub-groups established to pursue specific objectives and events
- Members are responsible for bringing relevant information to the attention of the Chair and organiser no less than 3 weeks prior to the next meeting

**Chair:**

- Executive Member (Clean and Green) Cllr Allison Gwynne will chair the committee. The Chair will elect a Deputy and minute taker

*The chair has the following responsibilities:*

- To liaise with the Head of Cultural and Customer Services/Arts and Engagement manager on the agenda for each meeting
- To approve the minutes of the meeting
- To effectively chair the meetings, allowing all views to be heard fairly

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- To represent the interests of the group at other key forums and meetings
- To approve reports commissioned or written by the group

*The Head of Cultural and Customer Services/Arts and Engagement Manager has the following responsibilities:*

- To organise the meetings of the group in appropriate venues on behalf of the Chair
- To ensure all members receive timely notification of meetings
- To ensure all members have access to agendas, papers, minutes and reports via a range of mechanisms.

**Frequency of meetings:** Quarterly

**Format of meetings:**

- The Chair will set the agenda
- Information submitted for the agenda but be received by organiser three weeks prior to the meeting
- Agenda and relevant papers will be circulated two weeks prior to the meeting in electronic format
- Minutes will be issued no less than two weeks after the relevant meeting
- Small sub-group meetings may be required upon the Chair's request
- Non-members may be invited to the group where appropriate and with the Chair's consent
- The secretariat for the group will be managed by the Arts and Engagement Team

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### Women's Suffrage Centenary Events and Activities

4 June

#### **Junior History Club: Votes for Women!**

We will be making sashes and learning more about the fight for women's votes  
Local Studies and Archives Centre. 2-4pm

18 June – 2 July

#### **EqualiTeas**

Join us to share debate and celebrate our right to vote, over a cup of tea and slice of cake!  
It's a UK-wide celebration of our democratic equality, with tea parties taking place all over the country.

Check [www.tameside.gov.uk/libraries](http://www.tameside.gov.uk/libraries) for details of venues and timings

July to December 2018

#### **Exhibition: Votes for Women**

What happened next? The museum's old street looks at the changing role of women as the First World War neared the end. How did the war affect women? How did women get the vote and what role did suffragettes play locally?

Portland Basin Museum

1-29 September

#### **Exhibition: Women of Tameside**

Exhibition in the atrium of women of Tameside who made a difference  
Local Studies and Archives Centre

1-29 September

#### **Display: Extraordinary Women**

Want to read about extraordinary women or read books by extraordinary women? Tameside libraries will guide you through the bravery and brilliance of female protagonists and authors with their new displays – Tell us who your heroine is and win a book

Tameside libraries, see website for more detail [www.tameside.gov.uk/libraries](http://www.tameside.gov.uk/libraries)

5 September

#### **Talk: Women's Suffrage**

Gary Hart, Parliament community outreach and engagement officer will come and talk to us about Women's Suffrage.

Local Studies and Archives Centre. 2-3pm

15 September

#### **Family theatre: Suffragette/Sufragist?**

Scallywags theatre bring their family friendly approach to the theme with a promenade interactive performance for families

Portland Basin Museum 11am & 1pm

16 September

#### **Women's Suffrage Event Day**

Special event day including music, theatre, pop-up archives, local history and a special artisan market.

Armentieres Square Stalybridge

19 September

## APPENDIX 2

### **Talk: Hannah Mitchell**

Michael Herbert joins us to talk about Hannah Mitchell, the well-known English suffragette and socialist who for a time made Ashton-under-Lyne her home.

Local Studies and Archives Centre 2-3pm

20 September

### **Walk & Talk: Women's Suffrage**

A historical walk around Manchester highlighting the places of interest relating to women's history and a visit to the Pankhurst Centre.

Manchester 2pm

25 September

### **Making Friends with the Archives: Political Figures of Tameside**

A collection of archives highlighting the political figures of Tameside including women who made a difference.

Local Studies and Archives Centre 2-3pm

10 October

### **Talk: Margaret Ashton**

Alison Ronan historian and author will speak about Margaret Ashton the first female councillor in Manchester

Local Studies and Archives Centre 2-3pm