

# Public Document Pack

## Chief Executive

**THE CIVIC MAYOR, CHAIR OF  
COUNCIL BUSINESS AND ALL  
MEMBERS OF THE COUNCIL**

Steven Pleasant, Chief Executive  
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Dear Councillor,

You are hereby summoned to attend an **ORDINARY MEETING** of the Tameside Metropolitan Borough Council to be held on **Tuesday, 25 February, 2020 at 5.00 pm** in the **Conference Room, Guardsman Tony Downes House, Droylsden** when the undermentioned business is to be transacted.

Yours faithfully,



**Steven Pleasant  
Chief Executive**

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

Item No.	AGENDA	Page No
1.	<b>CIVIC MAYOR'S ANNOUNCEMENTS</b>	
	The Civic Mayor to make any appropriate announcements.	
	<b>At this juncture the Civic Mayor will retire from the Chair and the Chair of Council Business shall assume the Chair for the remaining business.</b>	
2.	<b>MINUTES</b>	1 - 8
	That the Minutes of the proceedings of the Ordinary Meeting of Council held on 8 October 2019 and the Extraordinary Meeting held on 3 December 2019 be approved as a correct record and signed by the Chair of Council Business (or other person presiding) (Minutes attached).	
3.	<b>DECLARATIONS OF INTEREST</b>	
	To receive any declarations of interest from Members of the Council.	
4.	<b>COMMUNICATIONS OR ANNOUNCEMENTS</b>	
	To receive any announcements or communications from the Chair of Council Business, the Executive Leader, Members of the Executive Cabinet or the Chief Executive.	
5.	<b>COUNCIL BIG CONVERSATION</b>	
	To consider any questions submitted by Members of the public in accordance with Standing Orders 31.12 and 31.13.	
6.	<b>JOINT MEETING OF EXECUTIVE CABINET AND OVERVIEW PANEL</b>	9 - 50
	To receive the minutes of the Meetings of Executive Cabinet held on 23 October, 27 November, 18 December 2019 and 22 January 2020 and the Joint Meeting of the Executive Cabinet and Overview Panel held on 12 February 2020 and to agree the recommendations contained therein.	
7.	<b>COUNCIL BUDGET 2020/2021</b>	51 - 274
	To consider the attached report of the Director of Finance.	
8.	<b>DEMOCRATIC PROCESSES WORKING GROUP</b>	275 - 278
	To receive the minutes of the meeting of the Democratic Processes Working Group held on 17 February 2020 and to agree the recommendations set out in the minutes.	
9.	<b>MAYORALTY</b>	
	To seek nominations for the position of the Civic Mayor and Deputy Mayor for 2020/21.	

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

**10. ARRANGEMENTS FOR ANNUAL COUNCIL**

To note that the Annual Meeting of Council (both Mayor Making and Business) will commence at 5.00pm on Tuesday 26 May 2020 and will take place at Dukinfield Town Hall.

**11. CALENDAR OF MEETINGS 2020/2021 AND 2021/2022**

279 - 284

To note the draft calendar of meetings for the 2020/2021 and 2021/2022 Municipal Years.

**12. MEMBERSHIP OF COUNCIL BODIES**

To consider any changes to the membership of Council bodies.

**13. NOTICES OF MOTION**

**Motion in the name of Councillor Gwynne:**

That this Council recognises that further action must be taken to protect residents and communities living alongside our busiest roads in Tameside from exposure to harmful pollutants. The effects of which include asthma, allergies, heart and lung disease and cancer.

An IPPR report in 2018 condemned air pollution levels in Greater Manchester as “lethal and illegal”, and is believed to contribute to 1,200 deaths a year across the city region. Harmful gases such as nitrogen dioxide – and tiny particles of soot and other matter – from vehicle exhausts are among the main causes of this air pollution.

Tameside Council is co-operating with other GM local authorities to prepare a Greater Manchester Clean Air Plan, with the intention of reducing vehicle emissions within our communities. However the Government’s two-tier approach to the mandating of Clean Air plans and charges does nothing to protect some of our residents at greatest risk from the effects of air pollution who live alongside the strategic road network managed by Highways England.

Unbelievably, Highways England is not mandated in the same way as Tameside MBC and other Greater Manchester Authorities to improve the air quality on and around its road network. In particular, residents living and working alongside the A628 (Market Street) in Hollingworth are currently being ignored by both the government and legislation, despite homes and school playgrounds being situated alongside this highly polluted road.

This Council believes:

Highways England should be mandated in the same way as Tameside MBC and other local authorities to develop and execute a Clean Air Plan for its highway network, effectively reducing levels of Nitrogen Dioxide and particulate matter on trunk roads and motorways running through Tameside and in other areas of Greater Manchester similarly affected.

This Council resolves to request that the Chief Executive write to the Department for Environment, Food and Rural Affairs (Defra) to demand urgent action by Highways England to reduce the unacceptably high levels of nitrogen

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

dioxide and particulates on its highway network to meet mandated levels on air quality by 2023. There is no time to waste in combating this silent killer that blights our communities.

**Motion in the name of Councillor Warrington:**

That Tameside Council notes the ‘*Special Report on Global Warming of 1.5°C*’, published by the Intergovernmental Panel on Climate Change in October 2018, (a) describes the enormous harm that a 2°C rise is likely to cause compared with a 1.5°C rise, and (b) confirms that limiting Global Warming to 1.5°C may still be possible with ambitious action from national and sub-national authorities, civil society and the private sector. This is indeed a climate emergency.

The Council welcomes the climate action taken by the Greater Manchester Mayor and other city authorities around the world to declare – and commit resources to tackling our Climate Emergency.

We also note the action taken to date recognising we need to go further including:

- The Council’s long-standing commitment to the climate change agenda in constituting “*The Carbon Reduction Panel*”;
- That in 2017, the Greater Manchester Pension Fund pledged to become carbon neutral by 2050 at the very latest – a higher target than the Government had set itself and continues to be the largest local government pension fund investor in renewable energy and energy efficiency. These efforts to date had been recognised by the House of Commons Environmental Audit Committee noting the Fund had the highest levels of engagement to manage the risks that climate change posed to UK pension investments; and
- That in 2018, Tameside Council held its own Green Summit, which was attended by local stakeholders including schools, businesses and the voluntary sector. This began a conversation to highlight and seek ongoing pledges for changes to reduce our carbon footprint within the local authority.

TAMESIDE COUNCIL agrees to:

- Declare a ‘Climate Emergency’ that requires urgent action.
- To continue to build on the work of the Tameside 2018 Green Summit.
- Make the Council’s operations net-zero carbon in line with the GM commitment to do so by 2038.
- Support and work with all other relevant agencies towards making the entire area zero carbon within the same timescale
- Request that the Carbon Reduction Panel continue to consider the impact of climate change and the environment when reviewing Council’s policies and strategies.
- to continue to work with ‘Just Transition’ as a just transition for the Greater Manchester Pension Fund is key to the UK’s success in building a zero-carbon and resilient economy in a sustainable way that supports an inclusive economy, with a particular focus on workers and

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communities in line with the Paris Agreement on climate change, which stated *'the imperatives of a just transition of the workforce and the creation of decent work and quality jobs in accordance with nationally defined development priorities'* and the Funds fiduciary duties.

- Will play an active part in Greater Manchester Combined Authority to achieve net zero carbon across Greater Manchester and commit to supporting the Mayor to deliver this challenging ambition for the region
- Requests that the Chief Executive writes to Government requesting:
  - a) it takes more urgent action since Parliament declared a climate emergency in May 2019;
  - b) additional funding and powers to enable us to deliver the Paris agreement;
  - c) that ministers work with other governments to ensure that the UK maximises carbon reduction in order to fulfil the objectives of the Paris Climate Change Agreement;
  - d) Require Highways England to address the high levels of carbon emissions caused as a result of the roads they are responsible for;
  - e) Accelerate the reduction of carbon emissions from aviation;
  - f) Accelerate the decarbonisation of the electricity grid, funding low carbon energy generation; and
  - g) Ensure that the UK prosperity fund focuses on enable the transition to a low carbon economy.

#### **14. QUESTIONS**

To answer questions (if any) asked under Standing Order 17.2, for which due notice has been given by a Member of the Council.

#### **15. URGENT ITEMS**

To consider any other items which the Chair of Council Business (or other person presiding) is of the opinion shall be dealt with as a matter of urgency.

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## COUNCIL

8 October 2019

**Present:** Councillor Kitchen (Chair), Councillors Affleck, Alam, Bowden, L Boyle, Bray, Cartey, Chadwick, Choksi, Cooney, Cooper, Dickinson, Drennan, Fairfoull, Feeley, J Fitzpatrick, P Fitzpatrick, Glover, Gosling, Gwynne, A Holland, B Holland, Hollinshead, J Homer, S Homer, Huntbach, Jackson, D Lane, J Lane, Lewis, Martin, McNally, Mills, Naylor, Newton, Owen, Patrick, Pearce, Quinn, Reid, Robinson, Ryan, Sharif, M Smith, T Smith, Sweeton, Ward, Warrington, R Welsh, Wild and Wills.

**Apologies for Absence:** Councillors Billington, Bowerman, Buglass, Ricci, Sidebottom and Taylor.

### 15 CIVIC MAYOR'S ANNOUNCEMENTS

The Civic Mayor extended the condolences of all Members to Councillor Peter Robinson on the recent loss of his wife to breast cancer.

The Civic Mayor paid tribute to William Egerton, a former deputy lieutenant of Greater Manchester whom had spent much of his life in local politics and served the people of Manchester in a number of roles including Lord Mayor.

The Civic Mayor was delighted to report that Dukinfield had been represented at the Queen's Award ceremony thanks to Youth Adventure Tameside. The charity has been providing Tameside youngsters with access to outdoor activities for the past 45 years and they were rewarded with the UK's highest honour for a volunteer group.

The Civic Mayor stated that in recent months the Civic Mayor had the privilege of attending many interesting events and to meet lots of fascinating people around the borough including Denton Carnival, Hyde Bangladeshi Welfare and Cultural Association's first Eid celebration, the Royal Exchange pop-up theatre launch in Stalybridge and Hyde's blue-light event. He also advised that he had recently accepted the challenge of taking part in a sponsored abseil on behalf of Tameside, Oldham and Glossop MIND, one of his chosen charities, at Hobson Moor Quarry, Mottram.

Finally, I had the pleasure of attending May Martin's 100<sup>th</sup> birthday celebration at Ashton House in Hyde where he got to meet a special lady and her lovely family and friends.

*(Councillor Kitchen in the Chair)*

### 16 MINUTES

**It was moved by Councillor Warrington and seconded by Councillor Fairfoull that the minutes of the meeting of Council held on 23 July 2019 be approved as a correct record and signed by the Chair.**

### 17 DECLARATIONS OF INTEREST

There were no declarations of interest.

## 18 COMMUNICATIONS OR ANNOUNCEMENTS

The Executive Leader set out the scale and scope of how decision made at the Council impacted on citizens lives. The Council was searching up and down the country for examples of best practice, and joining together with other local authorities to maintain and improve service delivery in the face of a decade of austerity. Over the past months this has led to two milestones, each of which had the potential to transform Tameside and its communities.

The Co-Operative Councils Innovation Network had ratified Tameside Council's application to become a Co-Operative Council. He explained that Tameside was now part of a growing and influential network of local authorities committed to developing a new relationship with citizens. The Co-Operative Councils Innovation Network was an organisation that embodies the values of the weavers and workers of Rochdale who founded the co-operative movement 150 years ago, and which had grown into a global organisation of 313 federations in 109 countries.

The Executive Leader stated that Tameside Council was now formally committed to the principles of the Co-Operative Councils Innovation Network, including championing fairness and equality, making decisions in a transparent way, taking responsibility for our actions and encouraging others to do so as well, working together and supporting each other in achieving a common goal, holding ourselves accountable to our stakeholders, recognising and welcoming different views, and believing in and acting within the principles of democracy and public engagement.

There were already a number of examples in Tameside where our commitment to co-operative values and principles can be clearly seen. Many of these were highlighted at Tameside's own Co-Operative Summit, which had recently been held in Dukinfield Town Hall. Council Officers were on hand to discuss the Tameside Digital Infrastructure Cooperative, which brought together the public and private sector to create and share new digital infrastructure. Further discussion was held on encouraging integration, understanding and mutual support between the local community and the armed services community through the Tameside Armed Services Covenant.

The Council was also supporting the Local Government Association's "Councils Can" campaign, joining together to call for a new relationship between local authorities and Westminster. The Campaign sought an end to austerity by giving local authorities the long-term and sustainable funding required to delivery services. Funding in Tameside had been cut in half since 2010, and it was predicted to fall further if the latest Spending Review was put into practice. However, the full cost of austerity was measured in the loss of ambition for the country. British councils were the most powerless form of sub-national government in the developed world. The second part of the "Councils Can" campaign made the case for devolution in England that, at the very least, matched the powers given to the Scottish government. This would give Councils the freedom to turbo-charge devolution in Greater Manchester, allowing powers to build new homes, secure children's future, improve the health and employment opportunities of residents, and create places where people want to live.

At a special meeting of the Greater Manchester Combined Authority the Leaders of the Greater Manchester city region approved a consultation on bringing bus services back into public control. The successful creation of a London-style bus network in Greater Manchester would mean more regular bus services, with more affordable fares, at a better cost for local taxpayers. The bus consultation was due to go live on 14 October 2019.

Whilst having transformative and comprehensive ambitions, they must sit side-by-side with continuing to deliver the vital day-to-day services that residents depended upon. Tameside's successes were being recognised. At the end of September the Greater Manchester Pension Fund – the largest local government pension scheme in the country – won an award at the prestigious LAPF Investment Awards for their achievements in making sure that the fund's members and stakeholders were kept fully informed and engaged. The Council's customer service team built upon their record of success in their annual Customer Service Excellence assessment by not only maintaining their ten areas of compliance-plus from last year, but adding an additional five areas

where they were judged to have gone above and beyond the standards required. The Council and the CCG were also shortlisted in the Health Service Journal awards in recognition of their success in improving the standard of health care offered to armed forces veterans, and encouraging over 50% of our GPs practices to sign up to the Armed Forces Covenant. The new joint service centre and vocational education hub, Tameside One, had been shortlisted for the Greater Manchester Chamber's Building of the Year.

The Council had been awarded £100,000 from the British Property Federation to develop a master plan for the regeneration of Hyde town centre, and Stalybridge had been awarded a share of the Department for Culture, Media and Sport's £95 million Historic High Street fund.

The Executive Leader informed Council that partnership with Sport England to use over £760,000 of grant funding would increase the levels of physical activity of residents, with a particular focus on young people, the unemployed and those at risk of developing long-term health conditions.

The Executive Leader reflected on events in summer across the borough. This included welcoming the Tour of Britain, the country's most prestigious cycling race, to Tameside. As the competing riders worked their way through the borough, beginning at Werneth Low and leaving through Mossley, they saw first-hand the incredible decorations and bunting designed and which had been put up by residents, community groups and businesses.

In the recent GCSE result obtained in the borough, 63% of the borough's high school pupils achieved a standard pass of Grade 4 and above in both English and Maths GCSEs – up from 62% last year – while 40% achieved a strong pass of Grade 5 and above. Our three A-Level providers; Ashton Sixth Form College, Audenshaw School and Clarendon Sixth Form, also continued their strong record of successes.

## **19 COUNCIL BIG CONVERSATION**

The Chair reported that there were no questions submitted by members of the public in accordance with Standing Orders 31.12 and 31.13.

## **20 MEETING OF EXECUTIVE CABINET**

Consideration was given to the Minutes of the meeting of Executive Cabinet held on 21 August and 30 September 2019. It was moved by Councillor Warrington and seconded by Councillor Fairfoull that the Minutes of the meeting of the Executive Cabinet held on 21 August and 30 September 2019 be received.

### **RESOLVED**

**That the Minutes of the meeting of the Executive Cabinet held on 21 August and 30 September 2019, be received.**

## **21 MEETING OF DEMOCRATIC PROCESSES WORKING GROUP**

Consideration was given to the Minutes of the meeting of Democratic Processes Working Group held on 30 September 2019. It was moved by Councillor Cooney and seconded by Councillor Warrington that the Minutes of the Democratic Processes Working Group held on 30 September 2019 be received.

### **RESOLVED**

**That the Minutes of the meeting of the Democratic Processes Working Group held on 30 September 2019 be received.**

## 22 MEMBERSHIP OF COUNCIL BODIES

The Chair reported that there were no changes to membership of Council bodies.

## 23 NOTICES OF MOTION

### Motion A

Consideration was given to the following motion received in accordance with Standing Order 16.1 which was proposed by Councillor J. Homer and seconded by Councillor Cooney.

*That this Council recognises that due to high house prices and the lack of sufficient social housing, the proportion of people renting privately in the UK has doubled since 2004; half of 18-35s, 1 in 4 families with children, and growing numbers of older people now live in privately rented homes.*

*Most of England's 11 million renters are on tenancies with fixed terms of six months or a year; after this period has ended, landlords can evict their tenants with just two months' notice, without giving them a reason. These 'no fault evictions' were introduced under section 21 of the 1988 Housing Act; before this, renters had much greater security and it was difficult for landlords to evict tenants who paid the rent on time and looked after the property.*

*Evictions are the number one cause of homelessness. 80% of evictions are on no-fault grounds, and 63% of private renters who were forced to move in 2016 were evicted not due to any fault of their own but because the landlord wanted to sell or use the property.*

*Insecurity harms quality of life for tenants, with private renters less likely than either owners or people in council housing to say they know lots of people in their local area, but more worried that they will have to move within the next year. The threat of being evicted also gives landlords huge power over tenants, who may decide not to complain about disrepair, big rent increases or other problems in case they are kicked out.*

*In Germany, the Netherlands and Sweden (among other countries), tenancies are indefinite, meaning blameless tenants cannot be evicted from their homes.*

*In 2017, the Scottish government made tenancies indefinite and banned no-fault evictions under the terms of the Private Housing (Tenancies) (Scotland) Act 2016.*

*This Council believes:*

*Abolishing section 21 would help to make renting more secure, improve standards, increase tenant confidence and ultimately contribute towards making renting a viable long-term alternative to home ownership or social rent for the millions who currently cannot access either.*

*This Council resolves to request that the Chief Executive write to our Members of Parliament requesting them to publicly state their support for the abolition of section 21 and make it a manifesto commitment.*

Upon being put to the vote the motion was declared to be carried and it was

### **RESOLVED**

**That this Council recognises that due to high house prices and the lack of sufficient social housing, the proportion of people renting privately in the UK has doubled since 2004; half of 18-35s, 1 in 4 families with children, and growing numbers of older people now live in privately rented homes.**

**Most of England's 11 million renters are on tenancies with fixed terms of six months or a year; after this period has ended, landlords can evict their tenants with just two months' notice, without giving them a reason. These 'no fault evictions' were introduced under section 21 of the 1988 Housing Act; before this, renters had much greater security and it was difficult for landlords to evict tenants who paid the rent on time and looked after the property.**

**Evictions are the number one cause of homelessness. 80% of evictions are on no-fault grounds, and 63% of private renters who were forced to move in 2016 were evicted not due to any fault of their own but because the landlord wanted to sell or use the property.**

**Insecurity harms quality of life for tenants, with private renters less likely than either owners or people in council housing to say they know lots of people in their local area, but more worried that they will have to move within the next year. The threat of being evicted also gives landlords huge power over tenants, who may decide not to complain about disrepair, big rent increases or other problems in case they are kicked out.**

**In Germany, the Netherlands and Sweden (among other countries), tenancies are indefinite, meaning blameless tenants cannot be evicted from their homes.**

**In 2017, the Scottish government made tenancies indefinite and banned no-fault evictions under the terms of the Private Housing (Tenancies) (Scotland) Act 2016.**

**This Council believes:**

**Abolishing section 21 would help to make renting more secure, improve standards, increase tenant confidence and ultimately contribute towards making renting a viable long-term alternative to home ownership or social rent for the millions who currently cannot access either.**

**This Council resolves to request that the Chief Executive write to our Members of Parliament requesting them to publicly state their support for the abolition of section 21 and make it a manifesto commitment.**

## **Motion B**

Consideration was given to the following motion received in accordance with Standing Order 16.1 which was proposed by Councillor Fairfoull and seconded by Councillor Cooper.

*This Council wants to be able to offer young people leaving care the widest choice of accommodation and is concerned that current benefit rules and regulations are limiting options for care leavers as a result because of the unintended consequences of regulations for housing allowances and resolves to write to the Minister for the Department for Work and Pensions asking for the following changes to be made:*

*Removal of the "spare room subsidy" for all care leavers up to 25 in the socially rented sector as this regulation has the unintended consequences of limiting care leavers to renting one bedroomed properties from social landlords. There is limited availability and they are not always in areas where young people leaving care have connections and want to live.*

*Extend the Local Housing Allowance exemption up to 25 years of age. Care leavers up to 21 are entitled to claim Local Housing Allowance up to the 1 bedroomed rate. However, once the care leaver turns 22 the care leaver is only entitled to the Shared Room Rate which is significantly less. This change will bring the regulation in line with the age of care leavers this authority has corporate parental responsibility for from 21 years to 25 years.*

Upon being put to the vote the motion was declared to be carried and it was therefore

#### **RESOLVED**

**This Council wants to be able to offer young people leaving care the widest choice of accommodation and is concerned that current benefit rules and regulations are limiting options for care leavers as a result because of the unintended consequences of regulations for housing allowances and resolves to write to the Minister for the Department for Work and Pensions asking for the following changes to be made:**

**Removal of the “spare room subsidy” for all care leavers up to 25 in the socially rented sector as this regulation has the unintended consequences of limiting care leavers to renting one bedroomed properties from social landlords. There is limited availability and they are not always in areas where young people leaving care have connections and want to live.**

**Extend the Local Housing Allowance exemption up to 25 years of age. Care leavers up to 21 are entitled to claim Local Housing Allowance up to the 1 bedroomed rate. However, once the care leaver turns 22 the care leaver is only entitled to the Shared Room Rate which is significantly less. This change will bring the regulation in line with the age of care leavers this authority has corporate parental responsibility for from 21 years to 25 years.**

#### **24 QUESTIONS**

The Chair reported no questions had been received in accordance with Standing Order 17.2.

#### **25 URGENT ITEMS**

The Chair reported that there were no urgent items of business for consideration.

## COUNCIL

3 December 2019

**Present:** Councillors Kitchen (Chair), Affleck, Alam, Billington, Bowden, Bowerman, Boyle, Bray, Cartey, Chadwick, Choksi, Cooney, Cooper, Dickinson, Drennan, Fairfoull, Feeley, J Fitzpatrick, P Fitzpatrick, Glover, Gosling, Gwynne, Hollinshead, J Homer, S Homer, Huntbach, Jackson, Lane, Lewis, McNally, Martin, Mills, Naylor, Newton, Owen, Patrick, Pearce, Reid, Ricci, Robinson, Ryan, Sharif, Sidebottom, M Smith, T Smith, Sweeton, Taylor, Ward, Warrington, Welsh, Wild and Wills.

**Apologies for Absence:** Councillors Buglass, A Holland, B Holland, Quinn

### 26. FREEDOM OF THE BOROUGH

In opening the meeting, the Civic Mayor welcomed those present to this important and historic occasion to admit Ron Hill MBE to be an Honorary Freeman of the Borough.

The Civic Mayor made reference to Ron Hill MBE success as a long-distance runner, winning a Commonwealth gold medal in the marathon and representing Britain in two Olympic Games.

Mr Hill's achievements were not only limited to the sports field. Using his PhD in textile chemistry he developed and designed a range of running wear that was sold through Ron Hill Sports, the company he had set up in Hyde.

In conclusion, the Civic Mayor stated that it was a pleasure and an honour to put the Motion to Council that Ron Hill MBE, be admitted as an Honorary Freeman of the Borough.

The Civic Mayor then proposed the Motion to admit Ron Hill MBE as a Freeman of the Borough, it was seconded by Councillor J. Fitzpatrick and –

#### **RESOLVED**

**That in recognition as one of the greatest long-distance runners of his generation, representing Great Britain in the Olympics, taking gold at the European Championships and Commonwealth Games, winning many of the world's leading marathons, as well as founding the Tour of Tameside, the Council do hereby admit RON HILL MBE to be an HONORARY FREEMAN of the Tameside Metropolitan Borough pursuant to the provisions of Section 249 of the Local Government Act 1972, that being the highest honour which the Council has the power to bestow upon him.**

The Motion being duly carried, the Civic Mayor invited Ron Hill MBE to sign the Roll of Honorary Freemen of the Borough and his signature was witnessed by the Civic Mayor and the Chief Executive.

**CHAIR**

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## EXECUTIVE CABINET

23 October 2019

**Present:** Councillors Warrington (Chair), Cooney, Feeley, Gwynne, Kitchen, Ryan and Wills

**In Attendance:**

Steven Pleasant	Chief Executive
Sandra Stewart	Director of Governance and Pensions
Kathy Roe	Director of Finance
Ian Saxon	Director of Operations and Neighbourhoods
Jeanelle De Gruchy	Director of Population Health
Jayne Traverse	Director of Growth
Stephanie Butterworth	Director of Adult Services

**Apologies for Absence:** Councillors Bray and Fairfoull

### 49 DECLARATIONS OF INTEREST

There were no declarations of interest from Members of Executive Cabinet.

### 50 EXECUTIVE CABINET

#### RESOLVED

**That the minutes of the meeting of the Executive Cabinet meeting held on 25 September 2019 be approved as a correct record and signed by the Chair.**

### 51 STRATEGIC COMMISSIONING BOARD

#### RESOLVED

**That the minutes of the Strategic Commissioning Board held on 25 September 2019 be noted.**

### 52 CORPORATE PLAN UPDATE

Consideration was given to a report of the Executive Leader / Director of Governance and Pensions providing an update on progress to implement and embed the Corporate Plan Performance Monitoring Framework across Tameside and Glossop Strategic Commission.

It was explained that the report provided an update on the 56 indicators being monitored to measure the performance of the Corporate Plan. Key headlines in terms of any changes in performance since the last report in August 2019, were highlighted and a copy of the scorecard was appended to the report, which showed the position as at 9 September 2019.

Board Members were informed that, of the 56 indicators being measured in the Corporate Plan; 45 could be measured against the national average. Of these 45 indicators; 12 were performing better than the national average, 26 were performing worse than the national average and 7 were in line with it. Key changes in performance were detailed and discussed.

#### RESOLVED

**That the content of the report and the progress being made across the range of indicators be noted.**

## **53 TAMESIDE AND GLOSSOP LOCAL PILOT – INCREASING PHYSICAL ACTIVITY THROUGH ACTIVE NEIGHBOURHOODS**

The Executive Member (Adult Social Care and Population Health) / CCG Chair / Director of Population Health submitted a report explaining that Greater Manchester had been selected as one of 12 Local Delivery Pilots by Sport England in December 2017. This followed a competitive 12 month application process. The Local Pilot work formed an important strand of the implementation of Greater Manchester Moving and would test and explore what it takes to secure population scale change in physical activity behaviour.

The work would be focused on three key audiences:

- Children and young people aged 5-18 in out-of-school settings;
- People out of work and people in work but at risk of becoming workless; and
- People aged 40-60 with, or at risk of, long term conditions: specifically cancer, cardiovascular disease and respiratory disorders.

Cabinet Members were informed that Tameside and Glossop had been allocated £767,931 towards reducing inactivity amongst residents. The funding had been provided from Sport England via Greater Sport. The local model of delivery implementation plan and the proposed funding mechanisms, with suggested local lead organisations, was presented to Greater Sport in June 2019 and accepted. The report set out the proposed local model of delivery of the programme using the principles of co-design.

### **RESOLVED**

- (i) That the £767,931 funding allocated to Tameside and Glossop from Greater Sport be noted;**
- (ii) The proposed programmes as detailed in Section 5 of the report, and approved by the Strategic Commissioning Board at its meeting on 23 October 2019, be noted;**
- (iii) The proposed funding allocation distribution, as agreed by the Strategic Commissioning Board at its meeting on 23 October 2019 be noted as follows:**
  - **£200,000 of the funding be awarded directly to Action Together from Greater Sport for distribution in communities;**
  - **£96,000 of the funding be awarded directly to High Peak Borough Council from Greater Sport for delivery of Glossop programmes; and**
  - **That £120,000 of the funding be awarded directly to Active Tameside from Greater Sport for scale up of the Live Active Programme; and**
- (iv) That £351,931 allocation to Tameside Council be agreed.**

## **54 MONTH 5 REVENUE MONITORING STATEMENT**

Consideration was given to a report of the Executive Member for Finance and Economic Growth / CCG Chair / Director of Finance providing an overview on the financial position of the Tameside and Glossop economy in 2019/20. For the year to 31 March 2020 the report forecast that service expenditure would exceed the approved budget in a number of areas, due to a combination of cost pressures, shortfalls in income and non-delivery of savings.

It was explained that for the 2019/20 financial year the Integrated Commissioning Fund was forecast to spend of £619 million, against a net budget of £617 million. The forecast overspend at month 5 was now £1.7 million, which was an improvement of £255K. The main key areas for improvement were within Governance and the reduction in the CCGs net risk. Other areas across the CCG and Council had seen very little movement in the forecast outturn from last month. Further detail on the economy wide position was included in an Appendix to the report.

### **RESOLVED:**

- (i) That the significant level of savings required during 2019/20 to deliver a balanced recurrent economy budget together with the related risks which are contributing to the overall adverse forecast, be acknowledged.
- (ii) That the significant financial pressures facing the Strategic Commission, particularly in respect of Children's Social Care, Acute, Operations & Neighbourhoods, and Growth, be acknowledged.

## 55 MODEL PAY POLICY

A report was submitted by the Executive Leader / Executive Member (Lifelong Learning, Equalities, culture and Heritage) / Assistant Director, People and Workforce Development outlining the key statutory changes to pay and conditions effective from 1 September 2019 for all staff who were employed and subject to teachers pay and conditions and recommendations for amendments to update and improve upon the Model Pay Policy 2018.

It was explained that the main purpose of the report was to:

- Advise on the individual changes being introduced by the draft School Teachers' Pay and Conditions Document 2019;
- To inform of the subsequent review undertaken by the Council on its existing 2018 Model Pay Policy, and;
- To seek formal ratification of a revised Model Pay Policy 2019 for teaching staff in schools and centrally based establishments, prior to it being recommended for adoption across school Governing Bodies.

### RESOLVED

- (i) That the Model Pay Policy 2019, as detailed in Appendix 1 to the report, for all staff who are employed within the Education Service, be implemented;
- (ii) That the Model Pay Policy 2019, as detailed in Appendix 1 of the report, be recommended for adoption by all Governing Bodies of community, voluntary controlled and voluntary aided schools within the Borough, and that it applies to all teaching staff employed within these schools;
- (iii) That the national cost of living pay award with effect from 1 September 2019 to all teacher pay ranges and allowances be implemented as follows:

**A 2.75% uplift to the minima, maxima and discretionary pay points of the unqualified, main pay range, upper pay range, leading practitioner pay range, leadership pay range and all allowances (i.e. TLR and SEN allowances).**

## 56 ARMED FORCES COVENANT

The Executive Member (Housing, Planning and Employment) / Assistant Director (Operations and Neighbourhoods), submitted a report explaining that the Council honoured its continued commitment to the Armed Forces Covenant and engagement with ex-service personnel continued to be an integral part of the Council's policy and service delivery. The report set out a vision for future Armed Force's governance and development in Tameside.

Members were informed that the Council had achieved the ambition of gaining the Gold Employer Recognition status in partnership with the Ministry of Defence, an accolade rarely awarded and usually only to organisations with a very substantial military footprint such as garrison towns. Tameside was currently the only local authority in Greater Manchester that had received this award.

Tameside also currently held an Armed Forces Covenant Grant which was Employment and Skills focussed helping to secure high level engineering personnel from military service into the Tameside to help with an identified skills gap. This programme would also enable work with

existing ex-service personnel in Tameside in up skilling and mappings skills learnt during military service into civilian roles.

Inward investment was also enabling the development of a dual site therapeutic horticultural project which, in addition to the places awarded to ex-service personnel, will also provide support for other vulnerable groups or individuals in Tameside with a facility for counselling embedded.

To provide an appropriate infrastructure for this work the recommendation was that the service is formally adopted by the Community Safety and Homelessness department of the Operations and Neighbourhoods Directorate.

Updates to the Military reservist guidance would ensure all Council employees and support staff (non-teaching) in schools had access to a fair and equitable scheme in accordance with the Ministry of Defence guidance and Armed Forces Covenant Gold Award requirements.

A review of the guaranteed interview scheme enhanced the Council's commitment and recognition of the support to those leaving the armed forces (veterans) to fulfil their potential in civilian life. Furthermore, that formal reporting was established through the Executive Member for Lifelong Learning, Equalities, Culture and Heritage to ensure that the work was open to the appropriate level of scrutiny by the Council.

#### **RESOLVED**

- (i) That Tameside Council continue to support the Armed Forces Covenant and agree a formal governance structure for this continued work in the Borough;**
- (ii) That the updated Military Reservist Guidance detailed at Appendix 1 of the report be implemented across the Council to replace the current guidance;**
- (iii) That the Military Reservist Guidance be recommended to all schools for adoption by their Governing Body;**
- (iv) That the Recruitment and Selection Procedure Guaranteed Interview Scheme be expanded to include those who had been employed by the Armed Forces. Applicants who would be eligible for the guaranteed interview scheme are:**
  - Applicants who meet the essential criteria set out in the role profile; and**
  - Where the Armed Forces were their last long term substantive employer.**

#### **57 MUSEUMS FORWARD PLAN**

Consideration was given to a report of the Executive Member (Lifelong Learning, Equalities, Culture and Heritage) / Assistant Director (Neighbourhoods and Operations), which set out the Museums Forward Plan, Collections Development Policy, Documentation Policy, Care and Conservation Policy and Access Policy, for formal consideration and adoption.

Members were informed that the Council's Museums and Galleries service, part of Cultural and Customer Services, comprised of:

- Portland Basin Museum (Ashton-under-Lyne)
- The Museum of the Manchester Regiment (Ashton-under-Lyne)
- Astley Cheetham Art Gallery (Stalybridge)
- Off-site storage space (Ashton-under-Lyne)

The Service made a significant contribution to the priorities of the Council by: supporting a cultural offer that attracted people to the borough; improving the wellbeing of residents; increasing educational attainment and skills levels; and generally providing safe and welcoming venues for residents and visitors to the borough to enjoy. To attract the necessary external funding to maintain and develop the Museums and Galleries offer, the service must be formally accredited by

Arts Council England. This report set out the requirements of Accreditation and sought approval of the required policies.

The report concluded that the Museums and Galleries service continued to improve its offer, which contributed to Council priorities around starting well, living well and ageing well. Service improvements had been delivered in partnership with external funders such as Arts Council England and the National Lottery Heritage Fund.

In order to attract funding the service must be accredited by Arts Council England. The Accreditation process involved the development of a Forward Plan for the service and policies around its collections that must be adopted by the Council.

Public consultation had been undertaken to inform the Forward Plan. In order to fully deliver the Forward Plan, financial support would be required from partners and for this to be possible Accreditation must be achieved.

#### **RESOLVED**

**That the Museums Forward Plan 2019 to 2024 and the associated policies (Appendices 2 to 5 to the report) be approved, to support reaccreditation by Arts Council England and to enable access to Funding.**

### **58 LOCAL STUDIES AND ARCHIVES FORWARD PLAN**

The Executive Member (Lifelong learning, Equalities, Culture and Heritage) / Assistant Director (Operations and Neighbourhoods) submitted a report setting out the key priorities of the proposed Local Studies and Archives Forward Plan 2019-2024, and sought formal approval of the plan.

It was explained that Tameside Local Studies and Archives Centre was located in a purpose-built environmentally controlled building adjacent to the former Ashton Library on Old Street.

The National Archives is the National body with ministerial governance in place that oversees Archives across the UK. The National Archives act as the professional body for archive services and as such set the standards for best collections care and best practice public access to records.

Tameside Local Studies and Archives Centre is an approved Place of Deposit, meaning the service held certain public records of local interest, such as the council's records. In 2013 The National Archive instigated a National Accreditation Scheme, which formally set out policies and procedures required to be maintained by Places of Deposit.

The Service gained full accreditation in 2018 as it met all the required standards. Accreditation was a reiterative process, meaning that accredited services undergo a Review Stage after 3 years, and full reaccreditation after 6 years. A strong forward plan was important in helping the service maintain high standards and in realising the improvement actions recommended by the Accreditation panel in 2018. It was also essential in demonstrating to the Accreditation Panel how the service would achieve its aims and ambitions and was required for submitting an Accreditation application.

Members were informed that a forward plan for the service had been developed in consultation with the general public, the Greater Manchester Local Studies and Archives Partnership and National Archives' priorities in mind.

#### **RESOLVED**

**That the content of the report be noted and the Tameside Local Studies and Archives Forward Plan covering 2019-2024, as detailed in an Appendix to the report, be formally approved.**

## **59 FOOD SAFETY AND FOOD STANDARDS SERVICE PLAN 2019/20**

Consideration was given to a report of the Executive Member for Neighbourhoods, Community Safety and Environment / Assistant Director (Operations and Neighbourhoods) providing information on the Food Safety and Food Standards Service Plan for 2019/20. The plan set out the standard of performance that must be achieved by the Operations and Neighbourhoods Directorate in order to maintain high quality health protection. The work of the Service was to successfully balance service delivery between education, encouragement and enforcement.

### **RESOLVED**

**That the content of the report be noted and the Food Safety and Food Standards Service Plan 2019 – 2020, as detailed in an Appendix to the report, be agreed. This is to ensure that the Council meets the requirements of the Food Standards Agency’s ‘Framework Agreement on Local Authority Food law Enforcement’.**

## **60 PROPOSED GODYE GREEN GARDEN VILLAGE – HOMES ENGLAND HOUSING INFRASTRUCTURE FUNDING (HIF)**

Consideration was given to a report of the Executive Member (Finance and Economic Growth) / Director of Growth, which provided an update on the proposal to develop a Garden Village at Godley Green.

Members were informed that Godley Green was an area of 127 hectares located south east of Hyde. The vision was to create a vibrant and sustainable new community based on established Garden Village principles. Godley Green was currently in the ownership of 19 landowners. The Council owned 8.6 Hectares in the South East corner of the site. At present, land was primarily used for grazing and equine related businesses including a riding school.

It was explained that Godley Green was ‘the’ key strategic site for Tameside. If it came forward for development through greenbelt release, it had the potential to deliver 25% of the Council’s housing requirements over the Greater Manchester Strategic Framework plan period.

Working with the Godley Green landowners, a locally led public sector intervention of this scale had the potential to deliver up to 2,350 new homes. The transformational change that was proposed by this development would help to satisfy the needs of current and future households across the spectrum of housing types and tenures, from affordable to executive homes as well as providing the step change required that would contribute to the re-balancing of the Tameside housing market. If the site was not promoted for development, the Council would be required to identify alternative sites to meet its future housing requirements.

It was further explained that on 1 February 2018 that the £10 million HIF bid for the proposed Garden Village was successful, subject to further financial assessments of the bid and satisfactory clarifications on all aspects of deliverability. The HIF award for the Godley Green Garden Village was approved on 25 March 2019. The Grant Offer Letter was received on 23 May 2019. This was followed by the Grant Funding Agreement on the 26 June 2019. The current deadline for delivery of the infrastructure was March 2022.

### **RESOLVED**

- (i) That the associated risks relating to entering into the Grant Funding Agreement (GFA) with Homes England (HE) for Godley Green, be acknowledged and accepted;**
- (ii) That authority be provided for the following:**
  - (a) Delegated authority be provided to the Director of Finance in consultation with the Director of Governance and Pensions to accept and enter into the GFA, as attached as Appendix A to the report, on behalf of TMBC and the creation of a £720K budget to be funded by the HE grant.**

- (b) That the Director of Finance be authorised to sign the letter, attached as Appendix B to the report;**
- (c) That delegated authority be provided to the Director of Growth in consultation with the Director of Finance and Director of Governance and Pensions to manage the programme of works associated with the GFA and to drawdown and incur all expenditure related to delivery subject to the necessary executive and key decisions being made in accordance with the legal and financial framework and all progress and performance being reported to Strategic Planning and Capital Monitoring Panel.**

**CHAIR**

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## **EXECUTIVE CABINET**

**27 November 2019**

**Present:** Councillors Warrington (Chair), Bray, Cooney, Fairfoull, Feeley, Ryan and Wills

<b>In Attendance:</b>	Steven Pleasant	Chief Executive
	Sandra Stewart	Director of Governance and Pensions
	Kathy Roe	Director of Finance
	Ian Saxon	Director of Operations & Neighbourhoods
	Jeanelle De Gruchy	Director of Population Health
	Richard Hancock	Director of Children's Services
	Jayne Traverse	Director of Growth
	Tom Wilkinson	Assistant Director of Finance
	Emma Varnam	Assistant Director, Operations & Neighbourhoods
	Simon Brunet	Head of Policy, Performance and Intelligence
	Ashwin Ramachandra	Co-Chair of NHS CCG Tameside & Glossop
	Asad Ali	Co-Chair of NHS CCG Tameside & Glossop

**Apologies for Absence:** Councillors Gwynne and Kitchen

### **61 DECLARATIONS OF INTEREST**

There were no declarations of interest from Members of Executive Cabinet.

### **62 EXECUTIVE CABINET**

#### **RESOLVED**

**That the minutes of the meeting of the Executive Cabinet meeting held on 23 October 2019 be approved as a correct record and signed by the Chair.**

### **63 STRATEGIC COMMISSIONING BOARD**

#### **RESOLVED**

**That the minutes of the Strategic Commissioning Board held on 23 October 2019 be noted.**

### **64 ENGAGEMENT UPDATE**

Consideration was given to a report of the Executive Leader / CCG Chair / Director of Governance and Pensions providing the Executive Cabinet with an update on the delivery of engagement and consultation activity in the last two years.

Members were informed that much of the work was undertaken jointly, co-ordinated through the Tameside and Glossop Partnership Engagement Network (PEN), by NHS Tameside and Glossop Clinical Commissioning Group, Tameside Council and Tameside and Glossop Integrated Care NHS Foundation Trust. However, it was noted that each of the three agencies had undertaken work individually, where necessary and appropriate for the purposes of specific projects. Engagement was relevant to all aspects of service delivery, all the communities of Tameside and Glossop, and wider multi-agency partnership working. The approach was founded on a multi-agency conversation about 'place shaping' for the future prosperity of the area and its communities.

Members extended their thanks and congratulations to the joint, integrated Policy, Performance and Communications teams for their hard work and support.

## **RESOLVED**

**That the content of the report be noted and the future engagement and consultation activity with the communities of Tameside and Glossop, be supported.**

## **65 TARGETED NATIONAL LUNG HEALTH CHECKS**

It was explained that NHS T&G CCG working in partnership with NHS Tameside and Glossop Integrated Care Foundation Trust and Manchester University NHS Foundation Trust, would develop a pathway that incorporated a community based Lung Health Check service, delivered on a mobile unit sited within neighbourhoods to an agreed National Standard Protocol. National funding for the provision of a local service, in line with National Standard Protocol would be provided at an estimated cost of £6.3 million plus £55,000 for a project manager.

The intention of the programme was to:

- Increase identification of lung cancer and support early diagnosis (at an earlier stage); and
- Improve outcomes: increased one year survival and reduce the number of preventable deaths from diagnosing cancer at an earlier stage. Survival rates were better the earlier it was diagnosed, so there needed to remain a strong focus on prevention and early better diagnosis.

It was further explained that NHSE England set a challenging timeline for implementation of the local programme which was outlined in the report.

The national protocol did not dictate a specific model for LHC delivery, provided the standards in the protocol were met. Learning and insight from other established LHC services were built in to support a locally designed, delivery model. Key stakeholders (including clinicians within secondary and primary care) and local people were involved in the planning phase to co-design the right delivery model and design principles for NHS T&G CCG.

Members were informed that, following extensive engagement and consultation with key stakeholders and members of the public, the preferred model of delivery for NHS T&G CCG was to provide Lung Health Checks, smoking Cessation and CT scans all in one place (One Stop) on a Mobile Unit based within neighbourhoods.

Participants would be invited for a LHC via the Manchester University NHS Foundation Trust (MFT) service on GP endorsed letter heads. Practices would provide a list of eligible participants following a data extract from their systems using a Data Quality search template developed by GM Shared Services (Data sharing agreement in place). LHC participants who smoked will receive smoking cessation advice and support from a specialist nurse, while they were on the mobile unit. The LHC service would establish strong links with local services to ensure that participants continued to receive support from local services within the community.

NHS T&G ICFT in partnership with MFT, would proactively manage the service on behalf of NHS T&G CCG to an agreed service specification, a copy of which was appended to the report, and in line with the National Protocol.

## **RESOLVED**

- (i) **That the Strategic Commissioning Board endorse and approve the preferred model of delivery for the Targeted Lung Health Checks within the Strategic Commissioning organisation;**
- (ii) **That the Strategic Commissioning Board recommend that NHS T&G CCG vary the service specification into NHS T&G ICFT's contract for governance and assurance purposes; and**

- (iii) That the Strategic Commissioning Board recommend that the NHS T&G CCG be accountable to Greater Manchester Cancer Alliance and National Cancer, for delivery of the local service.

## **66 CAPITAL MONITORING PERIOD 6 2019/20**

Consideration was given to a report of the Executive Member, Finance and Economic Growth / CCG Governing Body Chair / Director of Finance, which summarised the capital expenditure monitoring position at 30 September 2019, based on information provided by project managers.

The report showed projected capital investment in 2019/20 of £55,484 million by March 2020, which was £21.280 million less than the current capital budget for the year. It was explained that this was made up of a number of additional costs due to overspend against a number of specific schemes (£1.610 million), less the re-phasing of expenditure in some other areas (£22.890 million). Proposed re-profiling of £22.890 into the next financial year was identified within the individual service area tables, as detailed in appendices to the report.

### **RESOLVED**

**That the following be approved:**

- (i) The re-profiling of £22.890m to reflect up to date investment profiles;
- (ii) The changes to the Capital Programme as set out in Appendix 1 of the submitted report;
- (iii) The updated Prudential Indicator position set out in Appendix 5, which was approved by Council in February 2019;
- (iv) The removal of £0.500m remaining budgets of capital schemes which have come to an end, as set out in Appendix 11 of the submitted report;
- (v) That the current capital budget monitoring position be noted;
- (vi) That the resources currently available to fund the Capital Programme be noted; and
- (vii) That the updated capital receipts position be noted.

## **67 MONTH 6 INTEGRATED FINANCE REPORT**

Consideration was given to a report of the Executive Member, Finance and Economic Growth / CCG Chair / Director of Finance providing an overview on the financial position of the Tameside and Glossop economy in 2019/20. For the year to 31 March 2020 the report forecast that service expenditure would exceed the approved budget in a number of areas, due to a combination of cost pressures, shortfalls in income and non-delivery of savings.

It was explained that for the 2019/20 financial year the Integrated Commissioning Fund was forecast to spend £617.914 million, against an approved net budget of £617.425 million. The forecast overspend at month 6 was now £0.489 million, which was an improved position from the previous month, but masked significant and increased pressures in Children's Services, which was forecasting expenditure to be £6.674 million in excess of budget. Pressures remained in Acute, Mental Health and Growth services, with further pressures emerging in Adults. The forecast position for Operations and Neighbourhoods had improved significantly as a result of a one-off return of reserves from GMCA in respect of the Levies. Further detail on the economy wide position was included in an Appendix to the report.

Members were further advised in respect of changes to mobile phone financing arrangements. Historically, mobile phone handsets had been purchased by service areas outright at the beginning of the contract, with line rental/call costs paid monthly over a period of 2 or 3 years. Whilst it was generally more cost effective to buy the handsets up front, outright purchase by services resulted in uneven spend across financial years.

Purchasing options for mobile phones had recently been reviewed as part of the current replacement programme and it had been identified that significant cost savings could be achieved by purchasing mobile phones outright at the beginning of the contract period. However, rather than a one-off charge to services, it was proposed that reserves were utilised to fund the initial purchase. Services would then be charged over the life of the contract, smoothing the impact on revenue budgets, and replenishing the reserves.

**RESOLVED:**

- (i) That the significant level of savings required during 2019/20 to deliver a balanced recurrent economy budget together with the related risks which are contributing to the overall adverse forecast, be acknowledged;**
- (ii) That the significant financial pressures facing the Strategic Commission, particularly in respect of Children's Social Care and Operations & Neighbourhoods, and Growth, be acknowledged; and**
- (iii) That the proposed changes to mobile phone financing arrangements, as detailed above, be approved.**

## **68 LOOKED AFTER CHILDREN SUSTAINABILITY PROJECTS**

Consideration was given to a report of the Deputy Executive Leader / Director of Children's Services that explained that in Tameside the rate of Looked After Children remained high. On top of this, the mix of placement type of the LAC cohort was problematic, both in terms of local authority expenditure and quality of outcome for children and families. Tameside's LAC number was currently at 710. Assuming there was no change of activity on last 6 months there would be 756 LAC by the end March 2020; then 802 by end of September 2020.

The report outlined a range of activity underway or planned across services, to effectively manage and make sustainable the Looked After population in Tameside. It was explained that this activity comprised of 7 key projects that would contribute towards achieving sustainability in the Looked After cohort. The report presented a business case explaining the rationale and initial plan to reallocate existing resources; as well as making further investment and invest to save proposals.

Whilst children in Tameside at the point they entered care were appropriately assessed as in need of this intervention, it was clear that the number of children in our care was disproportionate when compared to statistical neighbours.

In light of the above, the three key challenges to make the LAC cohort sustainable were:

- 1. Reduce the need for local authority care.** This would be done by strengthening prevention work and improving children's progress through care. Families required more practical support earlier to prevent cases from escalating.
- 2. Stabilise the existing LAC cohort.** There were currently too many expensive placements, and too many that were placed out of borough. Placements could be stabilised by ensuring there was appropriate support and respite provision for both families on the Edge of Care and fostering placements nearing placement breakdown. This would include therapeutic support and support for families so that children could remain with them safely.
- 3. Step down those children for whom it is safe and appropriate to do so.** Too many children remained in care for too long and only leave at the age of 18. This would be through improved care/permanency planning and a range of step-down options: e.g. Special Guardianship Orders or fostering.

The report outlined 7 key projects that would help to achieve sustainability for the Looked After Children cohort:

- Project 1: Develop a model of core, multi-disciplinary Early Help service in each neighbourhood/ locality

- Project 2: Develop a Family Intervention Service (FIS) across the continuum of need and enable the Family Group Conference services to intervene at an earlier point on the continuum.
- Project 3: Develop the Team Around the School (TAS) approach
- Project 5: Positive Futures model (Respite/Assessment Units)
- Project 6: Fostering Service Improvement
- Project 7: Placements Review & LAC Sufficiency

Members were informed that the impact on the Looked After population and associated spend would be achieved by the cumulative impact of the above measures in terms of the overall number of LAC, demographic of the LAC cohort, placement mix and time spent in care.

Projections were based on the current 710 number suggested that doing nothing would lead to 784 LAC by September 2020. It was anticipated that implementation of the 7 projects in addition to the range of activity already in place would reduce this projection to 748 by September 2020. Whilst exact predictions were difficult to make given the number of variables, success would be measured by the cumulative impact of these measures on Looked After numbers and placement mix.

The aim was to:

- Reduce the Looked After Children population to 650 by April 2021; and
- Reduce the proportion of residential placements from 16% to 13% by October 2020.

#### **RESOLVED**

**That support be given to the development of the 7 projects to make the LAC population sustainable, subject to further details and costing estimates.**

#### **69 UPDATE ON THE COUNCIL'S ROUGH SLEEPING SERVICE AND CHANGE OF LOCATION FOR THE 'A BED EVERY NIGHT' PROVISION**

Consideration was given to a report of the Executive Member, Housing, Planning and Employment / Director, Operations & Neighbourhoods, which summarised the work, carried out over the last 12 months to reduce rough sleeping in Tameside and outlined a proposal to move the existing "A Bed Every Night" (ABEN) provision from Ryecroft Library to St Anne's Resource Centre.

The initial location for the ABEN service was Ryecroft Hall. Following a thorough assessment of the future of the service, St Anne's in Ashton was identified to replace Ryecroft Hall.

Moving the service from Ryecroft to St Anne's would allow the site to become a rough sleeping "resource", staffed day and night with skilled people who were able to engage with the rough sleeping community and offer whatever support was needed. Establishment of the resource centre would be based on the recognition of the complex nature of the problems which lead to rough sleeping and would employ an early intervention model in tackling these issues and supporting people not only back into housing, but in improving their quality of life over the long term, rather than just the short term. The recent announcement of support from the GM Joint Commissioning Board would ensure that healthcare needs would be met in a timely and holistic manner and ensure that homeless families and individuals had appropriate care preventing an escalation of conditions.

Alongside the obvious benefits to the rough sleeping service, the Church was in the process of developing the ground floor area of the building into a community "hub", including a café where anyone from the local community could attend, have a meal, carry out voluntary work etc. Alongside this community hub, the residents of the ABEN hostel would be welcome to spend the day in the ground floor area, receive support and address any ongoing welfare needs.

**RESOLVED:**

- (i) That the success of the Homelessness Team in significantly reducing rough sleeping across the Borough be recognised and approval be given to continuing the service into its next phase, which will look to prevent homelessness and rough sleeping in a more sustainable way, keeping rough sleeping figures as low as possible for the foreseeable future; and
- (ii) That the commencement of work on the St Anne's building in preparation for moving the ABEN service, be approved.

## **70 HATTERSLEY REGENERATION REVIEW**

Consideration was given to a report of the Executive Member, Finance and Economic Growth / Director of Growth, which updated the Members on the governance review to enhance the delivery process concerning the regeneration of the Hattersley Estate. The report also outlined the key aspects of the Collaboration Agreement between TMBC, Onward Homes and Homes England, and the operational business plan produced by Barratt Homes relating to the overarching Development Agreement between TMBC and Onward Homes.

Members were informed that a recent review of Hattersley Regeneration and Governance had been undertaken to enhance delivery processes including that across the contractual framework of the overarching Collaboration Agreement, Residential Development Agreement & Commercial District Centre Agreement (split into phases for delivery). It was explained that overall there had been significant success and progress made in delivering the main objectives of the Collaboration Agreement in Hattersley since 2006.

Whilst the objectives of the Collaboration Agreement had largely been met, there still remained the delivery of a new District Centre for Hattersley under the provisions and as part of the Collaboration Agreement. Onward Homes entered into a Development Agreement with Maple Grove Developments Limited, for development of the site at Stockport Road / Ashworth Lane, with a new retail park. Planning permission was secured in February 2018. Effectively, this development would form the second phase of the new District Centre for the area and is on land owned by Onward (the first phase District Centre was completed in 2011 including Tesco's and the Hub).

### **RESOLVED:**

- (i) That the success and positive progress made towards delivering the estate regeneration programme in Hattersley be noted;
- (ii) That the Executive Member for Finance and Economic Growth be nominated to act as Hattersley Land Board Member on behalf of the Council;
- (iii) That delegated authority be authorised and provided to the Executive Member for Finance and Economic Growth to make decisions on behalf of TMBC at the Hattersley Land Board pursuant to the provisions of the Collaboration Agreement and in consultation with the Director of Growth and Director of Finance and to seek further governance if any decisions require a substantial change to the nature of the project;
- (iv) That delegated authority be authorised and provided to the Director of Growth in consultation with the Director of Governance & Pensions and Director of Finance to agree terms and enter into an Agreement relating to the delivery of Public Realm works to Hattersley between Onward Homes and TMBC;
- (v) That delegated authority be authorised and provided to the Director of Growth in consultation with the Executive Member for Finance and Economic Growth, the Director of Governance & Pensions and the Director of Finance to undertake the role of accountable body and accept and incur all financial expenditure relating to the delivery of the £3.7m Public Realm programme of works, as within the provisions of the Development Agreement for Hattersley;
- (vi) That delegated authority be provided to the Director of Growth in consultation with the Director of Governance & Pensions and the Director of Finance to review, amend and approve Base (Barratts) Annual Business Plan linked to the Development Agreement,

- provided that further governance will be required should a change to the Business Plan result in a substantial change to the nature of the project; and
- (vii) That Annual performance reporting updates to be provided to Executive Cabinet for information in relation to the delivery of the Public Realm programme at Hattersley. In addition, the capital budget be added to the Growth Directorate Capital Monitoring reports.

## **71 MAYOR'S CHALLENGE FUND – WALKING AND CYCLING UPDATE REPORT**

The Executive Member, Neighbourhoods, Community Safety and Environment / Assistant Director, Operations and Neighbourhoods, submitted a report providing an update on the Mayor's Challenge Fund Walking and Cycling Programme. The report focussed on the on-going work to raise the profile of the programme in order to promote the clear benefits that would be gained from this initiative. The report also provided a high level programme of the first schemes which could be delivered if approved.

### **RESOLVED:**

To agree:

- (i) in principle, to adopt the design approach set out in section 5 of the report for all cycling and walking schemes;
- (ii) to launch the programme of consultation as set out in section 6; and
- (iii) to the high level programme set out in section 7 of the report.

## **72 CORPORATE HEALTH AND SAFETY POLICY**

Consideration was given to a report of the Executive Member for Neighbourhoods, Community Safety and Environment / Assistant Director, Operations and Neighbourhoods, explaining that the Corporate Health and Safety Policy had been reviewed and amended to comply with our duty under section 2(3) of the Health and Safety at Work etc. Act 1974.

It was explained that the format of the Policy document had been edited to include all the health and safety arrangements within one section. The Statement of Intent had been amended to document a commitment to the policy and its implementation by all the Directors in addition to the Chief Executive. Organisational responsibilities for managing Health and Safety have been updated to reflect the structural changes that had taken place since the previous policy review.

### **RESOLVED:**

**That the Health and Safety Policy be recommended for adoption by the Council.**

## **73 LEVY ALLOCATION METHODOLOGY AGREEMENT**

Consideration was given to a report of the Executive Member, Neighbourhoods, Community Safety and Environment, which explained that the Waste Management Levy Allocation Methodology Agreement (LAMA) was a 6 year agreement, being made partially through the first year of a 7 year contract. There was the option to extend the contract by 3 years following a review before the 7 year mark with Suez.

Members were reminded that the LAMA was the method by which the costs attached to the Operating contract for the acceptance, processing and disposal of residual waste, recyclables, pulpables, and green waste amongst other things. The LAMA, which appears in full at **Appendix A** to the report, was the unanimously agreed method for allocating the Waste and Resources budget between the constituent Districts and replaced, for 2018/19, the Inter Authority Agreement (IAA).

**RESOLVED**

**That the content of the report be noted and that the Levy Allocation Methodology Agreement (LAMA), as appended to the report, be accepted as the new agreement between the Greater Manchester Combined Authority – Waste and Resources and district members.**

**CHAIR**

## EXECUTIVE CABINET

18 December 2019

**Present:** Councillors Warrington (Chair), Bray, Cooney, Fairfoull, Feeley, Ryan and Wills

**In Attendance:**

Councillor Ricci	Chief Executive
Councillor J Homer	Director of Governance and Pensions
Steven Pleasant	Director of Finance
Sandra Stewart	Director of Operations & Neighbourhoods
Kathy Roe	Director of Children's Services
Ian Saxon	Director of Adult Services
Richard Hancock	Director of Growth
Stephanie Butterworth	Director of Commissioning
Jayne Traverse	Assistant Director of Finance
Jess Williams	Assistant Director, Operations & Neighbourhoods
Tom Wilkinson	Head of Access Services
Emma Varnam	Assistant Director, Exchequer Services
Catherine Moseley	Consultant, Population Health
Ilys Cookson	Co-Chair of NHS CCG Tameside & Glossop
Sarah Exall	
Asad Ali	

**Apologies for Absence:** Councillors Gwynne and Kitchen

### 74 DECLARATIONS OF INTEREST

There were no declarations of interest from Members of Executive Cabinet.

### 75 EXECUTIVE CABINET

#### RESOLVED

That the minutes of the meeting of the Executive Cabinet meeting held on 27 November 2019 be approved as a correct record and signed by the Chair.

### 76 STRATEGIC COMMISSIONING BOARD

#### RESOLVED

That the minutes of the Strategic Commissioning Board held on 27 November 2019 be noted.

### 77 STRATEGIC PLANNING AND CAPITAL MONITORING PANEL

Consideration was given to the minutes of the meeting of the Strategic Planning and Capital Monitoring Panel meeting held on 25 November 2019. Approval was sought of recommendations of the Strategic Planning and Capital Monitoring Panel arising from the meeting.

#### RESOLVED

(a) The minutes of the meeting of the Strategic Planning and Capital Monitoring Panel held on 25 November 2019, be noted.

- (b) That the following recommendations be approved:

#### **EDUCATION CAPITAL PROGRAMME**

- (i) The proposed changes to the Education Capital Programme, as outlined in Appendix 1 (Basic Need Funding Schemes) and Appendix 2 (School Condition Allocation Funding Schemes); and
- (ii) The allocation of budget from the Special Provision Fund for post 16 development at Cromwell High School.
- (iii) That the risk relating to the delayed allocation of Basic Need Funding in future years (Section 2 of the report) be noted;
- (iv) That the risks highlighted in Section 5 of the report be noted;
- (v) That approval is given to work identified in the report; and
- (vi) £547,648.39 be approved for S106 drawdown.

#### **GROWTH CAPITAL PROGRAMME**

- (i) That the following be added to the Council Capital Programme:
  - The corporate landlord capital expenditure associated with statutory compliance work for the period identified of £0.115 million; and
  - S106 education contributions totalling £0.453 million, as detailed above.

#### **OPERATIONS AND NEIGHBOURHOODS CAPITAL PROGRAMME**

- (i) That CCAG2 budgets be amended to reflect the revised figures as detailed above; and
- (ii) The cost of the replacement of 4 x 4 fleet vehicle, which would be funded from revenue through RCCO as detailed in above.

### **78 GREATER MANCHESTER COMBINED AUTHORITY**

#### **RESOLVED**

That the Minutes of the meetings of the Greater Manchester Combined Authority held on: 27 September and 25 October 2019, be noted.

### **79 CORE FUNDING – VOLUNTARY, COMMUNITY, FAITH AND SOCIAL ENTERPRISE SECTOR (VCFSE)**

Consideration was given to a report of the Executive Member Adult Social Care and Population Health / CCG Chair / Director of Adult Services, which explained that, further to funding of the VCFSE sector in previous years to support the sector to grow and develop community services to support the work of the Strategic Commission, authorisation for the continuation of previous arrangements for the core funding for the period 2019-2022, was sought.

The report set out the case for funding arrangements with Age UK, Tameside, Oldham and Glossop Mind and Action Together. The justification for continuing the agreements reflected the close working relationship that had developed with each organisation over many years and the mutual benefits this close working had brought to the citizens of Tameside.

It was explained that with each of the three proposed agreements, the central theme was the confirmation of the Council providing some core funding which would afford each organisation a level of security in terms of longer term planning as the funding underpinned their core infrastructure operating costs. The funding would be provided on the basis of delivery of the core activity, as set out in Section 3 of the report. These three organisations, as representatives of the local VCFSE sector were key organisations in supporting the Council in delivering its responsibilities in relation to the Care Act and in particular the changes introduced from April 2015, specifically their significant contribution to:

- The duty of prevention and wellbeing to prevent or delay the need for care;

- The duty to provide information and advice, including about paying for care;
- The extension of eligibility criteria to include carers; and
- The duty to shape the local care and support market.

#### **RESOLVED**

- (i) **That the Executive Cabinet approve funding with Age UK (Tameside and Tameside, Oldham and Glossop MIND is continued for one year from 1 April 2019;**
- (ii) **That an additional sum of £100,565 non recurrent grant funding be awarded to Age UK for 2019/20 only;**
- (iii) **That funding with Action Together be continued for a further three years from 1 April 2019;**
- (iv) **That the level of funding identified in Section 6.1 (Table 1) of the report be agreed for the specified period form 1 April 2019 in line with the standard conditions of the Council; and**
- (v) **That market testing be undertaken during 2019/20 to inform future funding decisions with a view to awarding funding for three years. On completion of the market tests, delegated authority be given to the Director of Adult Services to award the core funding.**

#### **80 PRIMARY CARE WORKFORCE STRATEGY**

Consideration was given to a report of the Executive Member, Adult Social Care and Population Health / CCG Clinical Lead / Director of Commissioning presenting the Tameside and Glossop Primary Care Workforce Plan 2020-2025 (a copy of which was appended to the report). The Plan provided a comprehensive overview of the key priorities across Tameside and Glossop in terms of the Primary Care Workforce, in the context of the current position and ambitions to make Tameside and Glossop a place that people come to stay and work.

It was explained that the strategy had been developed using a collaborative integrated system approach. The respective detailed Delivery Plan would be formulated in the same way to ensure a consistent and effective programme of workstreams for the workforce. This also ensured that the Primary Care Workforce Strategy aligned to the Locality Workforce Plan that was already in place and which encompassed the wider workforce, including the delivery of the Care Together transformation programme.

#### **RESOLVED**

- (i) **That the Tameside and Glossop Primary Care Workforce Strategy 2020-2025, including the key principles and priorities set out, be approved;**
- (ii) **That the Academy construct as the accountable vehicle for co-ordination and management of the Delivery Plan, be approved; and**
- (iii) **That regular progress updates and assurance be provided to the Primary Care Committee.**

#### **81 20/21 PROVIDER COMMISSIONING INTENTIONS**

Consideration was given to a report of the Executive Member (Adult Social Care and Health)/CCG Chair/Director of Commissioning which set out the CCG's Commissioning Intentions for all partners in 2020-21. It was explained that commissioning intentions provided a basis for constructive dialogue between Commissioners and Providers of Health and Social Care services to inform business planning and contracting. They were intended to set the strategic context to drive improved outcomes for patients and guide the design and delivery of care within available resources.

#### **RESOLVED**

**That the content of the report be noted and the distribution of the Commissioning Intentions to Partners, be approved.**

## **82 MONTH 7 INTEGRATED FINANCE REPORT**

Consideration was given to a report of the Executive Member, Finance and Economic Growth / CCG Chair / Director of Finance providing an overview on the financial position of the Tameside and Glossop economy in 2019/20. For the year to 31 March 2020 the report forecast that service expenditure would exceed the approved budget in a number of areas, due to a combination of cost pressures, shortfalls in income and non-delivery of savings.

It was explained that for the 2019/20 financial year the Integrated Commissioning Fund was forecast to spend £620 million, against an approved net budget of £619 million. The forecast overspend of £0.514 million was primarily driven by Children's Services, Growth, Operations and Neighbourhoods and CCG TEP shortfall, offset by contingency and capital financing. The overall position was relatively stable this month with minimal movements across all service areas. Further detail on the economy wide position was included in an Appendix to the report.

The forecast had deteriorated slightly from last month by £25k. This movement related to an increase in the shortfall of TEP of £25k, which was due to the recent review of the Star Chambers schemes.

### **RESOLVED:**

- (i) That the significant level of savings required during 2019/20 and beyond to deliver a balanced recurrent economy budget together with the related risks, which are contributing to the overall adverse forecast, be acknowledged; and**
- (ii) That the significant financial pressures facing the Strategic Commission, particularly in respect of Children's Social Care and Operations & Neighbourhoods, and Growth, be acknowledged.**

## **83 TREASURY MANAGEMENT MID YEAR REVIEW 2019/20**

Consideration was given to a report of the Deputy Executive Leader / Director of Finance setting out the Treasury Management activities for the financial year 2019/20, including the borrowing strategy and investment strategy.

Members were informed the Council held £118.750m of investments as at 30 September 2019 and the investment portfolio yield to date is 1.06% against the London Interbank Bid Rate (LIBID) benchmark of 0.57%. This represented An actual cash return of £0.251m in excess of the benchmark. As at 30 September 2019 the Council's total borrowing was £141.531m.

### **RESOLVED:**

**That the reported treasury activity and performance be noted.**

## **84 COUNCIL TAX BASE 2020-21**

Consideration was given to a report of the Executive Member, Finance and Economic Growth / Assistant Director, Exchequer Services, explaining that the law required that the calculation of the Council Tax base for tax setting must be made between 1 December and 31 January. The Calculated Tax Base was used to estimate the value of Council tax income.

It was reported that the calculation of the authority tax base for Council Tax setting purposes gave an estimated Band D equivalent of 64599.9. There were no Ministry of Defence properties in Tameside. An estimated collection rate of 98% gave a Council Tax base of 63307.9.

The calculation of the Mossley Parish tax base for Council Tax setting purposes gave an estimated Band D equivalent of 3563.3, as there were no Ministry of Defence properties in Mossley, an estimated collection rate of 98% was used and this gave a Council Tax base of 3492.

## **RESOLVED**

**That, pursuant to the figures set out in the report and the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012:**

- (i) The amount calculated by Tameside Metropolitan Borough Council as its Council Tax base for the year 2020/21 shall be 63307.9; and**
- (ii) The amount calculated by Tameside Metropolitan Borough Council as the tax base for the Town Council for Mossley for the year 2020/21 shall be 3492.**

## **85 LOCAL COUNCIL TAX SUPPORT SCHEME**

Consideration was given to a report of the Deputy Executive Leader / Director of Finance seeking a recommendation to Council for the approval of the Council Tax Support scheme for 2020/21.

It was reported that, in setting a Council Tax Support scheme for 2020/21 it had been important to consider the current operation of the scheme.

Demand for the Council Tax Support scheme had steadily reduced throughout the year to date and the cost of the scheme had continued to reduce. The scheme, when drafted, was designed to be as fair as possible and it appeared sensible to continue to provide a Hardship Fund of £50k currently administered via the Tameside Resettlement Scheme.

The public sector equality duty had been considered in relation to the live operation of the scheme. There would be no anticipated specific impacts negative or positive on the following protected characteristic areas as a result of the council tax support scheme – ethnicity, marriage/civil partnership, sexual orientation, religion and belief and gender re-assignment, disability, age and gender. There had been a reduction in overall caseload and categories of claimant as evidenced via the quarterly monitoring that had taken place.

The procedural requirements had been adhered to as the scheme would be adopted before 11 March before the start of the financial year to which the scheme applied. The prescribed requirements continued to be contained within the scheme and claimants of state pension credit age would continue to receive the same support as they received under Council Tax Benefit.

Additional wording had been incorporated into the scheme for 2020/21 to clarify the position of the Local Authority regarding adjustments to a claimant's entitlement to Council Tax Support in line with guidance provided in August 2019 by the Local Government and Social Care Ombudsman.

As it was not intended to change the basis of the scheme, no consultation other than that required to precepting bodies and the general public consultation of the Forward Plan for a Key Decision, no further consultation was believed to be required under the legislation. Precepting bodies had been notified and the same scheme was proposed to be adapted in 2020/21 as that set in 2013/14, and as revised in April 2016.

Council Tax collection rates had been monitored throughout the year and support and advice had been made available to all CTS claimants. Additional support would continue to be provided via the hardship Fund, continuing to provide the on-line calculator, up to date web pages, self service account access, advice and summons surgeries.

## **RESOLVED**

**That Executive Cabinet recommends to Council:**

- (i) That the scheme introduced in 2013/14 as amended in 2016/17 be continued; and the council tax reduction scheme for 2020/21, as set out in Appendix 2 to the report, be adopted.
- (ii) That approval be given for a £50,000 hardship fund in order to assist severe cases of hardship funded from existing budgets and currently administered via the Tameside Resettlement Scheme.

## **86 COLLECTION, RECOVERY AND IRRECOVERABLE MONIES**

The Deputy Executive Leader / Assistant Director, Exchequer Services, submitted a report detailing the collection and recovery processes for Council Tax, Business Rates and Sundry Debts, compared levels of irrecoverable debts in Greater Manchester, identified debt which could not, by law be recovered, in addition to recommending new processes to assist in the recovery of sundry debts.

### **RESOLVED**

- (i) That goods and services will only be provided after receipt of payment (subject to any legislation providing otherwise) with effect from 1 April 2020;
- (ii) That good and services cease to be provided where payment for those goods or services is in arrears, (subject to any legislation providing otherwise), with effect from 1 April 2020;
- (iii) That Services should consider if interest can be added to late payment charges with effect from 1 April 2020;
- (iv) That approval of irrecoverable monies by law to be written off with immediate effect (as detailed in Appendix 4 of the report); and
- (v) That a corporate charging, income and collection policy be drafted.

## **87 VISION TAMESIDE – ASHTON TOWN HALL PHASE**

Consideration was given to a report of the Deputy Executive Leader / Director of Growth, which explained that works to Ashton Town Hall formed the next phase of the Vision Tameside flagship development.

It was reported that the condition of Ashton Town hall continued to give cause for concern and if significant work was not undertaken to the 'envelope' in the short term then this significant heritage asset may be put at risk, and the cost of work required to restore and redevelop the building was likely to increase significantly. In order to arrest any further deterioration of the building, which would inevitably occur whilst alternative development options were explored, it was proposed that governance be sought to undertake an 'envelope' refurbishment/restoration scheme procured through the LEP as the first stage of a two stage approach to the redevelopment of the building.

In order to establish a high level cost and programme the LEP would require a budget of £0.050m. In advance of the proposed envelope scheme, emergency repair works were required to the building parapet and roof. The cost of the emergency repair was estimated to be £0.120m. In addition, a further £1.100m was requested as a contingent budget which would mitigate any further delays if the costs of the emergency repairs increased beyond the projected budget.

### **RESOLVED**

**That a further £0.270m be released from the remaining Ashton Town Hall earmarked budget of £9.990m, as set out in the report.**

## 88 CYCLING EVENTS IN TAMESIDE MBC

A report of the Executive Member, Lifelong Learning, Equalities, Culture and Heritage / Assistant Director, Operations and Neighbourhoods was submitted, setting out a proposal to secure a televised cycling event within the Borough in May 2020 and for the following 2 years. Should the Council take this forward, the report outlined the potential costs and benefits to hosting a high profile cycle race in the Borough.

It was reported that, following the successful delivery, including extensive community engagement, when the Tour of Britain 2019 raced through Tameside in Stage 8 of the competition, an exclusive offer of hosting the elite men's and women's 1km cycling race of the OVO energy Tour Series for a 3 year period, had been extended to Tameside. This offer had not been extended to any of the other Greater Manchester Authorities.

Whilst there was a cost of £75,000 per annum over a 3 year period from 2020, the event was very high profile, televised internationally and brought significant economic and social impact, promoted health and wellbeing, participation and inclusion, and made effective use of existing infrastructure and showcased tourism. It may be possible to offset some of the costs with sponsorship from local businesses.

### RESOLVED

- (i) **That the Council underwrite an investment of £75k per annum for 3 years to host the OVO Energy Tour Series Race in Tameside with additional funding of £75k per annum for support costs and a Community Cycling Festival subject to the Council seeking external sponsorship to hold the Council neutral; and**
- (ii) **That the Community Cycling Festival to accompany the event is developed, costed and presented to Executive Cabinet for consideration.**

## 89 IMPROVING STANDARDS IN THE PRIVATE RENTED SECTOR

Consideration was given to a report of Executive Member, Housing, Planning and Employment / Director of Operations and Neighbourhoods / Director of Growth, which informed Members that the Private Rented Sector was growing in Tameside. More families and older people were now renting privately, in part due to a lack of affordable housing and the difficulty of acquiring mortgage finance.

Most homes in the private rented sector in Tameside were of a good quality, however, at the lower end of the market there was growing evidence that poor quality standards were having a significant impact on the physical and mental wellbeing of residents.

The report outlined:

- the scale and significance of poor quality private rented sector housing in Tameside;
- the impact of poor quality private rented sector housing on population health, community safety and homelessness;
- the criteria, benefits, limitations, cost and processes involved in selective licensing; and
- the potential introduction of selective licensing in Tameside.

It was explained that, in developing proposals for improving standards in the Private Rented Sector, the Place and External Relations Scrutiny Panel had been an effective forum for developing and debating ideas and work to date was detailed in the report.

It was further explained that presentations detailing conditions in the Private Rented Sector and the potential for introducing selective licensing were given to each of the four Neighbourhood Forums during October 2019. Feedback on the initial exercise was positive, with many residents approving of the decision to improve standards in the Private Rented Sector. As with Scrutiny, it was vital that any consideration of the potential introduction of selective licensing was co-produced as much

as possible with the input and advice of residents, tenants, landowners, local business interests and community groups.

With regard to next steps, the report sought approval for £80k to initiate a package of works and consultation exercise in order to assess the feasibility and suitability of introducing selective licensing in Tameside.

#### **RESOLVED**

- (i) That a whole-system approach to the Private Rented Sector be adopted, incorporating a range of community-based measures as outlined in Section 4 of the report;**
- (ii) That approval be given for £80k to support the project initiation stage; and**
- (iii) That delegated authority be granted to the Director of Growth in consultation with the Director of Operations and Neighbourhoods to incur and spend said funds.**

### **90 ELECTIVE HOME EDUCATION POLICY REVIEW**

Consideration was given to a report of the Executive Member, Lifelong Learning, Equalities, Culture and Heritage / Assistant Director, Education outlining the policy and procedures to be observed when a parent elected to home educate their child, who was of compulsory school age.

The Policy (as appended to the report) set out parents' rights to educate their child at home, together with the legal duties and responsibilities of Head Teachers and Tameside Council. It also set out the arrangements Tameside Council would make in order to carry out its legal duties.

#### **RESOLVED**

**That the Elective Home Education Policy for Tameside, as appended to the report, be approved.**

### **91 DOING BUSES DIFFERENTLY – CONSULTATION ON PROPOSED BUS FRANCHISING SCHEME**

The Executive Member, Transport and Connectivity / Director of Growth submitted a report, which provided a summary of the proposed Bus Franchising initiative for Greater Manchester.

It was explained that the GMCA was proposing a franchising scheme for the whole of the conurbation. This would mean that bus services would be under Greater Manchester's control and Greater Manchester would decide which services would be provided. The GMCA would be able to set the routes, timetables, tickets and standards, while the bus operators would be contracted to run the services.

Details of the consultation process were given. All responses would be independently assessed as part of the consultation process. The Greater Manchester Mayor would also take the responses into account when taking any decision on whether to introduce the proposed franchising scheme. This decision was currently expected in March 2020 but subject to change depending on the progress and outcome of the consultation and any subsequent.

It was further reported that there were two versions of the questionnaire. A short version which contained 9 questions and a long version which contained 64 questions. A copy of the long version was appended to the report.

The report concluded that the GMCA had fully endorsed the move to explore the options of future bus franchising across the Greater Manchester Conurbation. Services were provided by commercial companies with little regard to the issues of integrated services either between bus providers themselves or with other sustainable modes such as rail and the Metrolink.

Tameside had a multitude of operators running services in the Borough with the big two providers traditionally splitting the area into two distinct geographical zones with little competition or overlap of services. Profits were retained by the operators which could be used to subsidise other unviable operations.

In order to support the proposed franchising of services and achieve a service level required for a fully integrated service to support the wider needs of GM, it was proposed that the letter appended to the report, be approved, signed by the Leader of the Council and forwarded to the Mayor of Greater Manchester.

**RESOLVED**

- (i) That approval be given to the letter from the Leader of the Council (as appended to the report), in response to the Mayor of GMCA 'Doing Buses Differently: Proposed Franchising Scheme for Greater Manchester'; and**
- (ii) That delegation be given to the Director of Growth, in consultation with the Executive Member for Transport and Connectivity, to formally respond to all 64 questions contained in the long consultation questionnaire (as appended to the report) before the close of the formal consultation at midnight Wednesday 8 January 2020, in support of the proposed bus franchising initiative.**

**CHAIR**

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## EXECUTIVE CABINET

22 January 2020

<b>Present:</b>	<b>Councillors Warrington (Chair), Bray, Cooney, Fairfoull, Feeley, Gwynne, Kitchen (Ex Officio), Ryan and Wills</b>	
<b>In Attendance:</b>	<b>Steven Pleasant</b>	<b>Chief Executive</b>
	<b>Sandra Stewart</b>	<b>Director of Governance and Pensions</b>
	<b>Ian Saxon</b>	<b>Director of Operations &amp; Neighbourhoods</b>
	<b>Richard Hancock</b>	<b>Director of Children's Services</b>
	<b>Stephanie Butterworth</b>	<b>Director of Adult Services</b>
	<b>Jess Williams</b>	<b>Director of Commissioning</b>
	<b>Tom Wilkinson</b>	<b>Assistant Director of Finance</b>
	<b>Ilys Cookson</b>	<b>Assistant Director, Exchequer Services</b>
	<b>Sarah Threlfall</b>	<b>Assistant Director, Policy, Performance and Communications</b>
	<b>Debbie Watson</b>	<b>Assistant Director, Population Health</b>
	<b>Sarah Exall</b>	<b>Consultant, Population Health</b>
	<b>Dr Ashwin Ramachandra</b>	<b>Co-Chair of NHS CCG Tameside &amp; Glossop</b>
	<b>Dr Asad Ali</b>	<b>Co-Chair of NHS CCG Tameside &amp; Glossop</b>

### 92 DECLARATIONS OF INTEREST

There were no declarations of interest from Members of Executive Cabinet.

### 93 MINUTES OF EXECUTIVE CABINET

#### RESOLVED

That the minutes of the meeting of the Executive Cabinet meeting held on 27 November 2019 be approved as a correct record with the addition of Councillor Kitchen to the list of persons present.

### 94 MINUTES OF STRATEGIC COMMISSIONING BOARD

#### RESOLVED

That the minutes of the meeting of the Strategic Commissioning Board held on 18 December 2019 be approved as a correct record with the addition of Councillor Kitchen to the list of persons present

### 95 MONTH 8 INTEGRATED REVENUE MONITORING REPORT

Consideration was given to a report of the Executive Member, Finance and Economic Growth / CCG Chair / Director of Finance providing an overview on the financial position of the Tameside and Glossop economy in 2019/20. For the year to 31 March 2020 the report forecast that service expenditure would exceed the approved budget in a number of areas, due to a combination of cost pressures, shortfalls in income and non-delivery of savings.

It was explained that for the 2019/20 financial year, the Integrated Commissioning Fund was forecast to spend £617.5 million, against an approved net budget of £617.2 million. The forecast overspend of £0.298 million was primarily driven by Children's Services, Growth, Acute and CCG

TEP shortfall, offset by contingency and capital financing, Primary Care and Continuing Care. The improved position this month was due to positive movements on Primary Care and Continuing Care. Further detail on the economy wide position was included in an Appendix to the report.

#### **RESOLVED**

- (i) That the significant level of savings required during 2019/20 and beyond to deliver a balanced recurrent economy budget together with the related risks, which are contributing to the overall adverse forecast, be acknowledged; and**
- (ii) That the significant financial pressures facing the Strategic Commission, particularly in respect of Children's Social Care, Acute and Growth, be acknowledged.**

#### **96 CORPORATE PLAN PERFORMANCE UPDATE**

Consideration was given to a report of the Executive Leader / CCG Chairs / Director of Governance and Pensions, providing an update on progress to implement and embed the Corporate Plan Performance Monitoring Framework across Tameside & Glossop Strategic Commission.

The report provided some key headlines in terms of any changes in performance since the last report in October 2019. The updates scorecard was appended to the report, showing the position as at 29 November 2019.

It was explained that, of the 56 indicators being measured in the Corporate Plan; 45 could be measured against the national average. Of these 45 indicators; 12 were performing better than the national average, 26 were performing worse than the national average and 7 were in line with it. The key changes in performance were outlined in the report.

#### **RESOLVED**

**That the content of the report and the progress being made across the range of indicators, be noted.**

#### **97 GREATER MANCHESTER CLEAN AIR PLAN UPDATE**

Consideration was given to a report of the Executive Member, Neighbourhoods, Community Safety and Environment / Director, Operations and Neighbourhoods, setting out the progress that had been made following the Government's response to Greater Manchester's Outline Business Case (OBC) to tackle Nitrogen Dioxide Exceedances at the Roadside, and the implications for the 10 Greater Manchester (GM) local authorities in relation to the schedule of work and statutory consultation on the Clean Air Plan.

#### **RESOLVED**

- (i) That the content of the report and the progress made to date, be noted:**
- (ii) That the ministerial direction under the Environment Act 1995 (Greater Manchester) Air Quality Direction 2019, which requires all ten of the Greater Manchester local authorities to implement a charging Clean Air Zone Class C across the region, be noted;**
- (iii) That the need to continue to proceed towards developing the implementation and contract arrangements of a charging Clean Air Zone in Greater Manchester, utilising the initial tranche of £36 million of funding as required by the ministerial direction/feedback, be agreed;**
- (iv) That delegated authority be given to the Executive Member, Neighbourhoods, Community Safety and Environment, to determine the preparatory implementation and contract arrangements that needed to be undertaken utilising the initial tranche of £36 million of funding to deliver the CAZ and other GM Cap measures, as set out at paragraph 4.11 of the report;**

- (v) That the report to determine the timings for commencing the consultation will be received in the Spring of 2020, be noted;
- (vi) That the outstanding need to secure a clear response from the Government on clean vehicles funding asks, be noted;
- (vii) That Highways England had not been directed to act in relation to tackling NO<sup>2</sup> exceedances in the same way as the Greater Manchester authorities, and that this will leave some publicly accessible areas of GM adjacent to trunk roads managed by Highways England, with NO<sup>2</sup> exceedances that are not being addressed by the Highways England plan, be noted;
- (viii) That delegated authority be given to the Executive Member, Neighbourhoods, Community Safety and Environment, to agree the final content and submission of the documents listed in Appendix 1 to the report, for formal submission to the Joint Air Quality Unit and note their publication status;
- (ix) That delegated authority be given to the Executive Member, Neighbourhoods, Community Safety and Environment, to determine any further technical reports for formal submission to the Joint Air Quality Unit; and
- (x) That it be noted that the Executive Member, Neighbourhoods, Community Safety and Environment will co-sign a letter from the GM Authorities to the Transport Secretary asking them to bring forward the launch of a statutory consultation to strengthen rules on vehicle idling.

## **98 EMPLOYMENT SERVICES TAMESIDE AND GLOSSOP**

Consideration was given to a report of the Executive Member, Housing, Planning and Employment / Director of Growth, which explained that Tameside Council's Route to Work team had been contracted to deliver employment services by the Clinical Commissioning Group. Further work was due to be contracted to the Routes to Work team on the Tameside and Glossop footprint. The report set out a policy decision to provide services on the Tameside and Glossop footprint.

It was further explained that, in the last 4 years, the Council had successfully worked with health partners to integrate provision to support residents to access employment and manage health conditions. This partnership working was now resulting in the design and investment of services at scale, this was a positive step forward with the continued realisation of the person centred services set out in the wider public service reform agenda.

The business case for extending service delivery was outlined in the report and it was concluded that the evolution of the Route to Work service and outcomes achieved were positive. The investment of £90k of funding into integrated employment and health services was a positive example of public service reform and was of great benefit to residents and patients across Tameside and Glossop. The report put forward a case to enable a successful employment service operating in Tameside to extend into Glossop.

### **RESOLVED**

- (i) The provision of Tameside Council employment services, funded by the Clinical Commissioning Group on a Tameside and Glossop footprint on the premise that it would be funded by the CCG, be approved; and
- (ii) That the report be submitted to the Strategic Commissioning Board with recommendations for constituent bodies.

## **99 REVIEW OF APPOINTEE AND DEPUTYSHIP SERVICE**

Consideration was given to the Executive Member, Finance and Economic Growth / Assistant Director, Exchequer Services, detailing the review of the Appointee and Deputyship service, which supported the financial arrangements for vulnerable adults with a care need identified by Adult

Social Care. The review addressed increasing caseload, policy revision and increasing operating costs.

Conclusions drawn from the review were detailed as follows:

- Working with Social Care and Health colleagues, a revised application process had been put in place which had streamlined the process in the majority of cases, improved application times subject to DWP and OPG timescales, and saved resource for both services from chasing information. Training for social workers had taken on revised application process and policy which had proved positive in terms of efficiencies gained in the application process.
- With an increasing caseload and increasing amount of capital held for deputy service users, a transparent policy of investment was required. The highest value capital currently held was £75k for one individual. The remaining Deputies capital ranged from £500 to £29k. The Assistant Director of Finance and Section 151 Officer had agreed to provide financial advice on investments in accordance with Section 3(b) 4 of the OPG guidance. A new model of investment was proposed which required consultation to invest any capital held for an individual in excess of £50k be invested in NS&I or in accordance with advice from the Council's Section 151 Officer.
- The service had also taken on the responsibility for administering the estate of any deceased service users; a task which was previously undertaken by the Co-op Probate Service when the Council banked with the Co-op Bank, prior to the transfer of all corporate banking activity to Barclays. Barclays did not provide a probate service, therefore the tasks associated with winding up the estates of deceased had fallen to Exchequer Services and which, in addition to rising caseload, was a resource pressure.
- The cost of service had been considered in relation to service provided and as demand had increased, resources had not, however the annual increase to date was insufficient to address the budget shortfall. The service was operating at a loss of an estimated £111k, particularly when additional staff were being utilised to support this high risk area. An option for a new charging model was proposed following research with other councils and which better reflected resource used and which was proposed to be consulted upon. The new model differentiates between resource required to manage accounts for service users living in the community and those living in residential care.
- A review of the 2013 appointee and deputy policy had taken place, and whilst in the main, the Policy was still relevant, a number of clarifications were required in relation to the following:
  - Eligibility and financial evidence required;
  - Personal allowance payments;
  - Investment of capital; and
  - What happened to finances upon death of an appointee or deputy service user.
- Market testing had also taken place and consideration had been given to transferring the service to the ICFT which would reap no saving or reduce risk. A total of 17 local solicitors had been surveyed as to interest to administer deputy cases. A total of 6 expressed interest. The Council could not endorse the use of any particular service as the quality of service provision had not been established, however, complex cases would continue to be referred to Citizens Advice Bureaux for consideration of appropriate solicitors to be used, that had expressed an interest. A private company had been considered to administer the entire appointee and deputy service, which currently operated in 2 neighbouring London Boroughs. The offer was comparable to current service provision, however concerns remained in terms of logistics of annual visits, costs and continued risks remaining with the Council. It was however prudent to continue to have a watching brief on the company particularly if a northern base was established in the future.
- Consultation was required on the following matters and which would take place with Adult Social Care colleagues via focus groups, and the Big Conversation:
  - Proposal to change charging model;
  - Proposal to invest deputies capital in excess of £50k in a higher interest, low risk account; and
  - Proposal to amend the Client Finance Policy to reflect the changes.

**RESOLVED**

**That consultation take place from 23 January 2020 to 16 April 2020 as set out in Sections 8 and 9 of the report in relation to a proposed change to the charging model and increase in appointee costs, investments of capital and revised Client Finance Policy.**

**100. URGENT ITEMS**

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

**CHAIR**

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## JOINT MEETING OF EXECUTIVE CABINET WITH OVERVIEW PANEL

12 February 2020

Comm: 1.45pm

Term: 2.40pm

**Present:** Councillors Warrington (In the Chair), Bray, Cooney, Feeley, Gwynne, Kitchen (Ex Officio), Ryan and Wills

**Overview Members:** Ricci, Cooper, Glover and Welsh

<b>In Attendance:</b>	<b>Steven Pleasant</b>	<b>Chief Executive</b>
	<b>Sandra Stewart</b>	<b>Director of Governance and Pensions</b>
	<b>Ian Saxon</b>	<b>Director of Operations &amp; Neighbourhoods</b>
	<b>Richard Hancock</b>	<b>Director of Children's Services</b>
	<b>Jess Williams</b>	<b>Director of Commissioning</b>
	<b>Kathy Roe</b>	<b>Director of Finance</b>
	<b>Richard Hancock</b>	<b>Director of Children's Services</b>
	<b>Jayne Traverse</b>	<b>Director of Growth</b>
	<b>Tom Wilkinson</b>	<b>Assistant Director of Finance</b>
	<b>Debbie Watson</b>	<b>Assistant Director of Population Health</b>
	<b>Simon Brunet</b>	<b>Head of Policy, Performance &amp; Intelligence</b>
	<b>Catherine Moseley</b>	<b>Head of Access Services</b>
	<b>Dr Ashwin Ramachandra</b>	<b>Co-Chair of NHS CCG Tameside &amp; Glossop</b>

**Apologies for absence:** Cllrs Fairfoull and T Smith

### 101 DECLARATIONS OF INTEREST

There were no declarations of interest received from Members.

### 102 MINUTES OF EXECUTIVE CABINET

#### RESOLVED

That the minutes of the meeting of the Executive Cabinet meeting held on 22 January 2020 be approved as a correct record.

### 103 MINUTES OF STRATEGIC COMMISSIONING BOARD

#### RESOLVED

That the minutes of the meeting of the Strategic Commissioning Board held on 22 January 2020 be approved as a correct record.

### 104 GREATER MANCHESTER COMBINED AUTHORITY

#### RESOVLED

That the Minutes of the meetings of the Greater Manchester Combined Authority held on 7 January 2020, be noted.

## **105. SCRUTINY UPDATE**

Consideration was given to a report of the Director of Governance and Pensions summarising the work of the Council's two scrutiny Panels: Place and External Relations and Integrated Care and Wellbeing,

In addition to a chronological breakdown of activity and oversight of both Scrutiny Panels, details were given of in-depth reviews carried out during 2019/2020 as follows:

- Place and External Relations Scrutiny Panel – Quality and Standards in the Private Rental Sector; and
- Integrated Care and Wellbeing Scrutiny Panel – Recruitment and Retention of Foster Carers.

It was also explained that the Children's Working Group, a fixed sub-group of the Integrated Care and Wellbeing Scrutiny Panel, was currently reviewing Children's Mental Health and Wellbeing, with findings and recommendations to be reported to the overarching Scrutiny Panel in March 2020.

In respect of Local Government and Social Care Ombudsman (LGSCO) Assurance reviews, it was reported that, on 9 September 2019, the Overview Panel had received a report on the 'Local Government and Social Care Ombudsman (LGSCO) Annual Report for Complaints Monitoring'. A recommendation was made for the Council's Scrutiny Panels to develop a consistent approach to review learning and improvement outcomes to inform future work priorities. A further report to the Overview Panel on 18 November 2019, provided details on the planned approach of the Scrutiny Panel to routinely review decisions and focus reports published by the Ombudsman. A new approach had been adopted to ensure shared learning opportunities were directly communicated with service areas and that a formal response and/or position statement be returned to the appropriate Scrutiny Panel within agreed timescales.

With regard to the Budget Consultation, Members were informed that all Scrutiny Panel Members were provided with an opportunity to attend one or two budget briefing sessions held in January 2020. This followed on from a mid-year budget position update received at Panel meetings held in September 2019. A number of points were discussed in respect of demand pressures on statutory services along with the tailoring of financial priorities to a neighbourhood model. Details of the discussions had been drafted in a letter of the Scrutiny Chairs to the Executive Member for Finance and Economic Growth and the Director of Finance, a copy of which was appended to the report.

### **RESOLVED**

**That the content of the report and the summary of scrutiny activity, be noted.**

## **106 SCRUTINY REPORT – RECRUITMENT AND RETENTION OF FOSTER CARERS**

Consideration was given to a report of the Chair of the Integrated Care and Wellbeing Scrutiny Panel / Deputy Executive Leader (Children and Families), which provided recommendations and Executive responses in respect of the review of Recruitment and Retention of Foster Carers, carried out by the Integrated Care and Wellbeing Scrutiny Panel.

It was reported that, at the start of September 2019, Tameside had a total of 710 looked after children. This was a number that had risen consistently over a period of 3 years. When compared to a similar period in 2016, the authority had experienced an overall increase of 63% in the number of looked after children.

The increase in demand on services had been significant, which generated a direct impact on the ability of fostering services to find the most suitable placements to meet the needs of all children. Whilst a rise in agency placements could be considered reasonable during such a period of

demand, the service had been unable to achieve the required levels of recruitment in order to grow the total number of carers to achieve an appropriate level.

The Fostering Service had provided data from September 2019 to show that there were a total of 309 Council approved foster carers, this was made up of:

- 207 community/mainstream carers (external/members of the public); and
- 102 connected carers (family and friends)

Data from a year end fostering return (March 2019) showed that from the 356 places made available, a total of 297 placements were made. This was a number made up of both community and connected carers. Details were given of a breakdown of placements, vacancies and unavailable places. The data appeared to show an underutilisation of existing placements, with a total of 53 places either unavailable or on holiday, through to the service awaiting outcome from investigation before placements could resume.

The report gave details of a review of Tameside Fostering Service, undertaken by an independent fostering specialist. The review highlighted positives and number of challenges with a key element being the need to improve the recruitment and retention of foster carers.

The approach taken by other local authorities in relation to the recruitment and retention of foster carers had also been considered, with research primarily focusing on the areas where Children's Services had been rated 'Outstanding' by Ofsted and examples of good practice at a regional level. This had proved useful when seeking assurances on the importance of developing a local offer and package for Tameside carers.

Feedback from foster carers had also been sought, which had shown a remarkable dedication and commitment to the role, with the ambition to improve services for the better. It was important that mechanisms were in place to ensure the views and experiences of carers were captured to inform future service delivery.

The Chair thanked everyone involved for an interesting and informative report and it was:

#### **RESOLVED**

- (i) That immediate attention is placed on increasing the number and range of foster placements available in Tameside;**
- (ii) That future action be taken to raise the profile of fostering and to gain greater understanding of the local barriers to fostering;**
- (iii) That services look to develop a programme of listening and engagement activity, which includes role requirements, what to expect from the Council, training, development plans, remuneration and reward;**
- (iv) Review options and potential advantages of introducing a mentoring scheme for fostering and to actively seek foster carer representatives to work more closely with the service;**
- (v) That the Council create a clear and consistent offer for Tameside foster carers, with learning available from other authorities to support the development of a new benefits package for foster children and families;**
- (vi) Options be explored to establish an adequately resourced foster carer recruitment function, with a dedicated role that could be responsible to future demand; and**
- (vii) That the Executive involves Scrutiny in future development stages and consultation aimed to improve service delivery and outcomes.**

#### **107 ASSURANCE REVIEW OF LGSCO FOCUS REPORT**

The Director of Governance and Pensions submitted a report providing information of a service response on shared learning detailed within the Local Government and Social Care Ombudsman (LGSCO) focus report on SEND provision. It was explained that Scrutiny Panels routinely

reviewed LGSCO decisions, with shared learning reported to services in order to gain assurances of practice, delivery and outcomes for residents and service users.

The report concluded that Tameside, like many local areas, had found implementing SEND Reforms challenging. Implementation had not been consistent and capacity challenges and changes in leadership had negatively impacted upon this. Recent joint work meant that there was a robust self-evaluation in place, tested via peer challenge.

A thorough and well considered improvement plan was in place and it was targeted to the areas requiring the swiftest improvement. Oversight to the implementation of the plan was provided by the SEND Strategic Group and would be reported to the Starting Well Board and the Educational Attainment and Improvement Board.

#### **RESOLVED**

**That the content of the report be noted, including the ongoing activity of the Scrutiny Panels to review LGSCO decisions to inform and improve local service delivery.**

### **108. MONTH 9 INTEGRATED REVENUE MONITORING REPORT**

Consideration was given to a report of the Executive Member, Finance and Economic Growth / CCG Chair / Director of Finance providing an overview on the financial position of the Tameside and Glossop economy in 2019/20. For the year to 31 March 2020 the report forecast that service expenditure would exceed the approved budget in a number of areas, due to a combination of cost pressures, shortfalls in income and non-delivery of savings.

It was explained that for the 2019/20 financial year, the Integrated Commissioning Fund was forecast to spend £619.6 million, against an approved net budget of £617.2 million. The forecast overspend of £1.550 million was primarily driven by Children's Services, offset by contingency and capital financing. The deteriorating position this month was due to an increase in Children's Services costs. Further detail on the economy wide position was included in an Appendix to the report.

It was reported that the Operations and Neighbourhoods Directorate had been offered a grant of £92k from the Urban Tree Challenge fund to plant and establish urban or peri-urban trees. The grant required match funding which could be met from the existing budgets for labour and equipment in Operations and Greenspace.

Details of the Council's irrecoverable debts over £3,000 that had been written off in the period 1 October to 31 December 2019 were appended to the report.

#### **RESOLVED**

- (i) That the significant level of savings required during 2019/20 and beyond to deliver a balanced recurrent economy budget together with the related risks, which are contributing to the overall adverse forecast, be acknowledged;**
- (ii) That the significant financial pressures facing the Strategic Commission, particularly in respect of Children's Social Care, Acute and Growth, be acknowledged;**
- (iii) The acceptance of the Urban Tree challenge grant funding, as set out in paragraph 2.4 of the report, be approved; and**
- (iv) That the write-offs of irrecoverable debt for the period 1 October to 31 December 2019, be noted.**

### **109 BUDGET CONVERSATION 2020-21**

Consideration was given to a report of the Executive Leader / Executive Member, Finance and Economic Growth / Joint CCG Chairs / Director of Governance and Pensions, detailing responses

to a public engagement exercise undertaken between 13 December 2019 and 15 January 2020 to understand their priorities for spending within the context of the financial challenges facing public services.

The conversation was used to educate and inform the public on the Strategic Commission's budget and its financial challenges whilst also allowing feedback and ideas on how services can be improved and savings made. The conversation focussed primarily on two questions:

- What do you think should be the spending priorities for the Tameside & Glossop Strategic Commission in 2020/21 and future years; and
- Do you have ideas or suggestions for how we might deliver services more efficiently, save money or raise revenue?

To support the engagement activity, a full programme of communications was undertaken. The public were provided with an opportunity to leave comments and feedback through the Big Conversation, available on both the Council and CCG websites. Dedicated webpages to the Budget Conversation were created explaining all aspects of the conversation with links to the feedback form. A dedicated email account was also provided to enable public / service users / businesses to submit any comments. An analysis of the feedback received was detailed in the report.

## **RESOLVED**

**That the content of the report be noted.**

### **110 BUDGET 2020/21**

Consideration was given to a report of the Executive Leader / Joint CCG Chairs / Director of Finance setting out the detailed revenue budget proposals for 2020/2021 and the Medium Term Financial Plan for the 5 year period 2020/21 to 2024/25, including the proposed council tax increase for 2020/21. The proposed budget was set in the context of cuts in local government funding and significant growing demographic and demand pressures across the economy. Children's Social Care and Continuing Health Care were identified as particularly significant pressures and budgets included significant Targeted Efficiency Programme (TEP) savings targets which needed to be delivered to achieve a balanced position by 31 March 2020.

It was reported that 2019/20 was the fourth and final year of a four year funding settlement for the Council, agreed with the Government. The four year settlement provided the Council with some certainty over funding levels, but had nonetheless, resulted in year on year funding reductions. A review of Local Government funding had been ongoing during 2019 (the 'fair funding' review) but had not yet concluded. A full spending review did not take place during 2019 and was not now expected until later in 2020.

In September 2019, a one year budget was announced by the Government and in December 2019 a provisional 2020/21 Local Government Finance Settlement was announced. The resourcing figures included in the budget were based on the provisional finance settlement which would be confirmed in February 2019. Traditionally there was little movement between the provisional and final settlements and any differences would be adjusted through the contingency budget or reserves.

Beyond 2020, assumptions had been made based on intelligence gathered from the HM Treasury's budget in September 2019 and commentary from sector experts. The funding for local government was expected to remain broadly flat, with the continued reduction in central government support being compensated by increasing local taxes, specifically business rates and council tax. It was currently assumed that the additional social care funding announced in September 2019 would as a minimum, continue at current levels into future years, and that the Better Care Fund would continue.

It was reported that, after taking account of budget pressures, additional income and savings identified for delivery in 2020/21, the total net budget requirement for the Council was £205,279k. Before any increase in Council Tax levels, the resource available in 2020/21 was £201,568k, leaving a gap of £3,711k. The gap of £3,711k could be closed through an increase in Council Tax of 3.99%. This was made up of a 2% increase for the Adult Social Care Precept and a 1.99% general increase in Council Tax. For a typical Band A property in Tameside a 3.99% increase in Council Tax would equate to an increase of £39.09 per year or 75 pence per week.

A three year capital programme had been approved in October 2017 and since then a number of changes had been approved by Executive Cabinet to add additional schemes to the programme. Future investment plans were subject to available resources and the realisation of available capital receipts, however the current plans would see investment in excess of £200 million over the four year period 2017 to 2021. In accordance with the CIPFA prudential code work had been undertaken to assess the additional capital demands for the next five years on top of the current approved investment programme. The capital strategy indicated that the level of investment required over the next five years was £124m which was in addition to the current programme and earmarked schemes.

The Pay Policy Statement, Appendix 19 to the report, set out the Council's approach to pay policy in accordance within the requirements of Section 38 of the Localism Act 2011. This pay policy applied for the year 2020/21 unless replaced or varied by Full Council.

In relation to the Treasury Management Strategy Members were informed that as at 31 March 2019, the Council had £105 million of investments which needed to be safeguarded, and £111 million of long term debt, which had been accrued over the years to help to fund the Council's capital investment programmes. The Council was the lead authority responsible for the administration of the debt of the former Greater Manchester County Council, on behalf of all ten Greater Manchester Metropolitan Authorities. As at 31 March 2019, this represented a further £59m of debt. The Treasury Management Strategy set out the estimated borrowing requirement for both Tameside MBC and the Greater Manchester Metropolitan Debt Administration Fund (GMMDAF), together with the strategy to be employed in managing the debt position.

## **RESOLVED**

**That the following recommendations outlined in Section 13 of the submitted report be RECOMMENDED to Council for approval subject to any final minor changes to the final figures:**

- (i) That the significant financial challenges and risks set out in this report be noted;**
- (ii) That the budgeted net expenditure for the financial year 2020/21 of £205,279k, as set out in Section 3 Appendix 1, noting the significant pressures outlined in Appendix 2 to the report, be approved;**
- (iii) That the proposed savings to be delivered by management outlined in Section 3 and Appendix 3 to the report, noting the additional detail provided in Appendices 7 to 16, be approved;**
- (iv) That an uplift to fees and charges, as set out in Appendix 22 to the report, be approved;**
- (v) That the advance payment of three years employer pension contributions, as set out in paragraphs 3.16 to 3.20 of the report, be approved;**
- (vi) That the proposed resourcing of the budget, as set out in Appendix 4, including the use of £12,395k of reserves, be approved;**
- (vii) That a 3.99% increase to Council Tax for Tameside MBC for 2020/21 consisting of a 1.99% general increase and 2% Adult Social Care precept, be approved;**
- (viii) That the budget projections set out in Section 6 of the report assume a 1.99% per annum increase in general Council Tax through to 2024/25, be noted. The budget projections also assume that there is no further reduction to current levels of Government funding;**
- (ix) That the Director of Finance's assessment of the robustness of the budget estimates and adequacy of reserves as set out in Appendix 5 to the report, be accepted.**

- Following this, determine that the estimates are robust for the purpose of setting the budget and that the proposed minimum General Fund Balance is adequate;
- (x) That the proposed minimum General Fund Balance of £27.2 million set out in Appendix 6 to the report, be approved;
  - (xi) That the Reserves Strategy and the proposed rationalisation and consolidation of reserve balances as set out in Appendix 6 to the report, be approved;
  - (xii) That the position on the Capital Programme (Section 8 and Appendix 18 to the report) previously approved by Executive Cabinet, and the forecast future investment requirements, be noted;
  - (xiii) The Pay Policy Statement for 2020/21 as set out in Section 9 and Appendix 19 to the report, be approved;
  - (xiv) That the Treasury Management Strategy 2020/21, which includes the proposed borrowing strategy, Annual Investment Strategy and Minimum Revenue Provision Policy (Appendix 20 to the report), be approved;
  - (xv) That the Capital Strategy 2020/21 (Appendix 21 to the report), be approved;
  - (xvi) That an increase in the child allowance fees payable to Tameside Foster Carers and Relative Carers for the financial year 2020/21, in line with the weekly minimum rates as determined by the Department of Education, together with a corresponding increase to the related allowances payable; be approved;
  - (xvii) That an increase in the personal allowance rate payable in 2020/21 to eligible and relevant care leavers living independently, to the same level as the Job Seekers Allowance rate payable for 18-24 year olds as determined by the Department for Work and Pensions, be approved; and
  - (xviii) That delegated authority to the Directors (in consultation with the Section 151 officer) to agree any uplifts required to other contractual rates from 1 April 2020, which Directorates would manage within their approved budgets for 2020/21, be approved.

## 111 STALYBRIDGE TOWN CENTRE CHALLENGE

The Executive Member, Finance and Economic Growth / Director of Growth submitted a report providing an update on the progress with Stalybridge Town Centre Challenge (STCC), including the development of the Strategy and Action Plan and the new governance structure.

It was explained that the Stalybridge Town Centre Challenge and Action Plan, as appended to the report, set out the STCC Board's aspirations for Stalybridge and their proposed actions. The document was approved at the meeting of the STCC Board on 25 July 2019, subject to final amendments which had now been made. This document was an important stage in the development of the vision for the town centre and even in draft form had already proved valuable in expressing the aspirations and plans for Stalybridge in bidding for funding. The Action Plan was subsequently being reviewed in detail by Council officers in order to produce a delivery plan which had proper regard to Council policy and resources. A summary of the actions and achievements to date against key priorities within the Action Plan was appended to the report, and illustrated the significant activity in progress.

It was further explained that, to date, Stalybridge Town Centre Challenge had been led and co-ordinated by the STCC Board, a working group of local representatives, supported by the Council. As the Town Centre Challenge moved from a 'visioning' stage to implementation, the next phase of work would require a robust governance structure to be put in place. This was essential in order to ensure that the project and public monies were managed in a transparent and accountable way, that appropriate legal and financial processes were adhered to, that any conflicts of interests clearly addressed, and that the project and individuals involved with it were protected from the risks of challenge.

The current governance and the work of the Board members had been invaluable in developing and progressing the project to this stage. It would be important that current Board members continued to be involved as part of the new governance structure. The Board approved the

proposed governance arrangements at its last meeting on 25 July 2019. The revised governance structure proposed was comprised of a Strategic Panel of elected Members, advised and supported by a Stakeholder Advisory Group, which would involve local stakeholders and an officer group, which would ensure input from Council officers who would facilitate delivery.

A link was provided in the report to the terms of reference for the Strategic Panel, Stakeholder Advisory Group and officer group, including objectives methods of working, membership and structure. These had been designed to ensure clear lines of responsibility and communication between the panel and groups. The Strategic Panel would prepare an Annual Report for the Council's Executive Cabinet and any interim actions requiring decision would be referred to the Executive Cabinet by the Executive Member as per Council processes.

Details were given of funding opportunities being pursued, to enable the delivery of priority actions, including an expression of interest submitted to the High Streets Heritage Action Zone (HAZ) initiative launched by Historic England. Risks associated with Stalybridge town Centre Challenge, both at strategic level and project level, were also outlined.

The report concluded that important progress had been achieved by the Stalybridge Town Centre Challenge Board in developing a Strategy and Action Plan to shape future delivery in Stalybridge. Work was already in progress to start delivery and additional funding had been secured to help enable this. It was therefore important that new governance was put in place which combined engagement of Stalybridge stakeholders with robust and transparent governance of public resources. Intensive work had taken place in order to meet the (HAZ) deadline of 20 December 2020 for final bid submission. Whilst match funding would only be committed once grant funding was formally offered and accepted, it was important to make in principle provision in order to enable a prompt decision in the New Year and commencement of delivery from April 2020.

#### **RESOLVED**

- (i) That the positive achievement to date in producing the strategy and action plan, securing external funding and recent successful events in the town, be noted;**
- (ii) That the new governance arrangements for Stalybridge Town Centre Challenge, be noted;**
- (iii) That the Stalybridge Town Centre Challenge Board's Strategy and Action Plan be accepted, noting that endorsement of these documents did not commit the Council to resourcing, be accepted;**
- (iv) That subject to the grant offer and conditions, the allocation of up to £1.275 million match funding required (as set out in section 4 of the report, and recommendations (v) and (vi) below, in order to secure up to £1.275 million High Street Heritage Action Zone (HAZ) funding through a bid submitted by 20 December, be approved in principle;**
- (v) As part of the match funding requirement, an amount of up to £890k be ring fenced from the existing earmarked capital investment pot for the refurbishment of capital assets (paragraph 4.8), be approved;**
- (vi) That a one off budget of £75k towards a feasibility study to inform proposals for the Civic Hall to be funded from the Business Rates Pilot Reserve, be created;**
- (vii) It be noted that the bid was submitted by the deadline of 20 December 2019;**
- (viii) That acceptance of £130k Evergreen Surplus funding, subject to the appropriate due diligence being undertaken with regard to the grant offer and conditions; be approved;**
- (ix) That the risks of entering into grant funding agreements (GFA) for HAZ and Evergreen funding be accepted and authority provided for the following:**
  - Delegated authority be provided to the Director of Finance in consultation with the Director of Governance & Pensions to accept and enter into the GFAs on behalf of TMBC; and**
  - Delegated authority be provided to the Director of Growth to manage the programme of works associated with the GFAs and to drawdown and incur all expenditure related to delivery obtaining such governance as required**

**within the Council's financial and legal framework with such on-going performance and reporting will be provided as necessary.**

**(x) That further reports on the delivery of the HAZ programme be received.**

## **112 CONSULTATION ON ADMISSION ARRANGEMENTS**

Consideration was given to a report of the Executive Member, Lifelong Learning, Equalities, Culture and Heritage / Head of Access Services providing the outcomes of the consultation on the admission arrangements and published admission numbers for Tameside community and voluntary controlled schools for admission in September 2021.

It was explained that, for entry to school in September 2021, the following changes were proposed to the admission arrangements for community or voluntary controlled primary, junior and secondary schools:

- Proposed changes to published admission numbers at Broadbottom Primary School.

The proposed changes only affected community or voluntary controlled primary, junior and secondary schools and would not affect any academies, voluntary aided or free schools who were responsible for their own admission arrangements.

A pupil place planning update was also provided and the full school place planning annual report was set out in an Appendix to the report. The annual report set out how the forecasting of demand was matched to need and where there was a need for additional places to be created, how this was achieved. It was explained that, currently, with a falling birth rate, the need for additional places was in the secondary sector for four years from September 2021 to September 2024. In partnership with secondary schools, the gap in September 2021 looked likely to be closed as several schools were consulting on increasing their admission numbers in return for investment using basic need funding to remodel accommodation and other schools had agreed to take additional pupils without the need for further investment.

### **RESOLVED**

**That the determination of admission arrangements for all Tameside community and voluntary controlled schools for 2021/22 with change from those that applied for admission in 2020/21 as set out in Appendix 1 of the report, other than amendments to the Published Admission Number as set out in the report, be approved.**

## **113. URGENT ITEMS**

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

**CHAIR**

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# Agenda Item 7

<b>Report to:</b>	<b>EXECUTIVE CABINET</b>
<b>Date:</b>	5 February 2020
<b>Executive Member/Officer of Strategic Commissioning Board</b>	Councillor Brenda Warrington – Executive Leader, Tameside MBC Dr Asad Ali - Governing Body Chair, Tameside & Glossop CCG Dr Ashwin Ramachandra – Governing Body Chair, Tameside & Glossop CCG Kathy Roe – Director Of Finance – Tameside & Glossop CCG and Tameside MBC
<b>Subject:</b>	<b>BUDGET 2020/21</b>
<b>Report Summary:</b>	<p>The report sets out the detailed revenue budget proposals for 2020/21 and the Medium Term Financial Plan for the 5 year period 2020/21 to 2024/25, including the proposed council tax increase for 2020/21.</p> <p>The budget report proposes a balanced budget for 2020/21, subject to the delivery of identified savings on Council Budgets, identification and delivery of the remaining savings (QIPP) target against CCG budgets, an increase in Council Tax, and the targeted use of £12.4m of reserves to fund additional investment across a range of services as outlined in <b>Section 3</b>.</p>
<b>Recommendations:</b>	That the recommendations outlined in Section 13 of the report are approved.
<b>Links to Community Strategy</b>	The Budget aligns with the priorities of the Corporate Plan and Community Strategy.
<b>Policy Implications</b>	The budget reflects the policy choices that the Strategic Commission intends to pursue to support the Corporate Plan and Medium Term Financial Plan.
<b>Legal Implications: (Authorised by the Borough Solicitor)</b>	As set out in section 12.
<b>Risk Management:</b>	As set out in section 3 and <b>Appendix 5</b> .
<b>Access to Information :</b>	<p>Background papers relating to this report can be inspected by contacting:</p> <p>Tom Wilkinson, Assistant Director of Finance, Tameside Metropolitan Borough Council  Telephone:0161 342 5609  e-mail: <a href="mailto:tom.wilkinson@tameside.gov.uk">tom.wilkinson@tameside.gov.uk</a></p> <p>Tracey Simpson, Assistant Director of Finance, Tameside and Glossop CCG  Telephone: 07917 596278  e-mail: <a href="mailto:tracey.simpson@nhs.net">tracey.simpson@nhs.net</a></p>

## 1. BACKGROUND

- 1.1. In February and March 2019, the Strategic Commission agreed 2019/20 budgets for the Tameside and Glossop Clinical Commissioning Group (CCG) and Tameside Council.
- 1.2. These budgets were set in the context of continued funding cuts in local government, and significant growing demographic and demand pressures across the economy. Children's Social Care and Continuing Health Care were identified as particularly significant pressures and budgets included significant Targeted Efficiency Programme (TEP) savings targets which need to be delivered to achieve a balanced position by 31 March 2020.
- 1.3. During 2019/20, the Strategic Commission has continued to report on the financial position of the Tameside Health Economy as a whole in monthly Integrated Commissioning Fund (ICF) financial monitoring reports. As at the end of December 2019, the Strategic Commission is forecasting an overspend of £1.5m due to continuing significant pressures in Children's Social Care Services.

**Table 1: Strategic Commission 2019/20 Budget – Forecast Outturn**

2019/20 Forecast Position £000's	Forecast Position @ 31 December 2019				
	Expenditure Budget	Income Budget	Net Budget	Net Forecast	Net Variance
Acute	214,112	0	214,112	215,255	(1,143)
Mental Health	38,064	0	38,064	38,881	(817)
Primary Care	84,927	0	84,927	84,661	265
Continuing Care	15,823	0	15,823	15,521	302
Community	33,520	0	33,520	33,512	8
Other CCG	29,662	0	29,662	28,278	1,384
CCG TEP Shortfall (QIPP)	0	0	0	0	0
CCG Running Costs	5,164	0	5,164	5,164	(0)
Adults	84,285	(46,974)	37,311	37,951	(640)
Children's Services	53,632	(5,199)	48,432	56,785	(8,353)
Education	26,348	(20,343)	6,005	6,046	(41)
Individual Schools Budgets	119,128	(119,128)	0	0	0
Population Health	16,262	(170)	16,092	16,327	(235)
Operations and Neighbourhoods	78,840	(28,213)	50,627	49,857	770
Growth	42,940	(33,811)	9,129	9,972	(843)
Governance	74,156	(64,926)	9,229	9,042	187
Finance & IT	9,259	(2,167)	7,092	6,764	328
Quality and Safeguarding	440	(304)	136	136	(0)
Capital and Financing	10,788	(7,986)	2,803	(1,300)	4,103
Contingency	5,551	(235)	5,316	2,293	3,023
Corporate Costs	5,104	(473)	4,631	4,480	151
<b>Integrated Commissioning Fund</b>	<b>948,003</b>	<b>(329,928)</b>	<b>618,075</b>	<b>619,625</b>	<b>(1,550)</b>
CCG Expenditure	421,272	0	421,272	421,272	0
TMBC Expenditure	526,731	(329,928)	196,803	198,353	(1,550)
<b>Integrated Commissioning Fund</b>	<b>948,003</b>	<b>(329,928)</b>	<b>618,075</b>	<b>619,625</b>	<b>(1,550)</b>

- 1.4. This overall forecast position masks a number of significant pressures and overspends in some areas, including significant forecast overspends in Acute, Mental Health, Adults, Children's Social Care Services and Growth. These overspends are being offset by one-off additional income and underspends in other areas, including additional income on the airport dividend. Many of the mitigations to the forecast overspends are one-off in nature, which means the budget pressures remain for 2020/21.
- 1.5. In Children's Social Care Services, the current forecast is that expenditure will exceed the approved budget by almost £8.4m. This is due to the continuing unprecedented demand for Children's Social Care, with numbers of Looked After Children exceeding expectations during the first half of the year. While the overall size of the Looked After Children population has been relatively stable since Month 6 (698 at 28th Jan), the forecast position has continued to deteriorate due to changes in the placement mix and includes:
  - Increased number of higher tier placements
  - Exceptional costs for specialist bespoke provision.
  - Significant rise in legal costs/complexity of court activity.

In seeking to address these issues, work is actively under way to implement the Placement Sufficiency Plan, focusing on improvements across strategic commissioning, placement procurement and brokerage, contract management and quality assurance. Alongside this, the Placement and Permanence panel is individually reviewing each placement. Further financial investment is proposed for 2020/21 to support seven key sustainability projects in order to reduce the long term costs that will be incurred by the Council in future years.

## 2. PURPOSE OF THIS REPORT

- 2.1. The purpose of this report is to set out and seek approval for the setting of a balanced budget for the Council for the financial year 2020/21, and forecasts for the years up to 2024/25. Whilst the Strategic Commission will continue to monitor and report on the financial position of the economy as a whole via the Integrated Commissioning Fund reports, the statutory requirements and timetables for the approval of Council and CCG budgets differ. Provisional Council funding for 2020/21 was announced in December 2019 and is expected to be confirmed in early February 2020. The Council must set the budget and agree the level of Council Tax by 28 February 2020.
- 2.2. The CCG received indicative allocations as part of the five year plan during 2019 but confirmed funding allocations for 2020/21 are not expected until January or February 2020 and budgets must be agreed by the end of March 2020. This report therefore includes indicative funding levels and budgets for the CCG but these are not yet finalised.
- 2.3. The Council is required by law to set a balanced budget for the upcoming financial year. The proposals set out in this report and the detailed appendices propose a balanced Council budget for 2020/21, subject to the delivery of identified savings, agreement of a proposed increase in Council Tax, and the use of £12,395k of reserves to support targeted investment across a number of services. **Appendix 1** provides a summary of the Council budget for 2020/21 and forecasts for future years.
- 2.4. Whilst the CCG funding allocations and budget proposals for 2020/21 have not been finalised, indicative figures suggest that the CCG will face a funding shortfall of £3,048k in 2020/21 which will require the identification of further savings. The combined forecast position for the Strategic Commission for 2020/21 and beyond is summarised in tables 2A and 2B below.

**Table 2A: Strategic Commission Gross Budgets 2020/21**

<b>Strategic Commission 2020/21 Gross Budgets</b>			
	Tameside MBC	Tameside & Glossop CCG	Strategic Commission
	£000s	£000s	£000s
Gross Expenditure Budget	556,880	435,821	<b>992,701</b>
Gross Income Budget	(351,601)	0	<b>(351,601)</b>
Resources	(205,279)	(432,773)	<b>(638,052)</b>
<b>Forecast Gap</b>	<b>0</b>	<b>3,048</b>	<b>3,048</b>

**Table 2B: Strategic Commission Net Budget Forecast 2020/21 to 2024/25**

<b>Strategic Commission Net Budget Forecasts 2020/21 - 2024/25</b>					
	2020/21	2021/22	2022/23	2023/24	2024/25
	£000s	£000s	£000s	£000s	£000s
<b><u>Tameside MBC</u></b>					
Net Budget Requirement	205,279	212,907	215,668	221,611	227,637
Forecast Resources	-205,279	-193,247	-194,414	-194,839	-196,343
<b>Forecast Gap</b>	<b>0</b>	<b>19,661</b>	<b>21,254</b>	<b>26,772</b>	<b>31,294</b>
<b><u>Tameside and Glossop CCG</u></b>					
Net Budget Requirement	445,273	458,099	474,128	492,051	492,051
less Savings already agreed	-9,452	-11,771	-12,706	-13,631	-13,631
Forecast Resources	-432,773	-443,257	-458,313	-472,922	-472,922
<b>Forecast Gap</b>	<b>3,048</b>	<b>3,071</b>	<b>3,109</b>	<b>5,498</b>	<b>5,498</b>
<b>Strategic Commission Total Forecast Gap</b>	<b>3,048</b>	<b>22,732</b>	<b>24,363</b>	<b>32,270</b>	<b>36,792</b>

- 2.5. **Appendix 16** provides further detail on the CCG budget planning assumptions and current forecasts. NHS planning guidance for 2020/21 was originally scheduled for late 2019, however at the time of writing this paper has still not been published. It is currently envisaged that financial and operational planning guidance, including details of allocations and technical guidance, will be published by the end of January 2020. Further clarification is still required, but as a consequence of the delayed publication it is expected that submission of draft plans to NHSE will be 5 March, with final submissions due in April.
- 2.6. It is impossible for the CCG to finalise budget setting for 2020/21 until allocations are in place and commitments and consequences of national planning guidance have been quantified and calculated. Therefore for the purposes of joint reporting of Integrated Commissioning Budgets across the Single Commission, figures for the CCG are based upon long term plans developed in Autumn 2019. While figures included in **Appendix 16** will inevitably change following publication of detailed planning guidance, they provide a useful indicative picture of our expected financial position based on known factors in the Autumn.

2.7. The remainder of this report and the detailed appendices are focused purely on the Council Budgets. The CCG budgets for 2020/21 will be approved by the Strategic Commissioning Board and Governing Body in March or April 2020 and will be subject to a further separate report.

2.8. This report makes reference to further detail in the appendices which cover the following areas:

**Appendix 1)** Revenue Budget and Medium Term Financial Plan Summaries

**Appendix 2)** Pressures and Growth

**Appendix 3)** Savings and additional income

**Appendix 4)** Resourcing

**Appendix 5)** Section 151 Officers' Statement on the Robustness of the Budget Estimates

**Appendix 6)** Reserves Strategy and General Fund Minimum Balance

**Appendix 7)** Director of Adults

**Appendix 8)** Director of Children's – Children's Social Care

**Appendix 9)** Director of Children's – Education

**Appendix 10)** Director of Population Health

**Appendix 11)** Director of Growth

**Appendix 12)** Director of Operations and Neighbourhoods

**Appendix 13)** Director of Governance

**Appendix 14)** Director of Finance and IT, Corporate Costs

**Appendix 15)** Quality & Safeguarding

**Appendix 16)** CCG Budgets

**Appendix 17)** Budget Conversation

**Appendix 18)** Capital Investment

**Appendix 19)** Pay Policy Statement 2020/21

**Appendix 20)** Treasury Management Strategy 2020/21

**Appendix 21)** Capital Strategy 2020/21

**Appendix 22)** Fees and Charges

### **3. SUMMARY OF THE COUNCIL BUDGET PROPOSALS (Appendix 1)**

3.1. The 2019/20 budget report included forecasts for 2019 to 2024 which identified a budget gap of £15,847k in 2020/21. This gap assumed that savings of £5,198k would be delivered over the two years 2019/20 and 2020/21, and that Children's Services expenditure would remain within its budget for 2019/20, and reduce over the following two years.

3.2. Since the approval of the 2019/20 budget, significant additional pressures have emerged which increased the forecast gap for 2020/21 and beyond. In particular, some of the planned savings for 2019/20 have not been delivered and demand for Children's Social Care services has not stabilised, but continued to grow, with the service forecasting to exceed the approved budget by £8,353k in 2019/20.

**Table 3: Changes to the 2020/21 Budget Requirement since February 2019**

Analysis of 2020/21 Budget Gap	February 2019 £000s	February 2020 £000s	Changes £000s
<b>Opening Budget requirement</b>	<b>192,294</b>	<b>196,594</b>	<b>4,300</b>
<b>Service Pressures (Tables 4A and 4B)</b>			
Staffing related cost pressure	3,454	4,342	888
Demographic pressures	296	10,584	10,288
Inflationary pressures	4,323	1,915	(2,408)
Reduction in other fees/charges/income	0	912	912
Grant reduction	2,553	205	(2,348)
Other service pressures	1,176	5,326	4,150
<b>Total Service Pressures</b>	<b>11,802</b>	<b>23,284</b>	<b>11,482</b>
<b>Service Reductions (Table 6)</b>			
New and existing savings	(1,151)	(6,289)	(5,138)
New funding	1,968	(5,935)	(7,903)
Fees & charges	(18)	(825)	(807)
Vacancy factor	(48)	(1,550)	(1,502)
<b>Total service reductions</b>	<b>751</b>	<b>(14,599)</b>	<b>(15,350)</b>
Business Rates	(86,813)	(92,238)	(5,425)
Council Tax (Before increase)	(94,439)	(95,551)	(1,112)
New Homes Bonus	0	(1,384)	(1,384)
Use of Reserves	(5,000)	(12,395)	(7,395)
<b>Total Resources (Appendix 4)</b>	<b>(186,252)</b>	<b>(201,568)</b>	<b>(15,316)</b>
<b>Assumed Council Tax Increase</b>	<b>(2,748)</b>	<b>(3,711)</b>	<b>(963)</b>
<b>GAP</b>	<b>15,847</b>	<b>0</b>	<b>(15,847)</b>

**Pressures and growth (Appendix 2)**

- 3.3. The Council continues to face significant cost pressures from demographic growth and increased costs, particularly in Children's Social Care. In addition, some of the savings identified in 2019/20 have proven too difficult to deliver which increases the budget pressures for 2020/21. The key cost pressures for 2020/21 are summarised in tables 4 and 5 below, with further detail in **Appendix 2** and Directorate **Appendices 7 to 14**.

**Table 4A: Analysis of Total Pressures 2020/21**

New Pressures 2020/21	£000s
<b>Service Pressures</b>	
Demographic Pressures	10,584
Grant Reduction	205
Inflationary Pressures	1,915
Other Service Pressures	5,326
Reduction in other fees/charges/income	912
Pay Related Cost Pressure	4,342
<b>Total service pressures</b>	<b>23,284</b>

**Table 4B: Pressures by Service Area for 2020/21**

<b>Pressures 2020/21</b>	<b>£000s</b>	<b>Further Detail</b>
Adults	3,109	<b>Appendix 7</b>
Children's Services	10,509	<b>Appendix 8</b>
Children's – Education	402	<b>Appendix 9</b>
Population Health	466	<b>Appendix 10</b>
Growth	3,039	<b>Appendix 11</b>
Operations and Neighbourhoods	3,533	<b>Appendix 12</b>
Governance	842	<b>Appendix 13</b>
Finance & IT	1,743	<b>Appendix 14</b>
Corporate	-359	<b>Appendix 14</b>
<b>Total</b>	<b>23,284</b>	

**Targeted Use of Reserves**

- 3.4. Reserves are a finite resource and continued use equivalent to a household running down its savings. A number of pressures identified for 20/21 relate to required investment in the economic infrastructure of the borough where it is appropriate to fund this investment from reserves, due to the opportunities afforded to us by doing this. Of the total additional pressures identified for 20/21, an amount of £7.395m is to be funded from reserves. A further £5m of reserves will be used as an interim measure to support cost pressures in Children's Social Care, bringing the total use of reserves in 2020/21 to £12.395m. This targeted use of reserves is an investment in services which is intended to bring forward developments and allow time for actions to be taken to stabilise budgets.

**Table 5: Targeted Use of Reserves 2020/21**

<b>Targeted Use of Reserves</b>	<b>£000s</b>
Children's Services	2,950
Growth	1,965
Operations and Neighbourhoods	2,367
Adults	113
<b>Total</b>	<b>7,395</b>

- 3.5. The amounts identified from reserves will fund investment in:

- Children's Services - Investment is being made into seven 'sustainability projects' which are intended to secure the long term sustainability of Children's Social Care Services. Further detail on the proposals for Children's Services are set out in **Appendices 5 and 8.**
- Growth - By taking part in the Greater Manchester retained business rates pilot, Tameside has benefited from increased business rate revenues. It is proposed to proactively invest these reserves in a number of pump priming initiatives across the borough. These proposals include Town Centre Master planning, development of the Strategic Asset Management Plan, Ashton Moss, St Petersfield, Godley Green, Tameside One set up costs and the Mottram By-pass impact report. The successful

delivery of these schemes will increase the inward investment into the borough and grow the current tax base to contribute to the funding of future services.

- Adults - One-off set up costs anticipated as part of the transfer of services to the Integrated Care Foundation Trust (ICFT) that should bring about improved outcomes for our residents.
- Operations & Neighbourhoods - Reserves are being used in 20/21 to support income budget shortfalls in car parking and markets whilst work is undertaken to review the services and determine the most sustainable future delivery model. Investment is also being made from reserves into future events, selective licensing and the expected contribution to the costs of bus reform across Greater Manchester.

### **Greater Manchester Bus Reform**

- 3.6. Greater Manchester Mayor Andy Burnham has announced plans to take Greater Manchester's bus network into public control. The financial case for bus reform proposals includes a full assessment of how the Greater Manchester Combined Authority (GMCA) could afford to make and operate the proposed scheme. The assessment set out a range of credible funding sources which exceed the net modelled costs to operate the scheme over the proposed transition period. The assessment also concluded the proposed franchising scheme was affordable and would represent value for money. Following the audit of the assessment the GMCA agreed in October 2019 to commence consultation on the proposed franchising scheme which included a proposed funding package.
- 3.7. The forecast net costs over the transition period up to 2024/25 are approximately £134.5 million. The sources of funding include £78 million of mayoral 'earn back' funds (provided by central government as part of Greater Manchester's Devolution Agreement), £11 million raised by the existing precept as part of the Mayor's 2019/20 budget for bus reform purposes and £22.7m from the mayoral precept in future years budgets, £5m of existing and forecast business rates receipts held by GMCA and £17.8 million of contributions by Local Authorities as a proposed one off increase in the statutory contribution in 2020/21. Any differences between the cash-flowed spend and profiled funding requirement will be covered through prudential borrowing. Discussions are also ongoing with Government around their level of support to deliver bus reform which could potentially reduce the local funding required including from the mayoral precept.
- 3.8. The full business case will be included in the consultation documentation and includes the indicative profile of the costs and funding requirement. The local authority contribution may be required following the outcomes of the consultation on the proposed bus reforms. On the basis of the above Tameside Council's share would be £1.450m. This amount has been earmarked in reserves and will be drawn down during 2020/21 if required.

### **Savings and additional income (Appendix 3)**

- 3.9. The budget for 2020/21 includes a number of budget reductions due to additional income and delivery of savings, including the full year effect of savings identified in previous years. The nature of savings is summarised in Table 6 below with further information contained in **Appendix 3** and **Appendices 7 to 14**.

**Table 6: Savings and Additional Income 2020/21**

Savings and Additional Income	2020/21
	£000s
Full year effect of savings identified in prior year	(1,151)
New savings to be delivered by management (Table 7)	(5,138)
Additional Vacancy factor	(1,550)
Additional Grant Income	(5,935)
Additional Fees & Charges Income	(825)
<b>Total service budget reductions</b>	<b>(14,599)</b>

- 3.10. **New savings to be delivered by management of £5,138k** have been identified for 2020/21. Proposed savings have been subject to robust review and challenge by finance, Senior Officers and Members and this review process will continue to monitor delivery of savings and identify new savings for future years. Savings for 2020/21 are summarised in table 7 below, with further detailed analysis of savings in **Appendix 3** and in Directorate **Appendices 7 to 14**.

Further directorate savings are also being made around better management of demand or increasing productivity. Although these are non-cashable savings, they do contribute to reducing the financial gap over the medium term.

**Table 7: Savings by Directorate 2020/21**

Directorate	Saving Forecast £000s				
	20/21	21/22	22/23	23/24	24/25
Adults	0	0	0	0	0
Children's Services	0	0	0	0	0
Children's - Education	100	100	100	100	100
Population Health	0	0	0	0	0
Growth	500	1,000	1,000	1,000	1,000
Operations and Neighbourhoods	582	839	839	839	839
Governance	0	0	0	0	0
Finance & IT	800	800	800	800	800
Capital and Financing	2,952	2,499	2,400	2,400	2,400
Corporate Costs	204	204	204	204	204
<b>Totals</b>	<b>5,138</b>	<b>5,442</b>	<b>5,343</b>	<b>5,343</b>	<b>5,343</b>

- 3.11. A '**vacancy factor**' was included in the budget in 2019/20. There is almost always a gap between the date that an employee leaves and the date that a replacement starts work. This lapse in time is caused by the operation of similar notice periods in similar professions and most large organisations make assumptions on how much will be saved through this gap. Historically, service areas have consistently underspent against staffing budgets and therefore an assumed vacancy factor has been based on this past experience, and is deemed to be prudent and realistic and therefore not affect the delivery of services.
- 3.12. In 2019/20 a vacancy factor of £2,308k was included in the budget, equivalent to 3% of total pay budgets. As at the end of November 2019, total savings on staffing costs had already exceeded the vacancy factor for the year, with the forecast total saving by 31 March 2020 being £5,311k including agency costs, the equivalent of 5.78% of gross pay

budgets. The vacancy factor for 2020/21 is therefore being increased to 4% of pay budgets, generating additional forecast savings of £1,550k. It is proposed that the 4% level is reviewed as part of the monthly budget monitoring and as part of the 2021/22 budget process.

- 3.13. **Additional grant income of £5,935k** is expected from the finance settlement from central government, which is due to be finalised in February for the 2020/21 financial year. This consists of inflationary growth in the Better Care Fund in Adults of £493k, levy surplus grant of £212k and additional Social Care grant of £5,230k announced in the budget in September 2019. The additional Social Care grant has been allocated to help address the pressures in Children's Services. A list of forecast government grants for 20/21 is included in Appendix 1.
- 3.14. **Fees and charges** have been reviewed to ensure that they are set at appropriate levels and are comparable to similar authorities across Greater Manchester. It is assumed that fees and charges will be increased by a minimum of 2.5%, unless there are indications that the market conditions require a greater or lesser increase. In addition, a number of fees and charges are set nationally and cannot be influenced by the Council. **Additional income of £825k** is forecast in 2020/21. **Appendix 22** sets out the proposed fees and charges for 2020/21 and the proposed increase from 2019/20 where relevant.

#### **Advance Payment of Employer Pension Contributions**

- 3.15. In February 2017, Executive Cabinet approved an advanced payment of employer pension contributions, equivalent to three years contributions, to the Greater Manchester Pension Fund. The payment of employer contributions in advance provided the Council with a discount on the contribution rate equivalent to approximately £2.4m over the three year period.
- 3.16. The Council now has the opportunity again to make an advance payment of employer pension contributions for the three year period, 2020 to 2023. Based on the current pensionable payroll, with an employer contribution rate of 21% (unchanged from the period 2017 – 2020), the forecast total employer contributions for the three year period April 2020 to March 2023 is £53.468m. If an advance payment equivalent to these three years is made then the rate is discounted to 19.9%, resulting in a cash saving of £2.764m over the three years. After taking account of the forecast interest foregone, based on interest rate projections in the Treasury Management Strategy, the net saving is estimated to be approximately £1.9m over the three year period.
- 3.17. It is financially advantageous for the Council to use reserves to fund this advance payment. The Treasury Management Strategy identifies that the Council's cash flow is healthy and has sufficient cash resources to enable the payment to be made. There will be other calls on cash during the next three years, most notably from the Capital Programme, but it is expected that the cash position will remain strong in the medium term. As monthly payments of employer contributions will not be made, the cash position of pension contributions will come back into balance over the three years.
- 3.18. However there are risks involved in making the advance payment:
- The economic advantages assume investment returns being obtained by the Fund which are above those the local authorities can obtain on their cash balances. The Fund investments can fall in value as well as increase. The largest risk is that due to falling investment markets, when the 31 March 2022 valuation takes place, the assets purchased by the Fund with the advance contribution are worth less than the amount of the cash sum paid. This would then feed through to contribution rates that are higher than they otherwise would have been in the period 1 April 2023 – 31 March 2026

- Paying a large cash contribution concentrates the risk on the market conditions applicable at that time. If this date proves to be unfortunate then it will dilute the financial benefit to the authority; if instead it proves to be advantageous then it will deliver a larger financial benefit.
- 3.19. Employee contributions will continue to be paid monthly, which reduces the market timing risk to an extent. The risk can be reduced further by making two or more instalments of the advance contributions, although the financial saving is reduced as a result. The risk of market conditions having an adverse effect on the value of pension fund investments cannot be removed, but they are of a long term nature and variations in value are likely to be smoothed out over a longer period of time.

**Resourcing changes (Appendix 4)**

- 3.20. The Council identifies a 'Net' budget requirement which consists of the gross expenditure budgets, less the gross income budgets for service specific income including fees, charges and specific government grants. This net budget requirement is then financed from 'resourcing', which consists of non-service specific public income such as business rates, general grants, reserves and Council Tax.
- 3.21. 2019/20 was the fourth and final year of a four year funding settlement for the Council, agreed with the Government. This four year settlement provided the Council with some certainty over funding levels, but has nonetheless resulted in year on year funding reductions. A review of Local Government funding has been ongoing during 2019 (the 'fair funding' review) but has not yet concluded. A full spending review did not take place during 2019 and is not now expected until later in 2020.
- 3.22. In September 2019, a one year budget was announced by the Government and in December 2019 a provisional 2020/21 Local Government Finance Settlement was announced. The resourcing figures included in the budget are based on the provisional finance settlement which will be confirmed in February 2019. Traditionally there is little movement between the provisional and final settlements, and any differences will be adjusted through the contingency budget or reserves.
- 3.23. Beyond 2020, assumptions have been made based on intelligence gathered from the HM Treasury's budget in September 2019 and commentary from sector experts. The funding for local government is expected to remain broadly flat, with the continued reduction in central government support being compensated by increasing local taxes, specifically business rates and council tax. It is currently assumed that the additional social care funding announced in September 2019 will as a minimum continue at current levels into future years, and that the Better Care Fund will continue.
- 3.24. **Appendix 4** provides further detail on the resources available to fund the budget. The total net budget requirement for the Council in 2020/21 is £205,279k. Before any increase in Council tax levels, the resource available in 2020/21 is £201,568k, leaving a gap of £3,711k.
- 3.25. The resourcing is based on the following key assumptions:
- The continuation of the 100% retention pilot for Business Rates income in 2020/21, with no significant deterioration in the business rates yield. Top up grant and mandatory relief reimbursement grant is paid in line with the provisional local government finance settlement.
  - New Homes Bonus grant is paid in line with the provisional local government finance settlement.
  - Improved Council Tax collection rates are sustained, and forecast growth in the number of properties in the base is in line with forecasts for 2020/21. No unforeseen significant losses on Council Tax are experienced that impact on the Collection Fund Surplus.

- The budget is supported by the use of £12,395k of reserves to support targeted investment in a number of services. Further detail is included in **Appendix 2** and paragraphs 3.4 to 3.5 above.

#### **Robustness of the budget estimates (Appendix 5) and Reserves (Appendix 6)**

- 3.26. The Council is required by law to set a balanced budget for the upcoming financial year. This balanced budget must be based on sound and sustainable assumptions about income and expenditure, the delivery of savings and use of reserves.
- 3.27. Under Section 25 of the Local Government Act 2003, the Section 151 Officer is required to prepare a statement on the adequacy of the proposed financial reserves and the robustness of the budget estimates.
- 3.28. The Director of Finance (Section 151 Officer) statement on the robustness of the budget estimates is set out in **Appendix 5**.
- 3.29. The statement concludes that in the light of the risk assessment and the details of the budget as set out in this report, which are based on the best information available at the time, and the strength of the Council's Internal Control Systems, it is the opinion of the Director of Finance (Section 151 Officer) that the budget estimates for 2020/21 are robust, and the level of reserves adequate.
- 3.30. However, the use of reserves at current levels, to provide services with the time to improve, is not sustainable, and the Council needs to ensure robust and transparent management of these services to ensure the delivery of the improvement plans in place. A failure to turn around these budget areas will inevitably result in a failure to be able to set a balanced budget in future years.
- 3.31. This statement is in compliance with Section 25 of the Local Government Act 2003. This is not a guarantee that spending will be within every budget line but it is reasonable to believe that the expenditure can be contained within the overall resource envelope agreed by the Council.
- 3.32. Section 26 of the Local Government Act 2003, places a duty on the Section 151 Officer to ensure the Council has established a minimum level of reserves to be retained to cover any unforeseen demands that could not be reasonably defined within finalising the proposed budget. **The Director of Finance is recommending a proposed minimum level of general fund balances from 1 April 2020 at £27.2m**, which is slightly lower than in 2019 reflecting the reduced size of the Council's current Capital programme and further recurrent investment in front line services. Further information is set out in the reserves strategy in **Appendix 6**

#### **4. COUNCIL TAX (Appendix 4)**

- 4.1. After taking account of budget pressures, additional income and savings identified for delivery in 2020/21, the total net budget requirement for the Council is £205,279k. Before any increase in Council tax levels, the resource available in 2020/21 is £201,568k, leaving a gap of £3,711k.
- 4.2. **Appendix 4** provides further detail on resourcing and Council Tax. The gap of £3,711k can be closed through an increase in Council Tax of 3.99%. This is made up of a 2% increase for the Adult Social Care Precept and a 1.99% general increase in Council Tax.
- 4.3. For a typical band A property in Tameside a 3.99% increase in Council Tax will equate to an increase of £39.09 per year, or 75 pence per week.

## **5. BUDGET CONSULTATION (Appendix 17)**

### **Budget Conversation**

- 5.1. It is important that Tameside and Glossop Strategic Commission (Tameside Council and NHS Tameside and Glossop Clinical Commissioning Group) understand the priorities of the public – local residents, businesses, patients and service users. A public engagement exercise was launched on 13 December 2019 and ran until 15 January 2020 to understand their priorities for spending within the context of the financial challenges facing public services. The conversation document is included at **Appendix 17**. This was the second time an engagement exercise focussing on identifying the priorities of the public in terms of the budget has been undertaken by the Strategic Commission jointly as two organisations as opposed to the Council alone.
- 5.2. The engagement took the form of a conversation with the public on providing sustainable public services for the future, and encouraging residents to see themselves as citizens, not just consumers of services. The public were encouraged to complete an online survey to leave comments and feedback through the Conversation including ideas and suggestions for saving money and improving services. The conversation was also supported with attendance at bespoke and existing meetings and forums. In addition, the feedback from all engagement activity across the last 18 months has been reviewed to identify key themes and further inform the budget setting.

### **Statutory Consultation**

- 5.3. The Council also has a statutory duty to consult with businesses and other representatives of non-domestic ratepayers on its annual spending proposals. Businesses have had an opportunity to take part in the budget conversation, and this is being supported by a further process of sharing the Executive Cabinet budget 2020/21 report when published with non-domestic ratepayers with a deadline of 14 February 2020 for them to provide any comments which can then be considered in the report to Full Council.

### **Council Scrutiny**

- 5.4. Members of the Council's scrutiny panels were also invited to consider this year's budget position and the proposals set out in this report.

## **6. LOOKING FORWARD – THE FIVE YEAR PLAN**

- 6.1. Whilst the budget proposals for 2020/21 present a balanced position (after Council tax increases) the projected gap for 2021/22 and beyond is significant. This is primarily driven by forecast demographic and other cost pressures, particularly in Adults and Children's services. Whilst further significant investment in Children's Social Care Services it to be made in 2020/21, it is assumed that spending on Children's Social Care will reduce from 2021/22. The scale of this budget gap in future years requires immediate action to ensure transformational changes can be achieved.

**Table 8: Five year Council budget forecast**

	2020/21	2021/22	2022/23	2023/24	2024/25
	'£000	'£000	'£000	'£000	'£000
<b>Proposed total budget</b>	205,279	212,907	215,668	221,611	227,637
<b>Total resources</b>	(205,279)	(193,247)	(194,414)	(194,839)	(196,343)
Previous year's (surplus)/deficit	0	0	19,661	21,254	26,772
Current year (surplus)/deficit	0	19,660	1,594	5,518	4,522
<b>Cumulative (surplus)/deficit</b>	<b>0</b>	<b>19,661</b>	<b>21,254</b>	<b>26,772</b>	<b>31,294</b>

**Opportunities For Future Savings**

- 6.2. **STAR procurement** - In September 2018, the Council formally joined the STAR procurement shared service, a partnership arrangement between Stockport, Trafford and Rochdale. This will provide the Council with much needed capacity and expertise in an area that previously had limited resources. Limited procurement savings have been assumed in 2020/21 and it is anticipated that significant savings can be achieved in future years as we accelerate the review of contracts and areas of high spend.
- 6.3. **Strategic Asset Management Plan and Estates Strategy** -. Development of an effective Strategic Asset Management Plan and associated estates strategy, which supports the delivery of £2.4bn investment, delivers One Public Estate, generates income, realises recyclable capital receipts and provides a strategic approach to our capital programme and major projects, realising opportunities for integrated health hubs, new housing and local jobs for local people. An economy wide strategy and plan for the utilisation of the estate is expected to identify efficiencies in how we use our assets, which should result in financial savings for the economy.
- 6.4. **Economic Strategy** - Implementation of a Vibrant Economy Strategy to support new and indigenous businesses, creation of new jobs, a skilled workforce and increase in apprenticeships.
- 6.5. **Housing Strategy** - Develop and implement a new Housing Strategy and Delivery Plan and framework of delivery partners, to support the development of new homes and to raise standards in the private rented sector.
- 6.6. **Service Planning and Service Improvement** - A further drive on service planning and service improvement is planned for 2020 to identify further efficiencies and different models for service delivery. The Council will continue to seek opportunities to work with our partners across the economy and deliver services in different, more efficient and effective ways.
- 6.7. **Workforce Development and Agile working** - As our models of service delivery change, the opportunities for new and different ways of working increase. The economy wide estates strategy and new service delivery models are expected to offer new ways of working which may also offer financial savings.
- 6.8. **Digital Strategy** - Technology is an integral part of modern day life, and IT developments will contribute to new ways of working and new service delivery models.

**7. EQUALITIES IMPACT ASSESSMENT**

- 7.1. The Council is required to prepare a balanced budget for 2020/21. Wherever possible, the budget proposals seek to minimise costs and maximise efficiencies, whilst protecting public services. The Council has a specific equality duty to assess the likely impact of proposed policies and practices on protected groups under equality legislation to ensure that

decisions are taken with due regard to the need to eliminate unlawful discrimination, advance equality of opportunity and foster good relations.

- 7.2. The budget proposals include a number of savings proposals across service areas which may have a direct or indirect impact on groups of people with protected equality characteristics. When submitting savings proposals, service areas were required to submit a detailed template assessing the savings proposal, including the anticipated impact of the savings and whether an Equalities Impact Assessment was required. Services have or will undertake Equalities Impact Assessments where they have determined that the proposals will have an impact on service delivery.
- 7.3. The proposed increase in Council Tax will affect every household in the borough. Each year the Council aims to set a fair level of council tax as part of the balance between protecting public services within the resources available to finance the budget. The Council continues to operate a Council Tax support scheme for those on low incomes and we are satisfied that the potential negative impact of a Council Tax increase (section 4) is minimal and will continue to be monitored.

## **8. CAPITAL INVESTMENT (Appendix 18)**

- 8.1. A three year capital programme was approved in October 2017 and since then a number of changes have been approved by Executive Cabinet to add additional schemes to the programme. Future investment plans are subject to available resources and the realisation of available capital receipts, however the current plans would see investment in excess of £200million over the four year period 2017 to 2021. The current approved and earmarked programme is set out in **Appendix 18**.
- 8.2. The CIPFA prudential code, which governs how Local Authorities account for and manage capital assets, requires the production of a comprehensive capital strategy, which stretches many years into the future. Work was completed in early 2019 to assess the additional capital demands for the next 5 years that are on top of the current approved investment programme. The result of this work is set out in **Appendix 18**. The capital strategy indicates that the level of investment required over the next five years is £124m which is in addition to the current programme and earmarked schemes. Further work is currently being undertaken to assess and update these indicative capital plans, and to determine the affordability and financing of this additional required investment before any schemes are put forward for full approval. This review will be informed by the Strategic Asset Management Plan and the forecast levels of capital receipts.

## **9. PAY POLICY STATEMENT**

- 9.1. The Pay Policy Statement for 2020/21 is set out in **Appendix 19**.
- 9.2. The Pay Policy Statement sets out the Council's approach to pay policy in accordance within the requirements of Section 38 of the Localism Act 2011. This pay policy applies for the year 2020/21 unless replaced or varied by Full Council.
- 9.3. It does not cover teaching staff whose salaries and terms and conditions of employment are set by the Secretary of State. Academy Schools are an entirely separate legal entity from the Council and are covered by Academies Act 2010 and as a separate employer are responsible for setting salaries for their employees.
- 9.4. The purpose of the Pay Policy Statement is to ensure transparency and accountability with regard to the Council's approach to setting pay. The Pay Policy Statement has been

approved by Council and is publicised on the Council's website in accordance with the requirements of the Localism Act 2011 in March each year.

## **10. TREASURY MANAGEMENT STRATEGY 2020/21 (Appendix 20)**

- 10.1. The Treasury Management service is an important part of the overall financial management of the Council's affairs. At 31 March 2019 the Council had £105m of investments which need to be safeguarded, and £111m of long term debt, which has been accrued over the years to help to fund the Council's capital investment programmes. The Council is also the lead authority responsible for the administration of the debt of the former Greater Manchester County Council on behalf of all ten Greater Manchester Metropolitan Authorities. As at 31 March 2019, this represented a further £59m of debt. The significant size of these amounts requires careful management to ensure that the Council meets its balanced budget requirement under the Local Government Finance Act 1992. Generating good value for money is therefore essential, in terms of both minimising the cost of borrowing and maximising the return on investments
- 10.2. Under the Local Government Act 2003, the Department for Communities and Local Government issued in March 2010 revised "Guidance on Local Government Investments". The 2003 Act requires an authority "to have regard" to this guidance. Part of this guidance is that "A local authority shall, before the start of each financial year, draw up an Annual Investment Strategy for the following financial year, which may vary at any time. The strategy and any variations are to be approved by the full Council and are to be made available to the public." This strategy is set out in **Appendix 20**.
- 10.3. The Treasury Management Strategy also sets out the estimated borrowing requirement for both Tameside MBC and the Greater Manchester Metropolitan Debt Administration Fund (GMMDAF), together with the strategy to be employed in managing the debt position.

## **11. CAPITAL STRATEGY 2020/21 (Appendix 21)**

- 11.1. The CIPFA Prudential Code (revised 2017) now requires that the Council produces an annual Capital Strategy. The Strategy provides a long term context in which capital decisions are made, the approach for governance for those decisions, and also information on the Council's approach towards treasury management and other investments. The Capital Strategy for 2020/21 is attached at **Appendix 21**.
- 11.2. The Capital Strategy is the Council's framework for the allocation and management of capital resources within the authority, which takes account of the Council's key priorities in the Corporate Plan. It forms a key part of the Council's integrated revenue, capital, and balance sheet planning with a view towards deliverability, affordability, and risk.
- 11.3. The Capital Strategy identifies the current capital programme and the processes that are carried out to maintain an ongoing investment plan together with the links between its objectives and that of the Corporate Plan. It also gives an insight into how the strategy might develop in terms of achieving the priority outcomes in the next 5-10 years and beyond.

## **12. LEGAL CONSIDERATIONS**

- 12.1. The obligation to make a lawful budget each year is shared equally by each individual Member. In discharging that obligation, Members owe a fiduciary duty to the Council Taxpayer. The budget must not include expenditure on items which would fall outside the Council's powers. Expenditure on lawful items must be prudent, and any forecasts or assumptions such as rates of interest or inflation must themselves be rational. Power to

spend money must be exercised bona fide for the purpose for which they were conferred and any ulterior motives risk a finding of illegality. In determining the Council's overall budget requirement, Members are bound to have regard to the level of Council Tax necessary to sustain it. Essentially the interests of the Council Taxpayer must be balanced against those of the various service recipients.

- 12.2. Within this overall framework, there is of course considerable scope for discretion. Members will bear in mind that in making the budget; commitments are being entered which will have an impact on future years. Some such commitments are susceptible to change in future years, such as staff numbers which are capable of upward or downward adjustment at any time. Other commitments however impose upon the Council future obligations which are binding and cannot be adjusted, such as loan charges to pay for capital schemes. Only relevant and lawful factors may be taken into account and irrelevant factors must be ignored.
- 12.3. Under the Member Code of Conduct members are required when reaching decisions to have regard to relevant advice from the statutory Chief Finance Officer, and the Monitoring Officer. Section 114 of the Local Government Finance Act 1988 obliges the Chief Financial Officer to prepare a report (to full Council) if it appears that the expenditure the Authority proposes to incur in a financial year is likely to exceed its resources available to meet that expenditure.
- 12.4. Similarly, the Council's Monitoring Officer is required to report to Full Council if it appears that a decision has been or is about to be taken which is or would be unlawful or would be likely to lead to maladministration. Under section 25 of the Local Government Act 2003 the Chief Financial Officer is now required to report to the authority on the robustness of the estimates made for the purposes of the calculations required to be made by the Council.
- 12.5. Section 91 of the Local Government Act 2000 provides that an External Auditor may issue an "Advisory Notice" if s/he has reason to believe that an Authority is about to take a course of action which, if pursued to its conclusion, would be unlawful and likely to cause a loss or deficiency. This power is to be used where the matter is significant either in amount or in principle or both. A local authority must budget so as to give a reasonable degree of certainty as to the maintenance of its services. In particular local authorities are required by section 32 of the Local Government Finance Act 1992 to calculate as part of their overall budget what amounts are appropriate for contingencies and reserves. The Council faces various contingent liabilities set out in the main budget report. Furthermore the Council must ensure sufficient flexibility to avoid going into deficit at any point during the financial year. In addition to advising on the robustness of the estimates as set out above, the Chief Financial Officer is also required to report on the robustness of the proposed financial reserves.
- 12.6. Apart from statutory duties relating to specific proposals the Council must consider its obligations under the Equality Act. In broad terms this means that the Council has a duty to have due regard to the need to eliminate discrimination and advance equality of opportunity between all irrespective of whether they fall into a protected category such as race, gender, religion, etc. Having due regard to these duties does not mean that the Council has an absolute obligation to eliminate discrimination but that it must consider how its decisions will contribute towards meeting the duties in the light of all other relevant circumstances such as economic and practical considerations. In carrying out the work to identify proposals for 2020/21 officers will have due regard to how the equality duty can be fulfilled in relation to the proposals overall. Detailed consultation processes and equality impact assessments will be carried out for specific proposals prior to final decisions being made where required.
- 12.7. The Localism Act and the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012 introduced "Disclosable Pecuniary Interests" and new rules on the grant of dispensations to allow Council Members to take part in or vote on matters in which they

have a Disclosable Pecuniary Interest (“DPI”). Where a Member has a DPI, they cannot speak and/or vote on a matter in which they have such an interest, unless they have obtained a dispensation in accordance with the requirements of section 33 of the Localism Act. The grounds for the grant of a dispensation under section 33(2) of the Localism Act are, if, after having regard to all relevant circumstances, the Council considers that:

- Without the dispensation the number of Members prohibited from participating/voting in any particular business would be so great a proportion of the body transacting the business as to impede the transaction of the business.
- Without the dispensation the representation of different political groups on the body transacting any particular business would be so upset as to alter the likely outcome of any vote relating to the business.
- The grant of the dispensation would be in the interests of the inhabitants of the borough.
- Without the dispensation every Member of the Executive would have a DPI prohibiting them from participating/voting in any particular business to be transacted by the Executive.
- It is otherwise appropriate to grant the dispensation.

12.8. At its meeting on 18 September 2012, the Council delegated to the Monitoring Officer the power to grant dispensations. Any grant of a dispensation must specify how long it lasts for, up to a maximum period of four years. Previously, the old “national” model Code of Conduct for Members specifically stated that Members would not have a prejudicial interest in certain circumstances that potentially affected the majority or a large number of Members. These general exemptions included an interest in any business of the Council which related to setting Council Tax or a precept under the Local Government Finance Act 1992. The new arrangements on DPIs introduced by the Localism Act do not reproduce any of the “general exemptions”.

12.9. All Members are likely to have a pecuniary interest in relation to the setting of the Council Tax through their ownership / occupation of property in Tameside in common with any resident of the Borough or indeed anyone who stands as a Councillor. In the Monitoring Officer’s opinion, the transaction of business relating to these matters would be impeded unless a dispensation was granted.

12.10. In these circumstances, the Monitoring Officer intends to grant dispensations to all members to allow members to participate in and vote on the setting of the Council Tax or a precept (and matters directly related to such decisions including the budget calculations). It will be necessary for all councillors to apply for dispensations to take part in the meeting at Full Council.

### 13. RECOMMENDATIONS

13.1. This report and the following recommendations will be considered by Executive Cabinet and Strategic Commissioning Board during February 2020, but will require approval by Full Council. Full Council are asked to:

- a) Note the significant financial challenges and risks set out in this report;
- b) **Approve** the budgeted net expenditure for the financial year 2020/21 of £205,279k as set out in section 3 and **Appendix 1**, noting the significant pressures outlined in **Appendix 2**;
- c) **Approve** the proposed savings to be delivered by management outlined in section 3 and **Appendix 3**, noting the additional detail provided in **Appendices 7 to 16**.

- d) **Approve** an uplift to fees and charges as set out in **Appendix 22**;
- e) **Approve** the advance payment of three years employer pension contributions as set out in paragraphs 3.16 to 3.20;
- f) **Approve** the proposed resourcing of the budget as set out in **Appendix 4**, including the use of £12,395k of reserves;
- g) **Approve** a 3.99% increase to Council Tax for Tameside MBC for 2020/21, consisting of a 1.99% general increase and 2% Adult Social Care precept;
- h) Note that the budget projections set out in section 6 assume a 1.99% per annum increase in general Council Tax through to 2024/25. The budget projections also assume that there is no further reduction to current levels of Government funding;
- i) **Accept** the Director of Finance's assessment of the robustness of the budget estimates and adequacy of reserves as set out in **Appendix 5**. Following this, determine that the estimates are robust for the purpose of setting the budget and that the proposed minimum General Fund Balance is adequate;
- j) **Approve** the proposed minimum General Fund Balance of £27.2m set out in **Appendix 6**;
- k) **Approve** the Reserves Strategy and the proposed rationalisation and consolidation of reserve balances as set out in **Appendix 6**;
- l) Note the position on the Capital Programme (Section 8 and **Appendix 18**) previously approved by Executive Cabinet, and the forecast future investment requirements;
- m) **Approve** the Pay Policy Statement for 2020/21 as set out in section 9 and **Appendix 19**;
- n) **Approve** the Treasury Management Strategy 2020/21, which includes the proposed borrowing strategy, Annual Investment Strategy and Minimum Revenue Provision Policy (**Appendix 20**);
- o) **Approve** the Capital Strategy 2020/21 (**Appendix 21**).
- p) **Approve** an increase in the child allowance fees payable to Tameside Foster Carers and Relative Carers for the financial year 2020/21 in line with the weekly minimum rates as determined by the department of Education, together with a corresponding increase to the related allowances payable;
- q) **Approve** an increase in the personal allowance rate payable in 2020/21 to eligible and relevant care leavers living independently, to the same level as the Job Seekers Allowance rate payable for 18-24 year olds as determined by the Department for Work and Pensions; and
- r) **Approve** delegated authority to the Directors (in consultation with the Section 151 officer) to agree any uplifts required to other contractual rates from 1 April 2020 which Directorates will manage within their approved budgets for 2020/21.

## **LIST OF TABLES**

Table 1: Forecast 2019/20 outturn as at 31 December 2019.

Table 2A: Strategic Commission Gross Budgets 2020/21

Table 2B: Strategic Commission Net Budget Forecast 2020/21 to 2024/25

Table 3: Changes to budget requirement since February 2019

Table 4A: Analysis of Total 2020/21 Pressures

Table 4B: Pressures by Service Area for 2020/21

Table 5: Targeted Use of Reserves 2020/21

Table 6: Analysis of 2020/21 Savings and Additional Income

Table 7: New savings to be delivered by Management

Table 8: Five year Council Budget Forecast 2020/21 to 2024/25

# Appendix 1 Revenue Budget and MTFP Summaries

## 2020/21 Whole Council Revenue Budget

Service Area	Revenue Budget £
Adults	38,444,000
Children's Services	60,192,000
Individual Schools Budgets	0
Population Health	15,410,000
Quality and Safeguarding	216,360
Operations and Neighbourhoods	52,947,860
Growth	11,077,070
Governance	9,735,000
Finance & IT	7,936,240
Capital and Financing	995,500
Corporate Costs	4,439,360
Contingency	3,885,610
<b>Grand Total</b>	<b>205,279,000</b>

Spend Analysis	Revenue Budget £
<b>Expenditure</b>	
Employees	101,035,770
Premises Related Expenditure	12,478,120
Transport Related Expenditure	10,171,365
Supplies and Services	79,745,545
Transfer Payments	189,167,496
Recharge Expenses	4,181,210
Third Party Payments	148,241,895
Capital Items & Reserve Movements	1,264,450
Capital Financing Costs	10,594,000
<b>Expenditure Total</b>	<b>556,879,851</b>
<b>Income</b>	
Customer and Client Receipts	(49,931,360)
Government Grant Income	(245,512,676)
Interest Income	(9,690,700)
Other Grants Reimbursements and Contributions	(1,641,430)
Recharge Income	(33,354,135)
Other Income	(11,470,550)
<b>Income Total</b>	<b>(351,600,851)</b>
<b>Grand Total</b>	<b>205,279,000</b>

# Appendix 1 Revenue Budget and MTFP Summaries

## 2020/21 Whole Council Medium Term Financial Plan

	2020/21	2021/22	2022/23	2023/24	2024/25
	'£000	'£000	'£000	'£000	'£000
<b>Previous Year's Net Budget</b>	<b>196,803</b>	<b>205,279</b>	<b>212,907</b>	<b>215,668</b>	<b>221,611</b>
Move general grants from service budget to resourcing	0	0	0	0	0
Removal of prior year non-recurrent budget	(209)	0	0	0	0
<b>Revised net budget</b>	<b>196,594</b>	<b>205,279</b>	<b>212,907</b>	<b>215,668</b>	<b>221,611</b>
<b>Service Pressures</b>					
Staffing related cost pressure	4,342	7,609	6,060	6,132	6,132
Demographic pressures	10,584	(2,433)	(1,515)	(900)	(900)
Inflationary pressures	1,915	1,501	254	290	290
Reduction in other fees/charges/income	912	(267)	(400)	(50)	(50)
Grant reduction	205	3,460	(77)	(22)	(22)
Other service pressures	5,326	(1,767)	(417)	364	364
<b>Total service pressures</b>	<b>23,284</b>	<b>8,103</b>	<b>3,906</b>	<b>5,814</b>	<b>5,814</b>
Undelivered savings	0	0	0	0	0
Existing savings to be delivered by management	(1,151)	(169)	(1,245)	22	0
New savings to be delivered by management	(5,138)	(304)	99	99	0
New funding	(5,935)	(2)	1	8	212
Fees & charges	(825)	0	0	0	0
Vacancy factor	(1,550)	0	0	0	0
<b>Total service reductions</b>	<b>(14,599)</b>	<b>(475)</b>	<b>(1,145)</b>	<b>129</b>	<b>212</b>
<b>Net budget increase/(decrease)</b>	<b>8,685</b>	<b>7,628</b>	<b>2,761</b>	<b>5,943</b>	<b>6,026</b>
<b>Proposed total budget for year</b>	<b>205,279</b>	<b>212,907</b>	<b>215,668</b>	<b>221,611</b>	<b>227,637</b>

# Appendix 1 Revenue Budget and MTFP Summaries

## 2020/21 Whole Council Medium Term Financial Plan

	2019/20	2020/21	2021/22	2022/23	2023/24
	'£000	'£000	'£000	'£000	'£000
<b>Proposed total budget for year</b>	<b>205,279</b>	<b>212,907</b>	<b>215,668</b>	<b>221,611</b>	<b>227,637</b>
<b>Resources</b> <i>(Assumes increase in Council Tax)</i>					
Revenue Support Grant	0	0	0	0	0
Business Rates baseline	(53,896)	(54,974)	(56,074)	(57,195)	(58,339)
Business Rates Top Up	(30,378)	(29,300)	(28,201)	(27,079)	(25,935)
Business Rates section 31 grant	(5,479)	(5,479)	(5,479)	(5,479)	(5,479)
Business Rates 100% retention pilot	(2,485)	0	0	0	0
Council Tax	(96,762)	(99,069)	(101,429)	(103,844)	(106,315)
Collection fund surplus	(2,500)	(2,500)	(2,500)	(1,000)	0
New homes bonus	(1,384)	(483)	(319)	0	0
Use of reserves	(12,395)	(1,442)	(413)	(242)	(275)
<b>Total resources</b>	<b>(205,279)</b>	<b>(193,247)</b>	<b>(194,414)</b>	<b>(194,839)</b>	<b>(196,343)</b>
Previous year's (surplus)/deficit b/fwd	0	0	19,661	21,254	26,772
Current year (surplus)/deficit	0	19,660	1,594	5,518	4,522
<b>Imbalance (surplus)/deficit cumulative</b>	<b>0</b>	<b>19,661</b>	<b>21,254</b>	<b>26,772</b>	<b>31,294</b>

# Appendix 1 Revenue Budget and MTFP Summaries

## 2020/21 Budget Movements by Directorate

	Adults £000	Children's - Social Care £000	Children's - Education £000	Population Health £000	Growth £000
<b>Previous Year's Net Budget</b>	<b>37,469</b>	<b>48,640</b>	<b>6,002</b>	<b>16,092</b>	<b>8,825</b>
Budget adjustments	30	342	5	(603)	305
Removal of prior years non-recurrent budget	0	0	0	(209)	(109)
<b>Revised net budget</b>	<b>37,499</b>	<b>48,982</b>	<b>6,007</b>	<b>15,280</b>	<b>9,021</b>
<b>Service Pressures</b>					
Staffing related cost pressure	2,135	759	87	31	561
Demographic pressures	769	9,500	315	0	0
Inflationary pressures	0	0	0	435	220
Reduction in other fees/charges/income	0	0	0	0	0
Grant reduction	205	0	0	0	0
Other service pressures	0	250	0	0	2,258
<b>Total service pressures</b>	<b>3,109</b>	<b>10,509</b>	<b>402</b>	<b>466</b>	<b>3,039</b>
<b>Service Reductions</b>					
Undelivered savings	0	0	0	0	0
Existing savings to be delivered by management	(790)	0	0	(326)	0
New savings to be delivered by management	0	0	(100)	0	(500)
New funding	(493)	(5,230)	0	0	0
Fees & charges	(356)	0	(24)	0	(122)
Vacancy factor	(309)	(301)	(53)	(9)	(362)
<b>Total service reductions</b>	<b>(1,948)</b>	<b>(5,531)</b>	<b>(177)</b>	<b>(335)</b>	<b>(984)</b>
<b>Net budget increase/(decrease)</b>	<b>1,161</b>	<b>4,978</b>	<b>225</b>	<b>131</b>	<b>2,055</b>
<b>Proposed total budget for year</b>	<b>38,660</b>	<b>53,960</b>	<b>6,232</b>	<b>15,411</b>	<b>11,076</b>

# Appendix 1 Revenue Budget and MTFP Summaries

## 2020/21 Budget Movements by Directorate

	Operations & Neighbourhoods £000	Governance £000	Finance £000	Corporate £000	Total £000
<b>Previous Year's Net Budget</b>	<b>50,672</b>	<b>9,098</b>	<b>4,785</b>	<b>15,222</b>	<b>196,803</b>
Budget adjustments	(45)	130	2,308	(2,472)	0
Removal of prior years non-recurrent budget	0	0	0	109	(209)
<b>Revised net budget</b>	<b>50,627</b>	<b>9,228</b>	<b>7,093</b>	<b>12,859</b>	<b>196,594</b>
<b>Service Pressures</b>					
Staffing related cost pressure	765	725	159	(880)	4,342
Demographic pressures	0	0	0	0	10,584
Inflationary pressures	236	3	0	1,021	1,915
Reduction in other fees/charges/income	882	30	0	0	912
Grant reduction	0	0	0	0	205
Other service pressures	1,650	84	1,584	(500)	5,326
<b>Total service pressures</b>	<b>3,533</b>	<b>842</b>	<b>1,743</b>	<b>(359)</b>	<b>23,284</b>
Undelivered savings	0	0	0	0	0
Existing savings to be delivered by management	(100)	(105)	(40)	210	(1,151)
New savings to be delivered by management	(582)	0	(800)	(3,156)	(5,138)
New funding	0	0	0	(212)	(5,935)
Fees & charges	(254)	(47)	(2)	(20)	(825)
Vacancy factor	(275)	(182)	(59)	0	(1,550)
<b>Total service reductions</b>	<b>(1,211)</b>	<b>(334)</b>	<b>(901)</b>	<b>(3,178)</b>	<b>(14,599)</b>
<b>Net budget increase/(decrease)</b>	<b>2,322</b>	<b>508</b>	<b>842</b>	<b>(3,537)</b>	<b>8,685</b>
<b>Proposed total budget for year</b>	<b>52,949</b>	<b>9,736</b>	<b>7,935</b>	<b>9,322</b>	<b>205,279</b>

# Appendix 1 Revenue Budget and MTFP Summaries

## 2020/21 Forecast Grant Income

Grant	2019/20 £000s	2020/21 £000s
Section 31 Business Rates Grant	7,101	5,479
New Homes Bonus	1,541	1,384
Original Better Care Fund (BCF)	10,969	10,969
i-BCF phase 1	9,428	9,428
i-BCF phase 2	1,633	0
Winter Pressures Grant	1,154	1,154
Social Care Support Grant	1,971	6,698
Troubled Families Grant	516	826
Youth Justice Grant	457	457
Housing Benefit Administration Grant	805	810
Private Finance Initiative (PFI) Grant	14,196	14,196
Dedicated Schools Grant	122,935	129,991
Teachers Pay Grant	975	975
Teachers Pension Grant	1,884	3,208
Housing Benefits - Mandatory Rent Allowances: subsidy	70,529	61,214
Housing Benefits - Mandatory Rent Rebates outside HRA: subsidy	2,280	2,201
Universal Infant Free School Meals	1,670	1,673
Post 19 adult Education	823	823
Pupil Premium Grant	7,629	7,591
Community Safety Funding	244	244
Communities Fund	100	100
A Bed Every Night	270	270
Rough Sleepers Initiative	442	442
Flexible Homelessness Support Grant	323	328
Homelessness Reduction Grant	0	149
<b>Total Grants</b>	<b>258,496</b>	<b>259,077</b>

# Appendix 2 Pressures and Growth

## Budget Pressures and Growth

The Council continues to face significant cost pressures from demographic growth and increased costs. In addition, some of the savings identified in 2019/20 have proven too difficult to deliver which increases the budget pressures for 2020/21. The key cost pressures for 2020/21 are summarised below, with further analysis in the Directorate **Appendices 7 to 14**.

	Pressures 2020/21	£000s	Further Detail
<p><b>£3.0m Growth</b> Pressures include planned investments in the Growth Directorate on staffing costs to provide the required capacity to support projects and development work. Growth investment also includes funding for a number of economic growth and development projects which are to be funded from reserves.</p>	Adults	3,109	<i>Appendix 7</i>
	Children's Services	10,509	<i>Appendix 8</i>
	Children's - Education	402	<i>Appendix 9</i>
	Population Health	466	<i>Appendix 10</i>
	Growth	3,039	<i>Appendix 11</i>
	Operations and Neighbourhoods	3,533	<i>Appendix 12</i>
	Governance	842	<i>Appendix 13</i>
	Finance & IT	1,743	<i>Appendix 14</i>
	Corporate	-359	<i>Appendix 14</i>
		<b>Total</b>	<b>23,284</b>

**£1.7m Finance & IT**  
Pressures relate mainly to necessary investment in the Council's Digital Infrastructure, IT hardware and software, to ensure that the Council's IT services remain fit for purpose and able to support evolving service delivery models.

**£3.5m Operations & Neighbourhoods**  
Pressures funded for 20/21 include budget pressures that have arisen due to shortfalls in income from Markets and Car Parking. Additional budget may also be required for the Transport Levy (payable to Greater Manchester Combined Authority) depending on the outcome of the bus reform consultation.

**£3.1m Adults**  
Continuing demographic pressures and cost pressures on contracts due to the impact of the living wage.

**£10.5m Children's Social Care**  
Following a £9.3m additional investment in the service in 2019/20, Children's Social Care is currently forecasting to spend £8.4m in excess of approved budget due to continued increases in numbers of Looked After Children and increasing placement costs. Further detail on the Children's Services Budget is included in **Appendix 8**.

## Targeted use of reserves

New Pressures 2020/21	£000s
<b>Service Pressures</b>	
Demographic Pressures	10,584
Grant Reduction	205
Inflationary Pressures	1,915
Other Service Pressures	5,326
Reduction in other fees/charges/income	912
Staffing Related Cost Pressure	4,342
<b>Total service pressures</b>	<b>23,284</b>

The Council continues to face significant cost pressures from demographic growth – pressures in this area are concentrated in Adults Services, where the needs of a growing older population continue to become more complex, and in Children’s services, where the number of Looked After Children has continued to increase, at the same time as rising placement costs.

Other service pressures include investment required in the Digital Infrastructure of the Council, planned and required investment in the economic infrastructure of the borough, additional financing costs for capital investment, and anticipated contributions to the cost of bus reform in Greater Manchester. Many of these additional investments are to be funded through the targeted application of reserves.

### £1.965m Growth

Reserves have been identified to fund a number of required investments across the borough, including Town Centre Master planning, development of the Strategic Asset Management Plan, Ashton Moss, St Petersfield and Godley Green planning, Tameside One incentive costs, and Mottram Bypass impact report.

### £0.113m Adults

One-off costs anticipated as part of the transfer of services to the ICFT.

### £2.950m Children’s Services

Investment is being made into seven ‘sustainability projects’ which are intended to secure the long term sustainability of Children’s Social Care Services. Further detail on the proposals for Children’s Services are set out in **Appendix 8**.

Targeted Use of Reserves	£000s
Children’s Services	2,950
Growth	1,965
Operations and Neighbourhoods	2,367
Adults	113
<b>Total</b>	<b>7,395</b>

### £2.367m Operations and Neighbourhoods

Reserves are being used in 20/21 to support income budget shortfalls in car parking and markets whilst work is undertaken to review the services and determine the most sustainable future delivery model. Investment is also being made from reserves into future events, selective licensing and the expected contribution to the costs of bus reform across Greater Manchester.

# Appendix 3 Savings Proposals

## Savings identified by Management

A robust process has been undertaken to identify additional areas for savings in 2020/21 and beyond. Proposed savings have been subject to review and challenge by finance, Senior Officers and Members and this review process will continue to monitor delivery of savings and identify new savings for future years. Savings to be delivered by services for 2020/21 are summarised below, with further detailed analysis of savings identified and included in the 2020/21 budget in the Directorate **Appendices 7 to 14**. These savings proposals are in addition to the savings identified during 2018 as part of the 2019/20 budget process.

Directorate	Saving Forecast £000s				
	20/21	21/22	22/23	23/24	24/25
Adults	0	0	0	0	0
Children's Services	0	0	0	0	0
Children's - Education	100	100	100	100	100
Population Health	0	0	0	0	0
Growth	500	1,000	1,000	1,000	1,000
Operations and Neighbourhoods	582	839	839	839	839
Governance	0	0	0	0	0
Finance & IT	800	800	800	800	800
Capital and Financing	2,952	2,499	2,400	2,400	2,400
Corporate Costs	204	204	204	204	204
<b>Totals</b>	<b>5,138</b>	<b>5,442</b>	<b>5,343</b>	<b>5,343</b>	<b>5,343</b>

### £2.952m Capital and Financing

Additional income of £2.4m is to be included in the budget for 20/21 onwards reflecting the expected dividend income from the Council's shareholding in Manchester Airport. This income is based on the level of dividend received in 2019 but is not guaranteed and therefore carries a degree of risk, managed through the Council's reserves holdings. Other savings are due to the level of planned Capital Expenditure being financed from borrowing being lower than originally forecast in 19/20.

### £0.500m Growth

Additional income is expected on completion of rent reviews across the Council's leased estate.

### £0.582m Operations & Neighbourhoods

Reduction to the waste disposal levy payable to the Greater Manchester Combined Authority.

### £0.8m Finance & IT

Savings relate mostly to insurance costs where the budgeted annual contribution to insurance reserves is being reduced following receipt of the insurance actuarial review and proactive claims handling and management.

# Appendix 3 Savings Proposals

## Savings identified by Management

All savings for 2020/21 have been risk assessed and will be closely monitored during the year to ensure delivery.

Directorate	No. of Schemes	RAG Rating	Saving £000s
			20/21
Adults	0		0
	0		0
	0		0
	<b>0</b>		<b>0</b>
Childrens - Social Care	0		0
	0		0
	0		0
	<b>0</b>		<b>0</b>
Children's - Education	1		100
	0		0
	0		0
	<b>1</b>		<b>100</b>
Finance & IT	2		800
	0		0
	0		0
	<b>2</b>		<b>800</b>
Governance	0		0
	0		0
	0		0
	<b>0</b>		<b>0</b>

Directorate	No. of Schemes	RAG Rating	Saving £000s
			20/21
Operations and Neighbourhoods	1		125
	2		457
	0		0
	<b>3</b>		<b>582</b>
Growth	0		0
	1		500
	0		0
	<b>1</b>		<b>500</b>
Population Health	0		0
	0		0
	0		0
	<b>0</b>		<b>0</b>
Corporate Costs	2		204
	0		0
	0		0
	<b>2</b>		<b>204</b>
Capital and Financing	1		552
	1		2,400
	0		0
	<b>2</b>		<b>2,952</b>

## Appendix 4 Resourcing

### Resourcing assumptions and future risks

2019/20 was the fourth and final year of a four year funding settlement for the Council, agreed with the Government. This four year settlement provided the Council with some certainty over funding levels, but has nonetheless resulted in year on year funding reductions. A review of Local Government funding has been ongoing during 2019 (the 'fair funding' review) but has not yet concluded. A full spending review did not take place during 2019 and is not now expected until later in 2020. In September 2019, a one year budget was announced by the Government and in late December 2019 a provisional 2020/21 Local Government Finance Settlement was announced. The resourcing figures included in the budget are based on the provisional finance settlement which will be confirmed in February 2020.

Additional sources of service specific grant income remain limited. Additional Social Care Grant has been announced for 20/21 which will be used to support Children's Social Care Services. New Homes Bonus grant is greater than anticipated but is not expected in future years. The total available resources before any increase in Council Tax are summarised in the table below.

Available Resources	Business Rates & Grants	Council Tax and Collection Fund Surplus	New Homes Bonus Grant	Use of reserves	Total
<b>February 2019 Budget Report</b>					
Resources with 2.99% Council Tax Increase	(86,813)	(97,187)	0	(5,000)	(189,000)
Resources before any Council Tax Increase	(86,813)	(94,439)	0	(5,000)	(186,252)
<b>Changes since February 2019</b>					
Business Rates Income, Top up and grants	(2,940)				(2,940)
Use of 100% retention benefit	(1,319)				(1,319)
100% retention benefit returned from GMCA	(1,166)				(1,166)
Growth in Council Tax Base		(1,112)			(1,112)
New Homes Bonus in excess of forecast			(1,384)		(1,384)
Additional targeted use of reserves				(7,395)	(7,395)
<b>Resourcing before Council Tax Increase</b>	<b>(92,238)</b>	<b>(95,551)</b>	<b>(1,384)</b>	<b>(12,395)</b>	<b>(201,568)</b>

# Appendix 4 Resourcing

## **New Homes Bonus £1,384k**

Changes were made to the New Homes Bonus grant two years ago, introducing a national baseline for housing growth and reducing the period over which the grant is paid to four years from 2018/19. These changes have reduced the amount of grant the Council receives. The level of grant expected in 20/21 is greater than originally anticipated due to additional growth in the Council Tax base, but the funding is for one year only. The future of New Homes Bonus is expected to become clearer later in 2020.

## **Collection Fund Surplus £2,500k**

As a billing authority, the Council is required to maintain a separate 'Collection Fund' for all transactions relating to income from business rates and Council Tax. The Collection Fund is currently in surplus due to Council Tax collection rates being better than originally forecast. The estimated surplus at the end of 2018/19 will be transferred into reserves in 2019/20, and a further surplus is forecast for 2019/20. This surplus can be used to support the budget, and an amount of £2,500k per year will be utilised over the four years 2019 to 2023.

## **Business Rates, Top Up Grant and Business Rates Reliefs Reimbursement Grants £92,238k**

The Council collects Business Rates for its area based on local rateable values provided by the Valuation Office Agency (VOA) multiplied by a uniform Business Rate set nationally by Central Government. The Council retains a proportion of the total collectible rates due. Since 2017/18, the Council has been part of the 100% retention pilot for Greater Manchester which means that the Council retains 99% of total collectible rates, with 1% distributed to the Greater Manchester Fire and Rescue Authority. The Council no longer receives any Revenue Support Grant or Public Health Grant from Central Government as a result.

The Business Rates regime, includes a number of reliefs such as Small Business Rate Relief, Charitable Occupation Relief and a new Retail Discount Relief from 2019/20. Where mandatory reliefs are awarded by the Council, the loss in business rates revenues is reimbursed by Government through grant. The Council also receives a 'Top-Up Grant' for the difference between the level of business rates it is able to collect and the level that Government assesses the Council needs as part of the finance.

The total forecast income from Business Rates and related grants reflects the business rates baseline and top up grant figures in the provision local government finance settlement. The assumed benefit of the 100% retention pilot is based on the level of benefit in 2020/21 being similar to that experienced in 2019/20, and includes an expected return of business rates from Greater Manchester Combined Authority in 2019/20. Any Business Rates income in excess of forecasts will be taken to reserves for future investment. If Business Rates income falls below forecasts, the deficit in year will need to be repaid from reserves in 2021/22.

# Appendix 4 Resourcing

## Council Tax

After taking account of budget pressures, additional income and savings identified for delivery in 2020/21, the total net budget requirement for the Council is £205,279k. Before any increase in Council tax levels, the resource available in 2020/21 is £201,568k, leaving a gap of £3,711k.

After reflecting additional income due to the increase in the Council Tax Base and improved collection rates, there remains a shortfall in resources, which can be closed with a 3.99% increase in Council Tax levels, 1.99% being the general increase and 2% for the Adult Social Care Precept.

The current Government expects Council's to increase Council Tax year on year, and this assumption is built into the Local Government Finance Settlement. Prior to 2018/19, the Government had set a 'referendum limit' of 1.99% for general increases, but this was uplifted to 2.99% for 2018/19 and 2019/20.

For 2019/20, Council Tax was increased by 3.99%, 2.99% being the general increase and 1% for the Adult Social Care Precept. The MTFP approved alongside the 2019/20 budget assumed that general Council Tax increases would continue at a minimum of 2.99%.

The 20/21 provisional settlement has reduced the referendum limit back down to 1.99% for general increases in Council Tax but has extended the Adult Social Care, enabling a further 2% in 2020/21.

Before raising tax, the Council takes steps to ensure that Council Tax income and collection is maximised. A review of Single Person Discounts was undertaken in 2016 and another review commenced in 2019. The Council is proactive in monitoring new build properties to ensure the forecast number of properties reflects expected increases during the year. There is a significant surplus on the Collection Fund relating to Council tax because collection rates have been better than previously assumed. This surplus is being released in 2019/20 to support the budget over the next 4-5 years. The assumed rate of collection was increased in 2019/20 and this is reflected in the resources available before Council Tax increases.

Gap between budget requirement and resources for 2020/21	Gap 2020/21 £000s
<b>February 2019 Budget reported gap:</b>	
Pressures	11,802
Savings and other budget reductions	(3,758)
Reduction in resources (excluding reserves)	3,503
Planned reduction in use of reserves	4,300
<b>Total Gap reported in February 2019</b>	<b>15,847</b>
<b>January 2020 position</b>	
Additional Pressures identified since February 2019	15,782
Additional Savings and Income	(15,350)
Increase in resources before Council Tax Increase	(5,173)
Increase in planned use of reserves	(7,395)
<b>Current Gap before Council Tax Increase</b>	<b>3,711</b>

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# Appendix 5 Statement on Robustness of the Budget Estimates

## **Director of Finance (Section 151 Officer) Statement on Robustness of the Budget Estimates**

The Council is required by law to set a balanced budget for the upcoming financial year. This balanced budget must be based on sound and sustainable assumptions about income and expenditure, the delivery of savings and use of reserves. Under Section 25 of the Local Government Act 2003, the section 151 officer is required to prepare a statement on the adequacy of the proposed financial reserves and the robustness of the budget estimates.

### **Use of reserves and the General Fund balance**

**Appendix 6** considers the reserves and balances of the Council and their anticipated use over the next three years. Previous Budgets have approved the use of reserves to fund one-off initiatives and investments in the revenue budget, and the 2020/21 budget proposes the use of £12.395m of further investment from reserves. £5m is to support the Children's Social Care Budget with a further £7.395m targeted investment to support projects and service improvement across Children's Services, Growth, and Operations & Neighbourhoods. Whilst the level of balances held by the Council is forecast to reduce significantly over the next three years, this is a planned reduction and should still leave the Council with a level of reserves sufficient to cover future medium term risks.

This is a significant investment of reserves into services, with much of the investment to provide time for services to improve and reduce their spending overall. The current level of funding from reserves to support services where improvement plans are in place is unsustainable in the medium term, and it is expected that the time afforded from this investment is used to make the changes necessary and reduce costs during 2020/21 and beyond.

Section 26 of the Local Government Act 2003, places a duty on the Section 151 Officer to ensure the Council has established a minimum level of reserves to be retained to cover any unforeseen demands that could not be reasonably defined within finalising the proposed budget. The Director of Finance is recommending a proposed minimum general fund balance of £27.244m from 1 April 2020, which is which is a small reduction on last year, reflecting the reduced size of the Council's current Capital Programme. Further information is set out in **Appendix 6**.

### **Monitoring and forecasting**

The Council will continue to undertake robust monthly budget monitoring throughout the financial year. This will include specific assessment and monitoring of the delivery of planned savings, and regular review and updating of the MTFP to identify future financial risks at the earliest opportunity. In 2019/20 the Council identified £8.4m of savings, of which some have not been achieved or have been delayed. Further improvements have been made to the robustness in identifying savings ensuring that that risk assessments are completed for all savings in 2020/21 and beyond. Proposed savings have been subject to review and challenge by Finance, Senior Officers and Members and this review process will continue to monitor delivery of savings and identify new savings for future years.

# Appendix 5 Statement on Robustness of the Budget Estimates

## Risk Assessment

The proposals set out in this report will enable the Council to balance the 2020/21 budget, but there remain a number of significant risks which could impact on 2020/21 and future years.

- **Children's Social Care:** The financial pressures in this area are the single greatest risk facing currently facing the Council. Further detail is set out on page 3 of this appendix.
- **Education:** We continue to experience growing pressures in Local Authority funded areas including Home to School Transport and Pupil Support Services. National trends in SEN provision indicate that these pressures may well increase in future years, resulting in further financial pressures. Further detail is set out on page 4 of this appendix.
- **Adults Services:** The Council continues to face significant demographic and other cost pressures which present a significant challenge for future years. The five year forecast plan includes costs pressures in excess of £27m for Adults Services and any notable variation in demographic forecasts and contractual assumptions could have significant financial implications for the Council.
- **Income generation:** A number of pressures have emerged during 2019/20 due to under-recovery of income across the Growth and Operations & Neighbourhoods directorate, with particular pressures in car parking. Targeted use of reserves is planned in 20/21 to review service delivery and establish a sustainable future delivery model.
- **Highways risk management:** Changes to the highways risk management inspection regime, driven in part by a new national code and Greater Manchester Framework, has resulted in a significant increase in the number of highways inspections and consequently led to a significant increase in the number of defects identified and work required. The Council has previously approved significant Capital Investment in highways and additional grant funding has been made available in 2018/19 and 2019/20, however it is not clear whether increased levels of external funding will be sustained.
- **Fair Funding and Business Rates Reset:** Government have committed to a 'fair funding' review for Local Government resourcing for 2020 and beyond, which includes review of business rates, however timescales for the outcome of that review remain unclear. The future funding model and indications of the quantum of funding is not now expected until later in 2020. Whilst the previous MTFP had assumed that funding reductions would continue in the medium term, indications from Government suggest that no further reductions are planned overall for Local Government as a sector. The MTFP, at this stage, therefore assumes that Local Government Funding will be sustained at current levels, but that there will be no significant increases in funding for future years. The continuing lack of certainty over the timing and outcome of the fair funding review, makes planning beyond 2020/21 extremely difficult. Any significant change to the allocation methodology for Local Government Funding could have a significant impact on the MTFP.

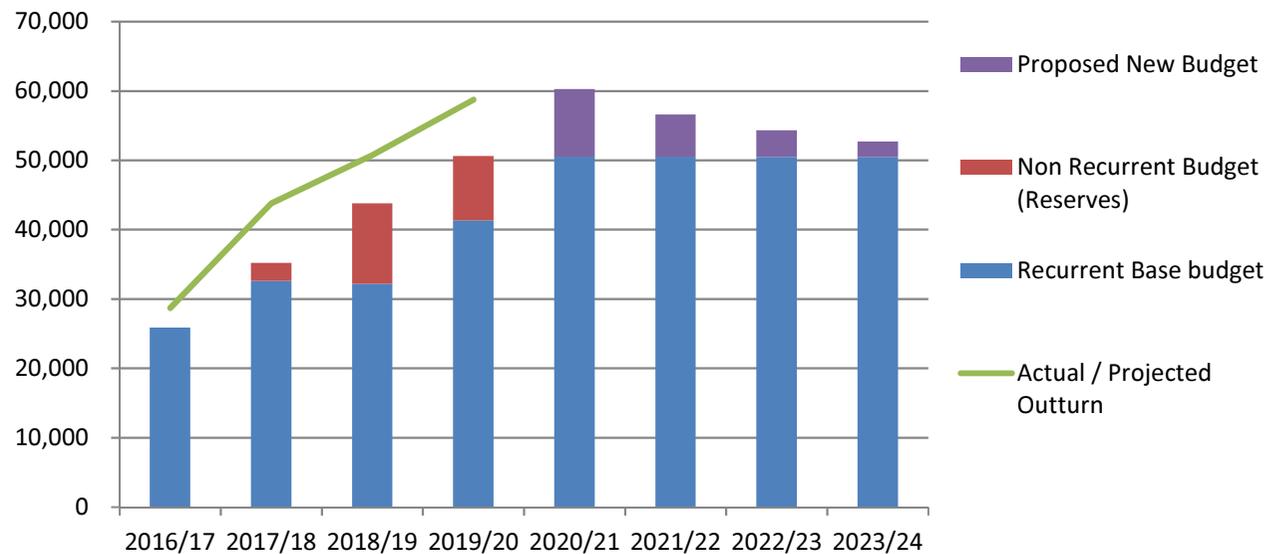
# Appendix 5 Statement on Robustness of the Budget Estimates

## Children's Social Care

The Council has allocated significant additional investment to the directorate budget provision over recent years to support service improvements. In addition the Council has recently allocated a further £2.9m of targeted investment to support Children's Social Care, including 7 key sustainability initiatives from 20/21. The supporting details are contained with the related report approved by the Executive Cabinet on 27 November 2019 that is available via the following link :<https://tamesideintranet.moderngov.co.uk/documents/s69229/ITEM%206a%20-%20Looked%20After%20Children%20Sustainability%20Projects%20FINAL.pdf>

This report also provided details of the potential increased demand based on current year intelligence. This has resulted in an additional £8.4m budget increase to the directorate budget in 20/21 and a sum of £5.2m that will be earmarked in a placements risk reserve. However, the projected net increase in demand in the Looked After population since this report was approved has not materialised and has stabilised at circa 700 / 710, currently at 698 on 28 January 2020. There have though been changes in the demography of the placement mix which includes an increased number of higher tier placements and the exceptional costs of a very small number of recent specialist/bespoke provision. Alongside this there has been a significant rise in legal costs associated with the volume and complexity of Court activity and the number of young people in transitional placements.

In seeking to address this issue of placement mix, work is actively under way to implement the Placement Sufficiency Plan, focusing on improvements across strategic commissioning, placement procurement and brokerage, contract management and quality assurance. Alongside this there is now a Placement and Permanence panel established, individually reviewing each placement/care arrangement, a brokerage service which will manage centrally all contract negotiation and variances to placement fees.



# Appendix 5 Statement on Robustness of the Budget Estimates

## Education

The Dedicated Schools Grant (DSG) provides ring fenced revenue funding for allocation to education providers, allocated in four blocks:

	2019/20	2020/21	Increase
Schools Block (includes Academies)	£162.369m	£169.918m	£7.549m
High Needs Block	£20.782m	£24.599m	£3.817m
Early Years Block	£16.479m	£16.776m	£0.297m
Central Schools Services Block	£0.925m	£0.953m	£0.028m
Total	£200.555m	£212.246m	£11.691m

Schools Block funding is allocated on a per pupil basis and has increased due to an increase in pupil numbers (367 additional pupils) and due to an increase in the funding per pupil from government. The increase in High Needs Funding is also due to an increase in the amount of funding from government and to reflect a growth in pupil numbers. The Early Years Block relates to an increase in the rate.

### High Needs Pressures:

The pressure on High Needs Block funding is currently estimated to be £5m, which after using DSG reserves will leave an overspend of £1.9m. Current pressures can be attributed to:

- The increasing high needs population, special school places and resourced provision
- A continued significant increase in the number of Education Health Care Plans issued
- The SEND Reforms (Part Three of the Children and Families Act) place additional responsibilities and accountabilities on Local Authorities
- Increases in the number of Post 16 placements requiring top up funding and the associated costs are increasing.

A High Needs Review has been carried out. This has been consulted upon with all schools and academies, and has met with agreement. The next phase of this work is to agree an implementation plan, prioritising changes which include: reviewing SEMH provision in the borough; reviewing the Post 16 provision; looking at resource provision and establishing an increase in units in each locality where demand dictates; investigating the establishment of locality budgets; and looking at sustainability and 3 funding rates.

The funding pressures facing the Council are being replicated in local authorities across the country. Pressure on schools budgets, fundamental changes in education policy (Children's and Families Act) and increasing accountability are all impacting. These pressures in the high needs DSG budget impact on the Council budget. Most notably this has caused significant service and financial pressures in our educational psychology and home to school transport services.

# Appendix 5 Statement on Robustness of the Budget Estimates

## Education Capital Funding

The Council receives grant funding for Capital Investment requirements in schools. An allocation of £4.8m was announced in 2018 for the financial years 2019/20 and 2020/21 for places required from September 2020 and 2021. An allocation was expected in spring 2019 to fund places required from September 2022, however no allocations were published last year. Government have indicated that these allocations will now be announced in spring 2020 but no date has yet been given. Decisions around additional school places for 2022 will need to be taken over the next few months, and the absence of a clear funding position for Education Capital Investment places the Council at risk of making commitments without certainty of funding.

## Risk environment

The Council operates in an environment of increasing uncertainty and risk. Throughout the budget preparation process, the impact and likelihood of identified risks has been assessed, to ensure that assumptions are sound and sustainable, and that the level of reserves held by the Council is considered to be prudent and appropriate. As set out in appendix 6, the maintenance of reserves is essential to mitigate against an increasing risk profile.

## Conclusion

In the light of the risk assessment and the details of the budget as set out in this report, which are based on the best information available at the time, and the strength of the Council's Internal Control Systems (validated by External and Internal Audit), **it is the opinion of the Section 151 Officer as the Director of Finance that the budget estimates for 2020/21 are robust, and the level of reserves adequate for the time being.**

**However, the use of reserves at current levels, to provide services with the time to improve, is not sustainable in the long run and the Council needs to ensure robust and transparent management of these services to ensure the delivery of the improvement plans in place. A failure to turn around these budget areas will in turn result in an inability to set a balanced budget in future years.**

This statement is in compliance with Section 25 of the Local Government Act 2003. This is not a guarantee that spending will be within every budget line but it is reasonable to believe that the expenditure can be contained within the overall resource envelope agreed by the Council.

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## Reserves Strategy

The requirement for financial reserves is acknowledged in statute. The Local Government Finance Act requires billing and precepting authorities in England and Wales to have regard to the level of reserves needed for meeting estimated future expenditure when calculating the budget requirement. Local authorities may also set aside parts of the General Fund reserve for specific purposes; these are referred to as Earmarked Reserves.

There are a range of safeguards in place that help to prevent local authorities over-committing themselves financially. These include:

- the balanced budget requirement: sections 31A, 42A of the Local Government Finance Act 1992, as amended;
- The Section 151 Officers' duty to report on robustness of estimates and adequacy of reserves (under section 25 of the Local Government Act 2003) when the authority is considering its budget requirement;
- the legislative requirement for each local authority to make arrangements for the proper administration of their financial affairs and that the proper officer (Director of Finance) has responsibility for the administration of those affairs section 151 of the Local Government Act 1972; and
- the requirements of the Prudential Code.

These requirements are reinforced by section 114 of the Local Government Finance Act 1988 which requires the Director of Finance in England and Wales to report to all the authority's councillors if there is or is likely to be unlawful expenditure or an unbalanced budget. This would include situations where reserves have become seriously depleted and it is forecast that the authority will not have the resources to meet its expenditure in a particular financial year.

Operating reserves and provisions are a vital element of prudent financial management arrangements for all councils, and may be held for a number of different purposes. They can be broadly categorised as three main types:

- A working balance which helps smooth cash flow operation and avoids the need to borrow temporarily (General Fund balances).
- A contingency to cushion the impact of future unexpected events and emergencies (an element within the base revenue budget or general reserves).
- A means of building up funds to meet expected future requirements or liabilities (earmarked reserves).

In addition, the Council maintains a number of technical accounting reserves (unusable reserves) which are required for the interaction of legislation and proper accounting practice. These reserves, which are generally not resource backed, cannot be used by the Council and are held for accounting purposes only.

# Appendix 6 Reserves Strategy

## Review of reserves

Recent changes to local authority funding have significantly increased the level of risk being managed by the Council. The Council is facing a number of significant budget pressures, risks and uncertainties, which combined with future funding uncertainty and general economic and political risk (including the potential impact of Brexit), means that the potential financial exposure of the Council continues to increase.

The Director of Finance has a fiduciary duty to local taxpayers, and must be satisfied that the decisions taken on balances and reserves represent proper stewardship of public funds. The level and utilisation of reserves will be determined formally by the Council, informed by the advice and judgement of the Director of Finance. To enable the Council to reach its decision, the Director of Finance should report the factors that influenced their judgement, and ensure that the advice given is recorded formally.

Section 26 of the Local Government Act 2003, places a duty on the Section 151 Officer to ensure the Council has established a minimum level of reserves to be retained to cover any unforeseen demands that could not be reasonably defined within finalising the proposed budget. The Director of Finance will therefore:

- include in annual the budget report to Council, a statement setting out the proposed minimum level of General Fund Balances to be maintained for the coming financial year; and
- undertake an annual review of the reserves alongside the preparation of the annual financial statements. This annual review will provide a statement on the purpose and levels of reserves held, and make recommendations for any changes to the level or allocation of reserves.

## Use of reserves

Revenue balances can be used to meet the cost of emergencies, unexpected events or un-budgeted statutory items. The Director of Finance can authorise this type of expenditure but must report it to Executive Cabinet at the earliest opportunity.

Revenue balances may also be used to supplement un-budgeted but necessary expenditure that could impact on service delivery if not incurred. The Director of Finance can authorise this expenditure after consultation with the Chief Executive/Executive Leader. The Director of Finance must also ensure that such expenditure would not have a detrimental effect on the overall finances of the Council, and must report it to Executive Cabinet at the earliest opportunity.

# Appendix 6 Reserves Strategy

## Minimum level of general fund balances

Until 2019/20, the Director of Finance had recommended a minimum level of general fund balances at around 3% of the Council's gross annual spend. However, over time the risks facing an organisation can change and as such a more proactive risk based approach is required when setting a minimum level of reserves.

For 2019/20, in the context of the increasing pressures and risks facing the Council and Local Government in general, an analysis of financial risks was undertaken to establish the required minimum level of general fund balances that should be established going forward. The analysis determined that the minimum general fund balance from 1 April 2019 should be set at £28.2m. This minimum level of balances was higher than in previous years, reflecting the increased risk profile facing the Council. Council approved this minimum level in February 2019 which was transferred from the Medium Term Financial Strategy reserve.

The risk assessment for the minimum level of general fund balances has been reviewed and updated as part of the budget setting process for 2020/21. This assessment is set out on the following page. The proposed minimum level of general fund balances from 1 April 2020 is recommended at £27.2m, which is slightly lower than in 2019 reflecting the reduced size of the Council's current Capital programme.

<b>Total Minimum General Fund Balance recommended for 1 April 2020</b>	<b>£27,244k</b>
------------------------------------------------------------------------	-----------------

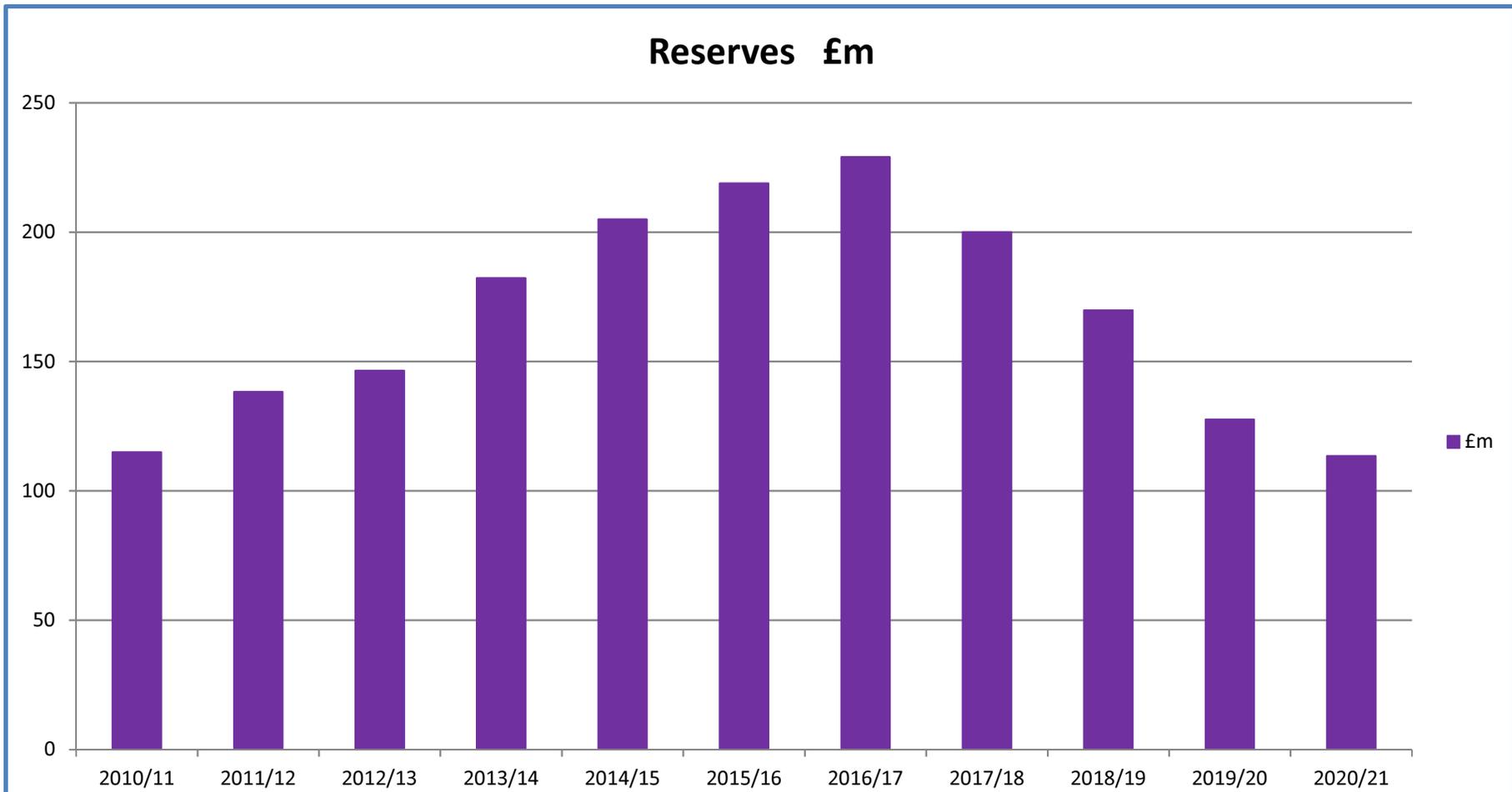
# Appendix 6 Reserves Strategy

## Risk assessed minimum level of general fund balances from 1 April 2020

Risk	£000s	Basis of Assessment
<b><u>Inflation</u></b>		
General Pay Awards exceed assumed increase by 2.5%	928	1% of Employee Costs
General price inflation exceeds current forecasts by 2.5%	1,125	1% of Budget for non-staffing costs
<b><u>Savings and Pressures</u></b>		
Non-delivery of savings identified for coming year	514	10% of savings target for 2020/21
Service specific pressures/investments exceed cost estimates	2,328	10% of Pressures identified for 20/21
<b><u>Service Demand / Demographics</u></b>		
Forecast Demand and Demographics exceed current forecasts:		
Children's Services	6,071	10% of Children's Services net budget
Adult's Services	1,951	5% of Adult's net budget
<b><u>Income</u></b>		
Income forecasts fall short of current forecasts by 5%	2,394	5% of Budgeted Income
Unexpected reductions to Government Grant Income	1,018	2% of Government Grant Income
Unexpected decline in Business Rates Income	525	5% of Gap between forecast rates and safety net
<b><u>Reactive / responsive scenarios</u></b>		
Impact of major disaster or emergency	3,000	Director of Finance Assessment
<b><u>Capital</u></b>		
Capital Receipts not realised or delayed	1,850	5% of current forecast capital receipts
Capital Financing Costs exceed current estimates	520	5% of Capital Financing Budget
Capital Project delivery / Supply Chain Risk / costs exceed contingencies	5,021	5% of Total Capital Programme
<b>Total Minimum General Fund Balance Required</b>	<b>27,244</b>	

# Appendix 6 Reserves Strategy

Page 95



The Council has been in a strong financial position with regard to reserves which it accumulated over a period of time. However, whilst the Council's current level of reserves remains strong, many of these are to meet known or expected liabilities and for planned investment. By the end for 2019/20 the Council will have invested over £70m on Capital Projects and £37m to support investment in the revenue budget, including Children's Social Care.

# Appendix 6 Reserves Strategy

## Categories of Reserve

Reserves can only be used for the purpose for which they were created. The Executive Cabinet can change the use of the earmarked reserve if it so wishes or move funds between reserves, providing this is not contrary to proper accounting practice. The Director of Finance will make recommendations to Executive Cabinet as part of the annual review of reserves. Reserves are categorised into one of the following, to aid understanding and decision making for reserves:

Category	Description	Approval Required to spend
<b>Accounting reserves</b>	This will include two sub categories: 1) Unusable reserves - those reserves required by proper accounting practice that are not resource backed. 2) General Accounting Reserves - reserves established as good accounting practice for specific accounting purposes (such as the PFI smoothing reserves and Leasing reserves)	Director of Finance
<b>Grants and Contributions</b>	Reserves to hold unspent grants and contributions received from external sources.	1) For the purposes intended by the original contribution - <b>Director of Finance</b> 2) For an alternative purpose - <b>Executive Cabinet</b>
<b>Liabilities and Risk</b>	Reserves held to mitigate against known and anticipated liabilities and risks. This will include for example self insurance reserves.	Director of Finance
<b>Capital Reserves</b>	Capital Receipts, Capital Grants and Reserves earmarked for capital purposes. These reserves are used to finance the capital programme.	Director of Finance
<b>Schools Reserves</b>	Reserves for Schools and Education expenditure, including the ring fenced schools balances.	Director of Finance
<b>Budget Resilience Reserves</b>	Reserves held for planned revenue investment in services, for example reserves set aside for planned investment in Children's Services, and to provide resilience for specific services not covered by general fund balances such as the waste levy reserve.	Executive Cabinet
<b>Strategic Priorities Reserves</b>	Reserves held for planned or intended investment in Strategic Priorities. This will include reserves such as the Care Together Reserve.	Executive Cabinet

# Appendix 6 Reserves Strategy

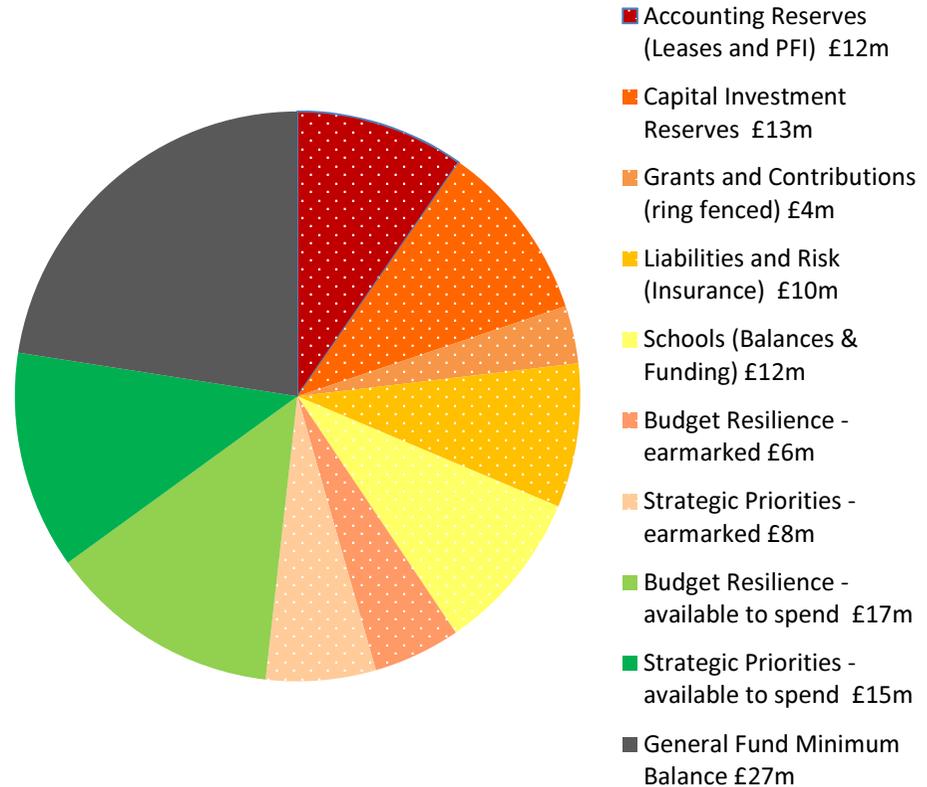
## Categories of Reserve

Existing reserves are categorised in accordance with the reserves strategy which was approved by Council in February 2019. The categories and forecast value of reserves at 31 March 2020 are shown in the chart (right).

Whilst the overall level of reserves held by the Council remains strong. Most of these reserves are earmarked, with only £32m available to spend outside of the general fund. The 2020/21 budget proposes the use of £12.4m of reserves to support the budget, with a further £2.3m assumed over the following 4 years.

## Rationalisation of reserves

As reserves have built up over a number of years, the number of individual reserves have increased, although the purpose of many reserves is very similar. It is therefore proposed that a small number of reserves are consolidated where there is no clear rationale for retaining a separate balance. The proposed changes are set out on the following page.



# Appendix 6 Reserves Strategy

Reserve	Balance at 1 April 2019 £000s	Proposed Consolidation £000s	Move to	Reason for rationalisation	Balance after consolidation £000s	Rename Reserve
AIPM - Hippodrome Theatre	47	(47)	Medium Term Financial Strategy Reserve	Repairs and maintenance costs funded centrally	0	n/a
Local Authority Mortgage Scheme	112	(112)	Medium Term Financial Strategy Reserve	Scheme has now ended	0	n/a
Waste PFI Reserve	6,515	(5,000)	Medium Term Financial Strategy Reserve	PFI contract now ended. Balance to be retained for unexpected changes to the levy	1,515	Levy Smoothing Reserve
NNDR Deficit	10,398	(6,398)	Move to Growth Pilot Reserve	Balance includes 100% retention pilot benefit. £4m to be retained for unexpected losses.	4,000	Collection Fund Deficit Reserve
Business Rates Growth Pilot	472	6,398	From NNDR deficit reserve	100% retention pilot benefit earmarked for general budget support and targeted investment in the Growth Directorate	6,870	Business Rates retention benefit
Resources Budget Strategy	1,150	(1,150)	Medium Term Financial Strategy Reserve	Budget strategy and resilience reserves to be managed through the Medium Term Financial Strategy Reserve	0	N/a
Risk Mgt Initiatives	431	(431)			0	
Emergency Response	251	(251)			0	
Corporate Initiatives	871	(871)			0	
Governance Budget Strategy	5,230	(5,230)			0	
Unspent Revenue Grants	291	(291)			0	
Early Exit Costs	5,069	(5,069)			0	
Adults Budget Strategy	1,767	(1,767)			0	
Health Integration	3,980	(3,980)			0	

# Appendix 7 Director of Adults Budget Proposals

## Budget Proposals 2020/21

### Vision and key priorities:

To enable and empower people to improve or maintain their well-being and live at home as independently as possible, as part of their local neighbourhood, for as long as possible:

- **The right person:** people who need support are identified and prioritised
- **The right time:** to maximise independence, increase resilience and prevent things getting worse
- **The right place:** at home wherever possible, in the community or in a specialist setting – according to need and what is most cost-effective
- **The right support:** just enough to keep people safe and prevent, reduce or delay the need for long term help, delivered by the right people with the right skills
- **The right partner:** working more effectively with individuals, their friends and families and in partnership with other organisations – to achieve more joined-up and cost-effective support.

The essence of ASC services is to support individuals and families to live fulfilled lives with great outcomes in their local neighbourhoods, and as such the services work to support all the Corporate Priorities

### Purpose of the Directorate:

To ensure compliance with statutory duties as detailed in the Care Act 2014 and other legislation, and to ensure individuals are safeguarded and live great lives. The Directorate are responsible for delivering services within the available budget and for exploring opportunities to continually develop services to improve outcomes and efficiency.

2020/21 Budget Analysis	Revenue Budget £
<b>Expenditure</b>	
Employees	22,310,200
Premises Related Expenditure	1,297,050
Transport Related Expenditure	937,810
Supplies and Services	4,634,440
Transfer Payments	113,400
Recharge Expenses	56,560
Third Party Payments	58,278,270
<b>Expenditure Total</b>	<b>87,627,730</b>
<b>Income</b>	
Recharge Income	(274,290)
Customer and Client Receipts	(15,304,120)
Government Grant Income	(24,667,810)
Other Grants Reimbursements and Contributions	(1,038,760)
Other Income	(7,898,750)
<b>Income Total</b>	<b>(49,183,730)</b>
<b>Grand Total</b>	<b>38,444,000</b>

# Appendix 7 Director of Adults Budget Proposals

## Services Delivered

Adult Services provides a wide variety of functions and services including assessment and care management, direct provision of services and a commissioning and contract monitoring function. The service employs approximately 570 staff to deliver these services.

Approximately 70% of all direct provision services are commissioned in the independent sector – this includes residential and nursing care, home care services, 24 hour supported accommodation services for people with learning disabilities and extra care housing. Services are delivered for older people, people with learning disabilities, mental health issues and physical disabilities.

## Achievements and Successes 2019/20:

- Services continued to support people to live independently in their own homes.
- The Support at Home model has been fully rolled out and is demonstrating some really positive outcomes for people.
- Improved quality across local residential and nursing homes as recognised by CQC inspections – 77% of care homes now rated good or outstanding. 94% of home care/supported accommodation rated as good or outstanding.
- Continue to see an increase in the number of people with learning disabilities in paid employment.
- A reduction in the number of younger people being placed in out of area residential placements
- Services were delivered within the allocated budget, though this continues to be supported with additional funding via the improved Better Care Fund (iBCF)
- Following the success of the winter pressures funding in 2018/19 a similar exercise has been undertaken in collaboration with the whole system i.e. ICFT and voluntary and community sector for 2019/20.
- Almost 500 staff, managers, Members and partners have undertaken Autism Awareness training

## How is the service performing?

At the end of 2019 Adult Services were helping 2,879 people to remain in their own homes with some people receiving more than one type of service – 4,647 services provided.

Early help prevention based services are supporting 6,502 people outside the social care system: CRS – 2,701; Grant funded services – 1,848 Health and Wellbeing services 980

95.82% of people completing reablement leave the service with either no package or a reduced package of care; an increase of 5% points on the previous year.

Significant improvement has been made in helping adults with learning disabilities into paid employment 7.47% and is now above the England average 5.9%

At the end of Q2 Tameside achieved 95.59% of people with LD in settled accommodation compared with the England average 77.4% and NW average 88.6%

# Appendix 7 Director of Adults Budget Proposals

## **What are the key challenges and priorities for 2020/21 and beyond?**

- To continue to support people to live independently in their own homes with the appropriate advice, guidance and support.
- Continue to deliver service improvements to support people to remain at home.
- To develop the neighbourhood offer, with all partners, to ensure there are appropriate services for people to live within the borough.
- The development of the local offer to carers.
- An effective progression into adulthood offer to ensure a smooth transition from Children's to ASC.
- A smooth transaction of identified services into the ICFT.
- Continue to improve the quality of in house and commissioned services.
- Full engagement with complex safeguarding model.

## **What does the service need to do to deliver the corporate priorities?**

- A service offer that works consistently and positively with all key stakeholders and partners.
- A good understanding of how best to develop and support resilience with the people we support to create a sustainable and self-managing population.
- A resilient and well-trained and motivated workforce across the whole system.
- Responsive and resilient services that are funded to deliver key services
- A vibrant VCS to meet people's needs and minimising the need for formal services

## **What challenges and risks is the service facing?**

- Seamless delivery of services for local population following transaction of some services into the ICFT.
- Inability to meet the needs of the local population within the identified financial envelope.
- In 2020-21 the iBCF and GM Transformation funding will cease which will leave a significant finance gap in the budget.
- Demographic pressures already known through transition work with Children's Services will place significant financial pressures on ASC – in the next 5 years it is predicted that approximately 46 young people with complex needs will be transitioning through to Adult Services and require a service.
- In 2017 there were approximately 39,600 people aged 65+ living in Tameside. By 2025, the 65+ population is estimated to grow to approximately 45,600 (a 15% increase). Healthy life expectancy for males in Tameside is 58.1 years and for females is 57.6 years; both lower than the England average.

## **How does the service support regional/national priorities or requirements?**

- Continue to develop integrated approaches across the whole system to ensure people are supported to live at home
- Full engagement with the GM H&SC Partnership and GM ADASS programmes
- Develop the local workforce to deliver priorities
- Ensure performance is reviewed as part of core management function (AMT) and take prompt action where performance not delivering.

# Appendix 7 Director of Adults Budget Proposals

## How will the service measure success?

- Increase in the number of people living at home without formal social care services.
- Decrease in the number of residential and nursing care placements
- Increase in the number of people with LD in paid employment
- Increase in the number of people using CRS, leading to reduction in number of A&E attendances.
- Increase in the number of people accessing social prescribing and engaged with assets in their neighbourhoods.
- Increase in the number of people accepting a Direct Payment
- Increase in people reporting that they have a good quality of life and feel in control of how they achieve their outcomes.

## Statutory or legislative obligations:

- Care Act 2014
- Mental Health Act 1983
- Mental Capacity Act 2005
- Housing Grants, Construction and Regeneration Act 1996 - Disabled Facilities Grant Regulations
- Health and Social Care Act 2008 (Regulated Activities) Regulations 2014 – Provision of regulated services.

Service Area*	Revenue Budget £
Adults Senior Management	457,330
Urgent Integrated Care	2,054,020
Long Term Support	8,068,460
Mental Health	2,430,970
Community Response Service	555,610
Reablement	2,795,430
Adults - Out of Hours Team	150,410
Homecare - Support at Home	139,510
Joint Commissioning Service	2,937,090
Localities	9,262,840
Sensory Services	277,390
Shared Lives & Property Management	1,809,800
Residential & Nursing Placements	17,599,610
Supported Accommodation	10,810,780
BCF	(20,905,250)
<b>Grand Total</b>	<b>38,444,000</b>

*\*The allocations between service area budgets are provisional and subject to realignment of gross and net budgets prior to 1 April 2020.*

# Appendix 7 Director of Adults Budget Proposals

## Pressures 2020/21

Description of pressure	Funding	Pressures Forecast £000s - Incremental				
		20/21	21/22	22/23	23/24	24/25
Independent Sector Contracts - Impact of National Living Wage	Recurrent	1,780	1,637	1,755	1,825	1,899
External Contracts - Non NLW elements	Recurrent	-171	0	0	0	0
Impact of Foundation Living Wage - Care Homes & Supported Accommodation Independent Sector Contracts	Recurrent	0	3,773	2,227	2,227	2,227
Demographic Increase	Recurrent	0	0	0	0	0
Transitions from Children's Social Care	Recurrent	296	453	400	400	400
Recurrent investment costs of new services funded by Improved Better Care Fund until 19-20	Recurrent	81	2,578	3	62	63
New Homecare model funded by transformation monies until 19-20	Recurrent	103	863	-99	-103	-113
Independent Living Fund grant reductions	Recurrent	21	19	19	19	19
New NJC pay structure from 1 April 2019 will result in pay cost pressures, particularly at the lower grades.	Recurrent	526	0	0	0	0
Cost pressure on the basis of traditional homecare model	Recurrent	0	620	328	342	355
ICFT Support Functions	Recurrent	360	7	7	8	7
ICFT Support Functions - Non Recurrent	Targeted Reserves	113	-113	0	0	0
		<b>3,109</b>	<b>9,837</b>	<b>4,640</b>	<b>4,780</b>	<b>4,857</b>

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## Budget Proposals 2020/21

Service Area	Revenue Budget £
Assistant Executive Director - Children's	(5,708,450)
Looked After Children	44,524,880
Childrens Safeguarding	2,011,850
Child Protection & Children In Need	7,822,030
Early Help, Early Years & Neighbourhoods	4,932,850
<u>Youth Offending Team</u>	<u>376,840</u>
<b>Grand Total</b>	<b>53,960,000</b>

### **Purpose of the Directorate:**

The purpose and key functions for which the Directorate is responsible are set out in section 18(2) of the Children Act 2004. This includes (but is not limited to) responsibility for children and young people receiving education or children's social care services and all children looked after by the local authority or in custody.

The Directorate is responsible for securing the provision of services which address the needs of all children and young people, including the most disadvantaged and vulnerable, and their families and carers. The Directorate is responsible for the performance of local authority functions relating to the education and social care of children and young people.

The Directorate has a responsibility to -

- work with partners to promote prevention and early intervention and offer early help so that emerging problems are dealt with before they become more serious.
- promote effective care planning for our Looked After Children, caring and effective corporate parenting, with key roles in improving their educational attainment, providing stable and high quality placements, permanency planning, and preparation for adulthood.
- providing Youth Justice services for children involved in the youth justice system (including those leaving custody), secure the provision of education for young people in custody and ensure that safeguarding responsibilities are effectively carried out.
- Providing safe and effective child protection and Child in Need services
- understand local need and secure provision of services taking account of the benefits of prevention and early intervention and the importance of co- operating with other agencies to offer early help to children, young people and families.

The Directorates activities are underpinned by and contributes towards the Corporate priorities, specifically Starting Well, Living Well, Place Based Services and a Vibrant Economy.

# Appendix 8 Director of Children’s Services – Children’s Social Care

## Services provided include -

- Out of hours emergency support
- A multi-agency “front door” access point
- Statutory assessments of need
- Assessment, planning, intervention and review for children in need, child protection and looked after children including care leaver.
- A range of early help assessment and support.
- Youth Offending services
- One of three statutory partners in local safeguarding arrangements

Performance of the Children’s Social Care Services Directorate is currently judged as Requires Improvement to be Good by the regulator, following inspection in May 2019. This is an improved position following an Inadequate judgement in November 2016. Improvement has been slow, but notable improvements have been made. Whilst much more of our activity is now judged to be requires improvement or good, there remains significant inconsistency .

2020/21 Budget Analysis	Revenue Budget £
<b>Expenditure</b>	
Employees	23,693,200
Premises Related Expenditure	235,600
Transport Related Expenditure	440,700
Supplies and Services	3,579,160
Transfer Payments	488,560
Recharge Expenses	44,240
Capital Items & Reserve Movements	(353,280)
Third Party Payments	35,772,720
<b>Expenditure Total</b>	<b>63,900,900</b>
<b>Income</b>	
Recharge Income	(336,200)
Government Grant Income	(9,225,440)
Other Grants Reimbursements and Contributions	(45,000)
Other Income	(334,260)
<b>Income Total</b>	<b>(9,940,900)</b>
<b>Grand Total</b>	<b>53,960,000</b>

## Achievements and successes in 2019/20:

Improvements through 2018/19 was slow, but this picked up in 2019/20. The upward/positive trajectory of many key indicators and the “rolling 12 months” showing a generally positive direction of travel, including a reduction in referrals and re-referrals for statutory services, reduced numbers of children’s subject to a child protection intervention/ plan, or requiring statutory support as a Child in Need.

Notably our reliance on agency Social Work capacity had reduced from circa 35/40% to circa 12/15%

A new operating mode – Signs of Safety - has been successfully launched and significant progress has been made in developing a locality based early help offer and the role out of Team Around the School.

In May 2019 Ofsted recognised the improvements made and regraded our services as Requires Improvement to be Good

## Key priorities for 2020/21 and future years

At this stage in our improvement, although our reliance on agency staffing has now significantly reduced, we retain a focus on further improving our work force stability and moving from a relatively newly qualified Social work staffing group. This is supported by an enhanced work force development offer including a second supported year in practice.

In Tameside we are now getting the basics right most of the time and we are now able to add to the focus on core compliance, a focus upon effective relationship based practice, but there remains a way to go to embed this consistently across the service. Careful planning is now being realised through implementation of a Tameside Model of Practice ("Heart of Practice") centered upon Signs of Safety as the core practice framework, which is being rolled out through a set of stepped development programs for frontline practitioners, supervisors and senior managers in 2019/20. Fully embedding this approach remains a priority for 2020/21.

Our quality audits show that whilst the large majority of casework meets standards that are either Requires Improvement or Good, some casework remains Inadequate, although a relentless focus upon driving up standards does mean that this is reducing, this remains a priority for 2020/21.

The quality of our plans and the timeliness of achieving permanence for our children in care,

The timeliness of some specific elements of casework – most notably Pre Proceedings and CIN, and associated activity across Duty and Locality Services, including assessment, plans and intervention, with improved management oversight and supervision.

We have made good progress on the implementation of a Multi Agency Safeguarding Hub (MASH) and incorporated this within an overarching and locality based operational model spanning Early Help and Social Care, which has the aim of protect and safeguard the most vulnerable children from harm, neglect and abuse by taking a more holistic view of the needs and situation of those most vulnerable, and we would anticipate more fully embedding this in 2020/21.

The number of Looked After Children remains high and this a priority for 2020/21 to ensure that only those children who need to enter care and that once in care plans for permanency are both agreed and implemented in good time. This is supported by our 7 point Looked After Sufficiency plan as referred to in Appendix 5 and approved by Executive Cabinet in November 2019.

## Pressures 2020/21

Description of pressure	Funding	Pressures Forecast £000s - Incremental				
		20/21	21/22	22/23	23/24	24/25
New NJC pay structure from 1 April 2019 will result in pay cost pressures, particularly at the lower grades.	Recurrent	759	0	0	0	0
Placement Costs	Recurrent	6,800	-3,400	-2,000	-1,400	0
7 Sustainability Projects	Targeted Reserves	2,200	0	0	0	0
7 Sustainability Projects - CCG contribution	Targeted Reserves	-300	0	0	0	0
Legal Costs	Targeted Reserves	500	0	-250	-250	0
Regional Adoption Agency - Inter Authority Fees	Targeted Reserves	300	0	0	0	0
Systems Investment / Liquid Logic	Targeted Reserves	250	-250	0	0	0
		<b>10,509</b>	<b>-3,650</b>	<b>-2,250</b>	<b>-1,650</b>	<b>0</b>

# Appendix 9 Director of Children's Services - Education

## Budget Proposals 2020/21

Service Area	Revenue Budget £
Access & Inclusion	2,653,930
Assistant Executive Director - Education	315,260
Schools Centrally Managed - DSG Funded	3,000
School Performance and Standards	190,160
Pupil Support Services	1,337,810
Schools Centrally Managed	1,731,840
<b>Grand Total</b>	<b>6,232,000</b>

### **Purpose of the Directorate:**

The Education Service has a strategic leadership responsibility for the Starting Well priority. In addition improved learning outcomes are vital to all subsequent corporate priorities notably Living Well, Ageing Well and Vibrant Economy.

### **Service Objectives and Services Provided:**

Our Education Service has following key functions:

- Early Years – to ensure sufficient provision is available and that the quality is either good or outstanding
- School Improvement – to ensure that all education provision is either good or outstanding
- Place Planning & Admissions – to ensure we have sufficient school places and that children all have fair access to our schools
- Special Educational Needs – to ensure that all children's needs are accurately assessed at the first opportunity and they receive education provision that meets their needs and helps them to achieve their potential
- Alternative Provision– to deliver provision for children who are too ill to attend school and those who have been permanently excluded from school
- Virtual School – to fulfil our corporate parenting responsibility for children in care
- Specialist Services – to manage resources, governor services, school attendance service, elective home education, children missing education, music service

The statutory functions for which the Directorate is responsible are set out in paragraph 91 of Schools Revenue Funding 2017 to 2018. As outlined in the Schools Strategy the Council is committed delivering more assertive and systematic leadership in order to deliver these key functions. To do this well we will be a credible, effective and responsive partner for schools and central government and have an effective and engaged relationship with all our schools. Our success is dependent on mutual co-operation.

## Appendix 9 Director of Children's Services - Education

### Achievements and successes in 2019/20

- Launched Tameside Loves Reading, 181 volunteers engaged in 46 schools, 2,574 books given to new mums and 1560 reading volunteer hours delivered.
- Increase in proportions of pupils achieving a good level of development at EYFS.
- Pupils made above average progress made in reading and maths between KS1 and KS2.
- Increase in the proportions of pupils achieving standard passes in English and maths at KS4.
- Increase in EET and Participation rates.
- EHC plans maintained by Tameside is 1344 , 977 in 2017 and 828 in 2016.
- The volume of plans completed in the 2018 calendar year was 348, (2017 -166) (2016- 76.)
- 83.8% of young people were placed in their 1<sup>st</sup> choice secondary school compared to 80.8% nationally.
- 91.5% of children were placed in their 1<sup>st</sup> choice primary school compared to 90.6% nationally.
- 85% of 2 year olds are benefitting from universal funded early education places – up from 73% in 2016.
- Completed Personal Education Plans for our looked after children has significantly increased.

# Appendix 9 Director of Children's Services - Education

## Key priorities for 2020/21 and future years

**Greater capacity and stability in the Local Authority team** has enabled a more rigorous approach to School Improvement to be implemented in the Borough. **The small central team operates a brokered model of school to school support.** The team works with **all schools** on a targeted and differentiated basis (maintained, academy and voluntary aided).

A **clear set of borough-wide priorities (Reading, Attendance, Special Educational Needs (SEN) support, progression to Adulthood)** are well understood, which define and bring clarity to the role of the Local Authority.

The impact of targeted work is strong. There has been a **rapid and significant improvement for those schools with the greatest challenges.** The impact of work on **priorities** is also strong with significant **reductions in exclusions**, improvements in **reading progress**, outcomes for children with SEN, attainment at KS4 and Good Level of Development (GLD) outcomes most notable.

However, more work needs to be done to **ensure consistency** in these improvements, across all schools, and for all children. Improvements at **GLD, Phonics and Greater Depth** are still needed and improvement needs to accelerate.

Our **approach and priorities for this year remain unchanged** but we will invest further in targeted work in the Early Years, in evidence-informed practice and in brokering school to school support.

2020/21 Budget Analysis	Revenue Budget £
<b>Expenditure</b>	
Employees	7,964,360
Premises Related Expenditure	103,860
Transport Related Expenditure	2,212,800
Supplies and Services	2,348,330
Third Party Payments	17,820,600
Transfer Payments	257,140
Recharge Expenses	548,870
Capital Items & Reserve Movements	(195,140)
<b>Expenditure Total</b>	<b>31,060,820</b>
<b>Income</b>	
Recharge Income	(1,926,420)
Customer and Client Receipts	(1,150,610)
Government Grant Income	(21,750,440)
Other Income	(1,350)
<b>Income Total</b>	<b>(24,828,820)</b>
<b>Grand Total</b>	<b>6,232,000</b>

# Appendix 9 Director of Children's Services - Education

## Pressures 20/21

Description of pressure	Funding	Pressures Forecast £000s - Incremental				
		20/21	21/22	22/23	23/24	24/25
The number of pupils being assessed as eligible for support with home to school transport has increased significantly over the last few years. This has mirrored an increase in pupils supported with an Education Health and Care Plan .	Recurrent	315	0	0	0	0
New NJC pay structure from 1 April 2019 will result in pay cost pressures, particularly at the lower grades.	Recurrent	87	0	0	0	0
		<b>402</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Appendix 9 Director of Children's Services - Education

## Savings 20/21

Scheme	RAG rating	Initial Comments	Saving Forecast £000s - Incremental				
			20/21	21/22	22/23	23/24	24/25
Teachers Pensions		The teachers pension budget continues to be reviewed and costs are continuing to reduce. The figure is best estimate at this time but should not materially differ and this budget will continue to be reviewed.	100	0	0	0	0
			<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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# Appendix 10 Director of Population Health Budget Proposals

## Budget Proposals 2020/21

Service Area	Revenue Budget £
Public Health	15,410,000
<b>Grand Total</b>	<b>15,410,000</b>

### **Purpose of the Directorate:**

Our purpose is to improve and protect the health and wellbeing of people living and working in Tameside. We work closely with partner organisations to understand and address the wider issues that influence people's health locally:

- Provide public health information and understanding to enable decisions that are based on people's need and what is effective.
- Commissioning and monitoring key Public Health prescribed and non-prescribed services and functions
- work with partners to protect Tameside residents from communicable and non-communicable diseases and environmental hazards.
- Client and commissioning lead for Leisure Services and the capital programme (Active Tameside) – ensure the resilience of these services going forward.

### **Vision and key priorities:**

- Support for Tameside Starting Well partnership and action plan, developing co-located children's neighbourhood teams, integrated 0-19 services with particular focus on infant mortality, child health speech, language and communication needs and school readiness
- Development of integrated specification for 0-19 Healthy Child Programme, recommissioning of breastfeeding peer support
- Review of Active Tameside management fee and contract to 22/23
- Successful opening of new Tameside Wellness Centre and Hyde Pool extension
- Recommissioning a new Health Improvement offer – increasing our focus on tobacco control and asset based community development
- Tackling Substance Misuse issues across the population including via the specialist treatment service
- Improving sexual health outcomes across the system including an open access integrated sexual health service
- Taking a strategic lead role in tackling Domestic Abuse across Tameside
- Launch of Sustainable Food Strategy and partnership action plan
- Launch of Age Friendly Communities Strategy and action plan, including Ageing in Place programme
- Take action to address health inequalities and wider determinants of health by reducing the impact of environmental factors on health such as air quality and the built environment
- Provide specialist support to the wider health and social care system to embed a preventative approach,
- Continue to work with directorates across the Strategic Commission in the design of joint commissioning processes, including across Greater Manchester

# Appendix 10 Director of Population Health Budget Proposals

## Services Delivered (D = delivered; C = commissioned)

Public Health support and advice to wider system (D)  
Health Protection (D): oversight/assurance & local co-ordination of response  
Health Improvement programmes (C): physical activity, smoking cessation/ weight management, oral health  
Integrated specialist substance misuse treatment service (C)  
Integrated Sexual Health service (C)  
Contribution to Domestic Abuse support services (C)  
General Practice Locally Commissioned Services (C): smoking cessation; weight management; LARC; chlamydia screening; health checks  
Starting Well Programme - Healthy Child Programme – Infant feeding, Health Visiting, FNP and School Nursing (C), Early Years/Early Help, Neighbourhood Model  
Public Mental Health Programme (D & C)  
Ageing Well Programme (D&C)

## Achievements and Successes 2019/20:

- Delivery and commissioning of statutory functions for public health
- Alcohol-related admissions reducing and significantly lower than 15/16
- Alcohol-specific mortality has reduced
- Improved emergency hormonal contraception now available in pharmacies (Ellaone), which is more effective and gives women a longer time-frame to access
- Funding secured for new strategic lead post around domestic abuse
- Delivery of successful Leisure capital programme and sustainability programme for commissioned leisure trust.
- Secured additional funding for public health programmes including Physical activity (Local Pilot) and reducing problem Gambling
- Scaled up tobacco programme with successes in reduced prevalence and smoking in pregnancy
- Lead delivery of the local Maternity Transformation Programme, leading and supporting prevention initiatives designed to improve maternal and neonatal outcomes and reduce health inequalities, in support of the national maternity safety ambition, across the local NHS and Council.

## How is the service performing?

Progress against key public health outcomes is monitored nationally and regionally via the Public Health Outcomes Framework ([www.phoutcomes.info](http://www.phoutcomes.info)). Examples are below:

- Smoking status in adults has continued to fall, from 17.6% in 2017 to 17.0% in 2019
- Significant reductions in Smoking in Pregnancy at a faster rate than GM or nationally
- Prevalence of smoking in Routine and Manual workers is generally falling, but rose from 27.1% in 2017 to 28.9% in 2018
- Prevalence of overweight and obesity in reception aged children fallen from 23.4% (2017/18) to 23.2% (2018/19); and in year 6 children fallen from 37.0% to 35.8%.
- Significant increases in physical activity levels (Active People Survey)

## Individual service level KPIs

- Over 2018/19 – 527 people quit smoking in Tameside
- Excellent performance (best in GM) within school aged immunisations
- 1,900 health checks delivered
- Increases in numbers of people accessing support for alcohol from substance misuse service, and successful completions for opiate users

# Appendix 10 Director of Population Health Budget Proposals

## What are the key challenges and priorities for 2020/21 and beyond?

- The continued need to identify further efficiencies and savings continues to present challenges within a reduced programme capacity and the need to further prioritise the overall work programme.
- Embed Public and Population Health in strategic commissioning and the integration of health and care
- Review the Health Protection function to ensure pathways, roles and responsibilities are optimised
- Re-commission Health Improvement Services (smoking and healthy weight) based on PSR principles
- Deliver and commission programmes to deliver on the ambitions across life course areas of the corporate plan
- Promoting Health in All Policies including supporting the further development of the Healthy Spaces/ Clean Air agenda
- Recommissioning of sexual health service including a focus on community-based provision

## What does the service need to do to deliver the corporate priorities?

- Continue to deliver high-quality Population Health advice and support to the system, to ensure that health and prevention are at the core of plans
- maintain a focus on those experiencing the poorest health outcomes through the services we commission and our work with local partners
- Continue to provide universal services for children and adults to support all council priorities. In particular:
  - Very best start in life
  - Longer and healthier lives with good mental health
  - Independence and activity in older age, and dignity and choice

Spend Analysis	Revenue Budget £
<b>Expenditure</b>	
Employees	898,680
Premises Related Expenditure	28,000
Transport Related Expenditure	1,500
Supplies and Services	13,143,890
Recharge Expenses	239,250
Capital Items & Reserve Movements	(55,000)
Third Party Payments	1,235,120
<b>Expenditure Total</b>	<b>15,491,440</b>
<b>Income</b>	
Other Income	(81,440)
<b>Income Total</b>	<b>(81,440)</b>
<b>Grand Total</b>	<b>15,410,000</b>

## How does the service support regional/national priorities or requirements?

- Supports the Health Economy in delivery of the NHS Long Term Plan
- Delivers on subregional priorities and strategies, eg GM Population Health priorities and strategies, GMCA, GM Health and Social Care Partnership
- Leads on the delivery and implementation of national policy eg Better Births

# Appendix 10 Director of Population Health Budget Proposals

## How will the service measure success?

Success can be measured through delivery of our key services and functions, and evidenced through the Public Health Outcomes Framework (PHOF) and the key metrics outlined in the corporate plan.

## Statutory or legislative obligations

The local authority statutory duties for public health services are mainly outlined in the Health and Social Care Act 2012 legislation. They include the duty to improve public health through mandated and non-mandated functions.

## What challenges and risks is the service facing?

- Impact of austerity on public services and health status
- Working to reduce the health gap
- Making the case for prevention - Well-chosen interventions implemented at scale, help avoid poor health, reduce the growth in demand on public services, and support inclusive economic growth.
- The continued need to identify further efficiencies and savings continues to present challenges within a reduced programme capacity and the need to further prioritise the overall work programme.
- Impact of Brexit on local economy and jobs
- High demand in services eg sexual health service with upcoming recommissioning during 20/21, mental health services, health visiting and school nursing

# Appendix 10 Director of Population Health Budget Proposals

## Pressures 20/21

Description of pressure	Funding	Pressures Forecast £000s - Incremental				
		20/21	21/22	22/23	23/24	24/25
New NJC pay structure from 1 April 2019 will result in pay cost pressures, particularly at the lower grades.	Recurrent	31	0	0	0	0
Pressure for part year savings - Drugs & Alcohol contract	Recurrent	0	67	0	34	0
ICFT Community Services Contract Inflation – recurrent 19/20 value - no additional inflation on contract value from 20/21	Recurrent	400	200	200	200	200
Pennine Care Contracts – 19/20 inflation within 20/21 contract value - Service retendered from 1 October 2020	Recurrent	35	-35	0	0	0
		<b>466</b>	<b>232</b>	<b>200</b>	<b>234</b>	<b>200</b>

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# Appendix 11 Director of Growth Budget Proposals

## Budget Proposals 2020/21

### Service Objectives and Services Provided:

The following services are delivered from Growth Directorate:

- **ESTATES** – This council service was brought back in-house 2019 and appointment of a new team is underway. Oversight and senior level management of the CCG and Council estate merged during 2019 under the new Director of Growth, to ensure consistency in delivering the Corporate Plan. A Strategic Asset Management Plan (SAMP) is being developed, including a new Estates Strategy and Disposals Plan, Community Buildings Plan and Commercial Investment Strategy. Estates work with the Investment 7 Development team ensuring One Public Estate and development of integrated Health Hub plans are integral to our wider regeneration programmes. The team also manage a rent roll of c£1.4m; acquisitions and disposals of land and buildings and provide surveying and valuation professional advice on special projects.
- **DEVELOPMENT AND INVESTMENT** – Capital Projects Team oversee major projects, including new buildings, repairs and extensions to property, including Vision Tameside phase 2 and Ashton Town Hall phase 3, schools and leisure buildings, such as Denton Wellness Centre. The team has a client management role with the Local Enterprise Partnership (LEP). The Development & Investment Team manage and deliver major regeneration schemes, town and retail centre programmes, such as Stalybridge Town Challenge. They deliver other major regeneration programmes, such as Hattersley Regeneration and bring forward employment sites for development, such as St Petersfield. The team prepare funding bids and manage external funding and relationships with funders and stakeholder. The Housing Growth Team includes strategic housing, housing market intelligence; Empty Property Strategy, housing development delivery, refugees and asylum work and manage the Godley Green Garden Village programme. The team is currently developing a new Housing Strategy & Delivery Plan.

Service Area	Revenue Budget £
School Catering	3,970
Corporate Landlord	6,870,260
Development Growth & Investment Management	333,700
Employment & Skills	1,175,990
Investment & Development	2,319,150
Planning	488,730
Strategic Infrastructure	454,510
Environmental Development	435,080
Estates	(1,004,320)
<u>BSF, PFI &amp; Programme Delivery</u>	<u>0</u>
<b>Grand Total</b>	<b>11,077,070</b>

# Appendix 11 Director of Growth Budget Proposals

- **ECONOMY, EMPLOYMENT AND SKILLS** - This team supports businesses to start and grow and helps our residents to improve their skills and access employment, training and apprenticeships. The team facilitates the Prosperous Board and emerging Prosperous Economy Network and together with the Investment & Development Team, are developing an Inclusive Growth Strategy. They design and deliver bespoke projects in partnership with other agencies to support residents into employment; delivering the Working Well Pilot/expansion/work and Health Programme to 4,000 residents. The team designed and implements the Greater Manchester Working Well Early Help Pilot with Hyde GPs; Provide careers information, advice, education and guidance and intervene as appropriate to reduce young people 'Not in Education, Employment and Training' (NEET). The team provide key worker support to adults with disabilities and health conditions through Routes to Work and provide Adult Community Education to residents 19+ including English, maths, ICT and employability courses.
- **STRATEGIC INFRASTRUCTURE** – The team closely with GMCA and TfGM in shaping Transport Policy and Strategy. They are a partner in delivering major projects within the Borough, such as the new Tameside (Ashton-under-Lyne) transport interchange and TransPennine Upgrade initiatives. They support planning and GMCA colleagues, developing the Greater Manchester Spatial Framework, and capital programme monitoring of Tameside led externally funded project initiatives. The service has a Housing Adaptations team, delivering critical property improvements for residents to enable them to maintain independent living within the home. They work with partners including Occupational Therapists, Social landlords and others in the delivery of housing adaptations within a property.
- **ENVIRONMENTAL DEVELOPMENT** – To team oversees property management of the Councils operational estate, including building compliance. It is the Corporate Landlord, managing the various external contracts which support this operation, including client management of the LEP. The team will be developing an Accommodation Strategy during 2020 to support the emerging SAMP. The service also has a team which manages the councils responsibilities for carbon reduction, sustainability and utility management and works with GM colleagues to deliver the GMCA 5yr Environment Plan.
- **PLANNING** – Process various planning applications, deal with pre application enquiries and appeals, statutory building inspections and land charges. The team works with GMCA colleagues on the GMSF and will be developing a Local Plan for Tameside, commencing 2020. The service also hosts and manages the GMCA Ecology Unit.

# Appendix 11 Director of Growth Budget Proposals

## Achievements and successes in 2019/20

- Completed Vision Tameside Phase2 and staff decants.
- Secured Growth Deal funding for the new Ashton Bus station and interchange.
- Secured £10m MHCLG infrastructure funding for Godley Green Garden Village
- Commitment of £5m from Electricity North West (ENW) to support the development of a low carbon strategy at Godley Green Garden Village.
- Secured £100k from the governments One Public Estate Programme for masterplanning in Hyde Town Centre.
- Secured Heritage Action Zone status for Stalybridge Town Centre, together with approx. £1M government funding.
- Developed the Hattersley Public Realm Strategy and secured £4m funding from Barratts Homes for its implementation
- Secured £750,000 GM Growth Deal funding for redevelopment of Hattersley Train Station booking office.
- Attracted funding and secured planning permission for Ashton Old Baths (Phase 3) Data Centre for Tameside MBC and NHS.
- NHS Estate rationalised 6 property interests which has resulted in annual savings of £750,000.
- Denton Wellness Centre completed.
- Development of the Ashton Town Hall project to RIBA stage 3 / 4.
- 644 new homes completed
- 100 new affordable homes completed supported by £3m of Homes England investment
- 20 empty properties brought back into use
- Launched £287k Tameside Employment Fund in May 2019 to support youth employment
- Adult Community Education achieved its highest pass rates in 3 years in 2018.
- More residents with disabilities started jobs in 2018/19, the highest level since 2014 and top quartile for the North West
- 100 young people (the highest number ever) attended our February 2019 Digital Hack.
- Facilitated transfer of Oakglade House from private sector to Housing Association ownership to accommodate children leaving care.
- Reduced the Greenbelt requirement by over 50% compared to previously proposed figures as part of the GMSF.
- Completed LEP review phase 1 and in-sourced the Estates Service.

# Appendix 11 Director of Growth Budget Proposals

## Key priorities for 2020/21 and future years

- Inclusive Growth Strategy.
- Strategic Asset Management Plan (SAMP)
- Housing Strategy/Delivery Plan.
- GMSF/Local Plan.
- Environment & Sustainability Plan.
- Employment & Skills projects.
- Developing Strategic sites:
  - Godley Green
  - Ashton Moss
  - St Petersfield
  - Hattersley
- Town centre regeneration:
  - Vision Tameside, Ashton-under-Lyne
  - Stalybridge Town Centre Challenge
  - Droylsden
  - Hyde
- Mottram Bypass and Glossop Spur.
- Children's Services property solutions.

Spend Analysis	Revenue Budget £
<b>Expenditure</b>	
Employees	5,218,700
Premises Related Expenditure	7,136,310
Transport Related Expenditure	23,190
Supplies and Services	31,221,760
Third Party Payments	271,180
Transfer Payments	435,660
Recharge Expenses	139,060
Capital Items & Reserve Movements	1,861,320
<b>Expenditure Total</b>	<b>46,307,180</b>
<b>Income</b>	
Recharge Income	(12,923,470)
Customer and Client Receipts	(5,075,420)
Government Grant Income	(15,019,280)
Other Income	(1,606,240)
Interest Income	(605,700)
<b>Income Total</b>	<b>(35,230,110)</b>
<b>Grand Total</b>	<b>11,077,070</b>

### **Targeted Use of Reserves - £1.965m**

Reserves have been identified to fund a number of required investments across the borough, including Town Centre Master planning, development of the Strategic Asset Management Plan, Ashton Moss, St Petersfield and Godley Green planning, Tameside One incentive costs, and Mottram By-pass impact report .

# Appendix 11 Director of Growth Budget Proposals

## Pressures 20/21

Description of pressure	Funding	Pressures Forecast £000s - Incremental				
		20/21	21/22	22/23	23/24	24/25
Recurrent pressure as a result of not being able to purchase Plantation Industrial Estates. The purchase has been removed from the capital programme. A savings was expected as the rent would have been no longer payable.	Recurrent	220	0	0	0	0
New NJC pay structure from 1 April 2019 will result in pay cost pressures, particularly at the lower grades.	Recurrent	151	0	0	0	0
Continuation of Youth Employment Scheme - aimed at vulnerable children in care or on edge of care. Non recurrent funding ends after 20/21.	Targeted Reserves	0	-287	0	0	0
Investment & development project manager, included in Growth Directorate Staffing Investment	Non-Recurrent	-93	0	0	0	0
Inflation on Corporate Landlord Running Costs	Recurrent	196	0	0	0	0
Estates Maintenance of Council Land	Recurrent	30	0	0	0	0
Stalybridge Town Centre Challenge	Targeted Reserves	75	-75	0	0	0
Rent Free Period for Tenants in Tameside One	Targeted Reserves	317	-248	-69	0	0
Growth Directorate staffing investment	Recurrent	410	0	0	0	0
Building Control Income Gap	Recurrent	160	0	0	0	0
Local Plan exc staffing	Targeted Reserves	48	-40	149	19	33

# Appendix 11 Director of Growth Budget Proposals

## Pressures 20/21

Description of pressure	Funding	Pressures Forecast £000s - Incremental				
		20/21	21/22	22/23	23/24	24/25
Investment in strategies including SAMP, Inclusive Growth, Investment- site specific including Ashton Moss and St Petersfield , Green	Targeted Reserves	300	-300	0	0	0
Housing Delivery/marketing	Targeted Reserves	50	-50	0	0	0
Godley Green - planning	Targeted Reserves	500	0	-500	0	0
St Petersfield - business rates and investment potential	Targeted Reserves	150	-150	0	0	0
Transpennine upgrade Mottram by pass impact report	Targeted Reserves	75	-50	-25	0	0
Town Centre Masterplans( A-U-L, S'bridge, Droylsden,Hyde)	Targeted Reserves	200	-200	0	0	0
Ashton Moss master plan	Targeted Reserves	250	0	-250	0	0
		<b>3,039</b>	<b>-1,400</b>	<b>-696</b>	<b>19</b>	<b>33</b>

# Appendix 11 Director of Growth Budget Proposals

## Savings 20/21

Scheme	RAG rating	Initial Comments	Saving Forecast £000s - Incremental				
			20/21	21/22	22/23	23/24	24/25
Estates Property Rent Reviews		Additional income is forecast on completion of outstanding rent reviews.	500	500	0	0	0
			500	500	0	0	0

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# Appendix 12 Director of Operations and Neighbourhoods

## Budget Proposals 2020/21

Service Area	Revenue Budget £
Design and Delivery	1,840,720
Environmental Services Management	32,151,790
Highways & Transport	(244,330)
Cultural and Customer Services	3,447,920
Operations and Greenspace	5,508,280
Waste Management	4,818,000
Community Safety & Homelessness	3,570,820
Operations and Emergency Planning	(1,243,030)
Markets	(251,350)
Public Protection	2,948,600
Youth	400,440
<b>Grand Total</b>	<b>52,947,860</b>

### Purpose of the Directorate:

Operations and Neighbourhoods deliver many of the front line services which the public first associate with the functions of a Council including many statutory services. From refuse collection, Libraries and Highways maintenance, these are services that you use daily whether you are a resident, visitor or on business.

### Vision and key priorities:

- Development and delivery of regional objectives – Tackling Congestion, Air Quality, Green Travel, Community Cohesion, Community Safety Strategy, Domestic Abuse, Homelessness
- Delivery of capital programme: – Flood management, safety around schools & places of worship, additional paid parking facilities, replacement of fleet, new cremators, LED lighting, Ashton Public Realm, playgrounds, Tameside Highways Improvements 2 (TAMP).
- Implementation of a Walking and Cycling strategy in line with Local Walking and Cycling Infrastructure Plan (LCWIP).
- Development of Cultural venue in Ashton Town Hall, a new Droylsden Library and Astley Cheetham Art Gallery.
- Conduct a borough wide-review of car parking
- Address the issue of waste contamination within Tameside, specifically reducing rejected loads and increasing the mass balance performance.
- Upgrade the CCTV system ensuring we are compliant with the audit findings and utilising the dark fibre network.

# Appendix 12 Director of Operations and Neighbourhoods

## **Statutory responsibilities under the following acts in the appropriate clauses (for full details see constitution)**

- Licensing Act 1964
- Local Government Act 1972 S204(3) Receipt of application for licence under Licensing Act 1964
- S234(2) Statutory Notices under various Public Health and associated legislation
- Local Authorities Cemeteries Order 1977 Officer of the burial authority
- Cremation Regulations Registrar for various matters relating to cremation Health and to nominate a Medical Referee and Deputy Referees under the regulations
- Highways Act 1980 S37(5)
- Building Act 1984 S61(2) Weights and Measures Act 1985 S72 Chief Inspector (Weights and Measures)
- Environmental Protection Act 1990 S149
- Public Health Act 1961, the Building Act 1984, the Local Government (Miscellaneous Provisions) Acts 1976 and 1982, the New Roads and Street Works Act 1991 and the Environmental Protection Act 1990.
- Road Traffic Regulation Act 1984
- Disposal (Amenity) Act 1978.
- Safety of Sports Grounds Act 1975
- Sunday Trading Act 1994.
- Clean Air Act 1993
- Control of Pollution Act 1974.
- Agriculture Act 1970.
- To exercise the following powers under the Anti-social Behaviour, Crime and Policing Act 2014:
- Provision of Libraries, Customer Services and Cultural Services
- The provision of Parks, Countryside and Play Areas
- To exercise the Council's powers and duties in relation to the safety of reservoirs.
- The operation and management of indoor and outdoor markets.

# Appendix 12 Director of Operations and Neighbourhoods

## Services Delivered

The directorate provides fundamental and essential front-line services which affect every Tameside resident of every age, every day of their lives, thereby supporting the corporate priorities of Starting Well, Living Well and Ageing Well. We are central to Place Based delivery ensuring we provide a physical infrastructure to support economic growth. Services such as refuse, highways, engineering, regulatory services, culture, libraries, markets, community safety, parks, green spaces and the local street scene enhance peoples' lives and improve the health & wellbeing of residents. In addition, customer services, welfare rights, homelessness services and the emergency on-call service help residents with a wide range of problems from minor issues to major, life-changing crises. The bereavement service even helps residents through the end of their lives.

## Achievements and Successes 2019/20:

- Tameside One - new library/customer services/ welfare rights/new offices/ public realm development
- Delivery of new homelessness model - A Bed for Every Night
- Implementation of Single Regulatory Service
- Delivery of year three of four year TAMP investment
- Extraction from the Waste PFI contract and shaping future Waste Disposal Contract
- 40,000 volunteer hours in greenspace
- Gold Employer Award – Armed Forces Covenant
- Bereavement Services achieving a Gold Award – Institute of Crematorium and Cemetery Management (ICCM)
- Tour of Britain – a true team effort
- Obtaining agreement for some capital schemes
- Embankment Stabilisation - Fairlea

## How is the service performing?

- The Service is performing well delivering front-line services to residents within budget and meeting the statutory responsibilities of the Directorate.
- The challenges of austerity and budget restraints mean that we need to continually look at service efficiency and review the standard of delivery.
- The newly developed business plan, service action plans and scorecard will enable the service to plan and monitor performance and project delivery consistently. Delivery against these plans will also inform further plans for continual improvement and partnership working
- Key issues include: Homelessness, Rough sleeping and the availability of supported housing. Recycling and contamination rates in waste. A holistic and effective response to Domestic Abuse. Issues of Anti Social Behaviour and tackling knife crime. Improving air quality and increasing access to sustainable transport.
- All of the key issues and performance against priorities will be monitored through the Public Service Reform Board .

# Appendix 12 Director of Operations and Neighbourhoods

Page 132

12.1m bins collected per year	758km of highway maintained	22,500 parking PCNs issued	119,962 visitors to museums
38,000 volunteer hours including community payback	40,000 metres of ducting installed for Digital Tameside	Manage and maintain 37 children's play areas	470,215 issues of items from libraries
5890 supported through Housing Advice	Transport 750 vulnerable residents each day	268km of public rights of way and bridleways inspected	Manage 41 School Crossing Patrol Points
104,912 telephone calls were answered by the Call Centre in 18/19	32 War memorials / remembrance sites inspected & maintained	35,000 highway & greenspace trees inspected and maintained	Maintain and operate a fleet of over 200 vehicles and items of plant
2.5m visitors to Ashton Indoor Market	16,000 LED street lights installed	1500 residents supported to claim £4.5 million pounds of welfare benefits	379 residents assisted with £1.2 million pounds of debt
Recycling rate approaching 60%	4600 pest control visits per year	2937 attended Theatre in the Park	Maintain 44,500 road gullies
3000 funerals a year	865 licensed premises	765 taxi's licensed	1800 food premises regulated
3871 disabled parking blue badges issued to Tameside Residents		32,326 visitors assisted face to face through Customer Services	

# Appendix 12 Director of Operations and Neighbourhoods

## What are the key challenges and priorities for 2020/21 and beyond?

Delivering responsibilities under the Clean Air Plan, Community Cohesion, Domestic Abuse and Homelessness.

- Delivering a wide range of capital projects including the Cycling and Walking Schemes, Highways Improvements, Droylsden Library and Ashton Town Hall.
- Maintenance and repairs to deteriorating infrastructure assets, including boundary walls, bridges, culverts.
- Maintaining universal services for residents with diminishing resource.

## What does the service need to do to deliver the corporate priorities?

Whilst Operations and Neighbourhoods is central to the corporate themes of 'Infrastructure and Environment' and 'Nurturing Communities', the essential front-line services it provides supports all the corporate priorities of Starting Well, Living Well and Ageing Well.

Given the wide-ranging ambitions of the 'Our People Our Place Our Plan', successful collaboration within the Directorate, across the Council/CCG, and with external partners, is essential to maximise the effectiveness of the services provided.

Adhering to the Operations and Neighbourhoods Business Plan, created to align with the corporate priorities, will further support the delivery of the priorities.

Spend Analysis	Revenue Budget £
<b>Expenditure</b>	
Employees	21,312,910
Premises Related Expenditure	2,992,140
Transport Related Expenditure	6,284,860
Supplies and Services	12,469,930
Transfer Payments	1,133,580
Recharge Expenses	3,003,910
Capital Items & Reserve Movements	(747,730)
Third Party Payments	33,910,300
<b>Expenditure Total</b>	<b>80,359,900</b>
<b>Income</b>	
Recharge Income	(15,040,400)
Customer and Client Receipts	(9,590,540)
Government Grant Income	(1,907,560)
Other Grants Reimbursements and Contributions	(557,670)
Other Income	(315,870)
<b>Income Total</b>	<b>(27,412,040)</b>
<b>Grand Total</b>	<b>52,947,860</b>

# Appendix 12 Director of Operations and Neighbourhoods

## How will the service measure success?

- The Directorate has developed its annual business plan aligned with the Council's Corporate Plan, statutory responsibilities, and the need to deliver universal services to residents and visitors to the Borough
- The objectives and actions are monitored monthly through team meetings and one-to-one supervisions.
- The Directorate reports quarterly on the performance of services against the Corporate scorecard.

The Directorate team also monitor the following as a measure of service success and health:

- Delivery of successful capital projects across the directorate, within budget and on time.
- Reducing sickness absence – a happy and motivated workforce.
- Increase cross-service collaboration with innovative ideas and transformational projects.
- Increase cultural engagement for our residents.
- Residents saying they are well informed and engaged in a timely manner
- Decreasing the numbers of complaints, FOI and Ombudsmen enquiries.
- Decreasing the numbers of residents who are vulnerable and homeless.
- Meeting the Corporate and Operations and Neighbourhoods Scorecard KPIs

## What challenges and risks is the service facing?

- Successful completion of major capital projects across the directorate, within budget and on time.
- Reducing contamination levels and increasing recycling levels to reduce the waste levy through targeted awareness campaigns.
- Ensuring that the borough's car parking review leads to a greater understanding of residents' needs and address income pressures.
- Ensuring that Tameside continues to buck national trends and provide a vibrant and cost-effective market offer in both Ashton and Hyde.
- Ensuring that we monitor and address issues of Community Safety and Cohesion.
- Maximizing invest to save opportunities – Waste, Parking, Markets Click and Collect App
- Increasing service demands on the frontline services that the Directorate provides.

## How does the service support regional/national priorities or requirements?

- Development and delivery of regional objectives – Tackling Congestion, Air Quality, Green Travel, Community Cohesion, Community Safety Strategy, Domestic Abuse, Homelessness.
- Lead on a GM project to design and implement a series of common minimum standards for licensed drivers, vehicles and operators.
- Implementation of a Walking and Cycling strategy in line with Local Walking and Cycling Infrastructure Plan (LCWIP).

# Appendix 12 Director of Operations and Neighbourhoods

## Pressures 20/21

Description of pressure	Funding	Pressures Forecast £000s - Incremental				
		20/21	21/22	22/23	23/24	24/25
Highways - Risk Management Works	Recurrent	0	1,300	0	0	0
Staffing for the museum once it reopens	Recurrent	0	20	0	0	0
New NJC pay structure from 1 April 2019 will result in pay cost pressures, particularly at the lower grades.	Recurrent	765	0	0	0	0
Bus lane fines - pressure due to income levels reducing	Recurrent	165	0	0	0	0
Car park income	Targeted Reserves	450	-200	-200	-50	0
Events & Tour of Britain	Targeted Reserves	140	0	66	-140	0
Market ground income	Targeted Reserves	267	-67	-200	0	0
Transport Levy	Recurrent	236	0	0	0	0
Bus Reform	Targeted Reserves	1,450	-1,450	0	0	0
Selective Licensing	Targeted Reserves	60	-60	0	0	0
		<b>3,533</b>	<b>-457</b>	<b>-334</b>	<b>-190</b>	<b>0</b>

# Appendix 12 Director of Operations and Neighbourhoods

## Savings 20/21

Scheme	RAG rating	Initial Comments	Saving Forecast £000s - Incremental				
			20/21	21/22	22/23	23/24	24/25
Procurement		The proposal would be to look at all procurement purchases, contracts with providers and our use of framework contracts using STAR procurement.	50	0	0	0	0
Disposal of Street Sweepings		Street sweepings are currently sent to landfill and diverted away from the waste disposal levy as historically this delivered cost avoidance for the council. However, following the re-procurement exercise of the waste levy, street sweepings can now be disposed of through the waste levy at a saving of approx. £111 per tonne. The level of street sweepings is currently estimated so further work is needed to determine the exact level of savings.	125	0	0	0	0
Waste levy reduction		Reductions to the levy are forecast for 20/21 and future years. Final Levy figures will be confirmed in early 2020.	407	257	0	0	0
			<b>582</b>	<b>257</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Budget Proposals 2020/21

Service Area	Revenue Budget £
Exchequer	1,587,280
Governance	4,020,835
People and Workforce Development	2,626,320
Policy and Communications	1,500,565
<b>Grand Total</b>	<b>9,735,000</b>

### **Purpose of the Directorate**

Responsibility for the council's corporate functions sits within the Governance & Pensions Directorate ensuring that all decisions made by the council are carried out in accordance with the council's governance framework. The directorate is responsible for the recovery of all monies owed to the Council and the payment of Housing benefit and the granting of any reliefs/discounts. It provides business management, support and guidance to services within the council on legal, human resources and policy and communications issues. This internal support to frontline service ensures that they are able to deliver the aims of the Council's Corporate Plan.

### **Vision and key priorities**

#### **Exchequer services**

- To collect all monies owed to the Council
- Administer means tested benefits to residents of the Borough
- To manage the personal finances of Adults Social Care service users for whom the Council acts as an Appointee or Deputy.

#### **Democratic Services**

- Successfully deliver scheduled local elections, Mayoral election and other elections that may be called during the year and specifically those related to the outcomes of Brexit.
- Continued implementation of key functions of modern. Gov meeting software.

#### **Policy & Communications**

- Bespoke improvement and service development (new ways of working)
- Effective communication and marketing of Tameside & Glossop (organisationally and Place Shaping)
- Consultation and Engagement
- Performance analysis
- Equalities support and advice
- Change and Improvement project support
- Research, intelligence and insight
- Policy analysis and development

#### **Executive Support**

- Continue to be an integral part of the successful and professional delivery of key enabling back office functions.
- Ensure that our statutory duties in relation to information and data for both the council and CCG are adhered to.

## Vision and key priorities

### Legal Services

- To continue to work with service areas to give the right and proper legal guidance relevant to the subject matter, whilst keeping the organisation and individuals safe and meeting our legal obligations.

### Statutory or legislative obligations

Policy, Performance and Communications works across the Strategic Commission (Tameside Council and Tameside and Glossop CCG) to support policy and strategy development, including the development of the Corporate Plan and delivery Plan; provides support to the Executive Leader; Engagement and Consultation, including support and advice to service managers and commissioners undertaking service redesign; internal and external communications; and performance management, intelligence and insight.

Much of the directorate:-

- Support the CCG and the Council where their activities align in the spend of pooled budget arrangements under s 75 NHS Act 2006
- To represent and advise the Council's schools in accordance with the Council's trading agreement
- To support and provide advice to the Council's corporate landlord function and on commercial property and contractual transactions generally.

## Human Resources & Organisation Development

- **Health and Care Integration** - Engagement of Workforce, lead the transaction process for the workforce, continued delivery of the shared OD plan for Health & Care, support the development of primary care workforce
- **Children's Improvement Plan** - continued delivery of the range of workforce priorities relating to the recruitment, development and retention of social work and associated workforce, support the 7 key strategic priorities
- **Pay & Reward** – Review of senior officer salaries
- **Systems Development** - to continue to review current ICT systems and processes to ensure that these operate efficiently and effectively and achieve the objectives of the service/function and are compliant with statutory requirements. Implementation of early help system and onboarding of Servitor , Capita One and Abacus system within the core systems team
- **Implementation of self service function of iTrent payroll**
- **Collaboration/Partnership** - continue to consider and progress areas of collaborative working both within the local economy and across GM
- **Policy Review** – focus on review and refresh of policies and procedures to support the health and wellbeing of our workforce
- **STRIVE leadership** – gain ILM assurance and continue to develop the offer for our workforce
- **Clean air** – support this agenda through the procurement and delivery of Carbon literacy training for the whole workforce
- **Squad working** – continued development and use of squad methodology for improvement and workforce engagement

## Services Delivered

Exchequer provides a Council Tax and Business Rates administration and collection function with estimated net collectable debits for 2019/20 being £111m for Council Tax and £58m for Business Rates. The service also administers Housing Benefit and Council Tax Support benefits. Both benefits are means tested. Housing Benefit provides support for housing costs for anyone on a low income and Council Tax Support provides assistance towards Council Tax payments. On average £14m a year is paid out in Council Tax Support and £73m in Housing Benefits. The service also manages a key financial system – Capita on which the administration of Council Tax, Business Rates and benefits are based. The Adults Social Care Finance function is means tested for assistance in paying adults social care costs in addition to providing an Appointee and Deputyship function for residents who are unable to manage their own finances. The Income & Collection Service raises invoices and collects monies owed for goods and services provided by the Council

The Registration Service, also customer facing, registers all births and deaths within the borough, take notice of intended marriages and civil partnerships and conduct all civil marriages and partnerships that take place in the borough's registered venues.

Democratic Services has responsibility for running all local and national elections within the borough along with public votes on specific issues such as the EU Referendum ensuring that all are run correctly and in adherence with the law. Democratic Services provide member services to the 57 elected members also working jointly with the Executive Support Team whilst also administrating the meetings of the democracy of the council, CCG and support to the Greater Manchester Pension Fund. The Executive Support team also provide support to the senior management team within the council in addition to the corporate support to Tameside and Glossop Clinical Commissioning Group (CCG). They are also responsible for the management of information and improvement including complaints management and service improvement and directorate support.

People and Workforce Development provide support to the organisation to have a suitably skilled and knowledgeable workforce in place to ensure delivery of our organisational priorities and objectives. This includes: supporting the employment aspects of the Single Commissioning function; supporting the further development of alternative service delivery models to ensure they are fit for purpose and affordable; enabling the organisation to attract and recruit the best employees and have a workforce that is representative of the community; supporting and developing our workforce to meet career aspirations and fulfil potential; reward and retain our employees, ensuring their contributions are recognised and celebrated; inspire and support strong leadership and management to enable a vibrant, innovative and inclusive culture; enable a flexible and agile workforce that is able to work across service and organisational boundaries; and encourage and support a healthy, engaged and productive workforce and environment. The service also provides leadership, delivery and maintenance of systems that support major priority areas namely HR, finance, adults and children's.

## Achievements and Successes 2019/20

### Exchequer Services

- Maximising Income exercise of recovery of monies using HMRC/DWP data up to December 2019 resulted in £1.66m collected.
- Reviewed Single Person Discounts totalling £ 540k on the Council tax Base.
- Successful spend of Discretionary Housing Payment monies
- Procurement and award of contract for Single Person Discount, and NNDR Empty Property Review
- Currently on target to achieve collection rates set for current year Council Tax and NNDR

### Democratic Services

- Completed the annual canvass of electors for 2019.
- The successful delivery of the local, by-election and general election

### Executive Support

- Service led and delivered the success Customer Service Excellence award with 100% compliance and 15 areas of compliance plus
- Corporate project management support has been given to the democratic process of elections.
- Successfully procured new information case management system which is in the process of testing in readiness for implementation early 2020
- Successfully implemented the service review

### Legal Services

- Continued support to Children's Services
- Implemented a refreshed structure

### HR & OD

- Significant improvement in performance of creditors function
- Upgrade to Agresso payments system successfully achieved
- Successful launch to Squad Working and Squad of Squads
- Continued delivery of the STRIVE leader/aspiring leaders
- Ongoing substantial support to Children's Improvement Plan and 7 strategic priorities
- Implementation of the national pay structure changes and local professional grade development scheme
- Review and implementation of revised employment procedures for Council and CCG
- Support to workforce elements of Health and Care Integration programme, including primary care

### Policy & Communications

- Achieved Green Star (15/15) rating for engagement from NHSE
- Supported the achievement of Requires Improvement in the ILACS inspection by Ofsted
- Secured accreditation as a Cooperative Council
- Re-invigorated the Scrutiny function improving the supportive challenge to effective service development
- Supported awards via LGC, MJ,HSK, LAPF and iNetwork
- Re-developed Public Service reform agenda
- Developed Corporate Plan
- Vision Tameside design work, hoardings etc
- Tameside loves Reading launch at hospital and party (library opening)
- Take Control Campaign
- Tour of Britain comms
- Case studies on Tameside Sports awards winners
- Lantern Parade
- Learning Disability Week
- That Counts (our use of this showcased by GMCA)

## What are the key challenges and priorities for 2020/21 and beyond?

### **Exchequer Services**

- DIGITAL: AI and web chat plus mobile working for Visiting Officers. Migration of data from old Income system to Agresso.
- REVIEW / OUTSOURCE: Appointee and Deputy Service as currently operating at loss
- HYBRID MAIL: Further embed to include all mail from service to be printed, enveloped and mailed remotely and not just bulk mailings.
- REVISED ADULTS CHARGING POLICY: Appointee and Deputy Service and Deferred Payment Arrangements reviews
- ALTERNATIVE RECOVERY: Charging orders on property / Committals
- REDUCING BUDGET: from DWP for work undertaken

### **Democratic Services**

- Successfully deliver schedule local, GM Mayor and other elections that may be called during the year.
- Continued implementation of key functions of modern.gov meeting software

### **Executive Support**

- Implementation of the information case management system.
- Successful delivery of the Customer Service Excellence Annual Review for 2020
- Continue to provide business management support to children's services improvement journey
- Delivery of service within budget whilst delivering required efficiency savings
- Continued corporate support to improve admin systems and processes across the organisation.

### **Legal Services**

- Continue to support children's services in their improvement journey
- To support Adult Services in meeting their targets & objectives in line with their Care Act 2014 duties.
- To provide a professional legal service to all areas of the council to ensure decisions are made lawfully, in accordance with the constitution, best value and the council's fiduciary duty to the public purse
- To ensure as far as practically possible, that the council's good reputation and integrity is preserved, in particular through advice & representation at Crown/High/Magistrates/Coroners Court & Tribunals with the LGO/ICO and other regulatory bodies and at panels, boards/committees of the council.

## How does the service support regional/national priorities or requirements?

The services within the directorate are fundamentally enabling services to the rest of the organisation of the council and CCG and therefore by default support regional/national priorities as consequence. Major topics like Clean Air/Carbon Neutral, GM Strategic Framework, Homelessness, School readiness, health improvement are all supported by ensuring key performance and intelligence data is available to support decisions, timely and effective communications take place, right and proper legal guidance is provided, staffing to deliver on key priorities are engaged and supported and the back office support is aligned accordingly.

# Appendix 13 Director of Governance Budget Proposals

## What are the key challenges and priorities for 2020/21 and beyond?

### HR & OD

- **Health and Care Integration** - Engagement of Workforce, lead the transaction process for the workforce, continued delivery of the shared OD plan for Health & Care, support the development of primary care workforce
- **Children's Improvement Plan** - continued delivery of the range of workforce priorities relating to the recruitment, development and retention of social work and associated workforce, support the 7 key strategic priorities
- **Pay & Reward** – Review of senior officer salaries
- **Systems Development** - to continue to review current ICT systems and processes to ensure that these operate efficiently and effectively and achieve the objectives of the service/function and are compliant with statutory requirements. Implementation of early help system and onboarding of Servitor , Capita One and Abacus system within the core systems team
- **Implementation of self service function of iTrent**
- **Collaboration/Partnership** - continue to consider and progress areas of collaborative working both within the local economy and across GM
- **Policy Review** – focus on review and refresh of policies and procedures to support the health and wellbeing of our workforce
- **STRIVE leadership** – gain ILM assurance and continue to develop the offer for our workforce
- **Clean air** – support this agenda through the procurement and delivery of Carbon literacy training for the whole workforce
- **Squad working** – continued development and use of squad methodology for improvement and workforce engagement

### Policy & Communications

- LGA Peer Review
- Corporate Plan Delivery Phase
- Boundary Review
- Public Service Reform- A model of Tameside Delivery
- Delivery of 14 communication priorities
- Branding Tameside
- Adult Social Care Transfer
- Full roll out of Tableau
- Ofsted re-visit

## What does the service need to do to deliver the corporate priorities?

Many of the services are enabling services and underpin the Corporate Plan by funding Council services and activities and providing financial security to those on low incomes and the back office support in delivering these function. The Policy & Comms team will develop a delivery and monitoring framework for the Corporate Plan and developing a coherent narrative around delivery of the Corporate Plan. HR & OD will continue to support and delivery of workforce development and engagement programme, further development and use of squad working methodology and continued focus on the key priorities to ensure our employment related policies and practices meet organisational needs.

## What challenges and risks is the service facing?

One of the main risks for the service is not being able to recover monies owed to the local authority through the collection of Council Tax, Business Rates and other sundry debts owed.

A further challenge will be sustaining high levels of service delivery and support to the whole organisation with limited resource or skills.

Local changes in relation to the impact of schools becoming academies and no longer purchasing the services of the council is also a risk and could result in loss of key income streams.

## How is the service performing?

Services within the directorate continue to perform at an optimal level. 100% achievement in relation to turnaround times for registrars, 100% compliance for Customer Service Excellence. More specifically key indicators effecting the budgets of the organisation are:-

- Council Tax £97.6m collected 2018/19 - 93.41% of total due
- Council tax current year collection to date 80.61%
- Business Rates £56.35m collected 2018/19 - 96.83% of total due
- Business rates current year collection 80.52%
- Sundry Debt Collection £61m 2018/19 – current year collection £48m

## How will the service measure success?

The Increased collection of monies owed to the Council and successful external audits of the £73m Housing Benefit subsidy claim paid to claimants on behalf of the DWP and audit of Deputy Service by the Office of the Public Guardian

### ***There are a number of other ways in relation to measuring success and delivery including:***

- Performance of the creditors function
- Key workforce metrics relating to: employee absence, disciplinary, grievance etc
- High levels of assurance on audits
- Effective systems in place that are supporting services to be delivered
- Positive employee relations with trade union colleagues
- High employee engagement and satisfaction
- Performance of pension administration and reporting to GMPF
- Performance of recruitment and payroll service

Democratically the delivery of successful key elections and maintaining and delivering key decision making governance processes is fundamentally to a successful organisation.

For other enabling services measurement of success can be seen in the reduction in the type of contact made to the organisation in relation to information requests, complaints etc. the volume and complexity of legal interactions across the organisation will also help to determine a line of improvement/success in the delivery of council/ccg services.

Spend Analysis	Revenue Budget £
<b>Expenditure</b>	
Employees	12,823,825
Premises Related Expenditure	42,010
Transport Related Expenditure	35,140
Supplies and Services	2,312,090
Transfer Payments	63,800,400
Third Party Payments	20,500
Recharge Expenses	5,120
<b>Expenditure Total</b>	<b>79,039,085</b>
<b>Income</b>	
Recharge Income	(919,480)
Customer and Client Receipts	(1,914,170)
Government Grant Income	(65,700,490)
Other Income	(769,945)
<b>Income Total</b>	<b>(69,304,085)</b>
<b>Grand Total</b>	<b>9,735,000</b>

## Pressures 20/21

Description of pressure	Funding	Pressures Forecast £000s - Incremental				
		20/21	21/22	22/23	23/24	24/25
New NJC pay structure from 1 April 2019 will result in pay cost pressures, particularly at the lower grades.	Recurrent	514	0	0	0	0
Early Help Module of ICS	Recurrent	3	3	3	3	0
Implementation of complaints system. Organisational priority funded last year, budget requirement less than anticipated.	Recurrent	-31	0	0	0	0
Legal Income	Recurrent	30	0	0	0	0
Legal Staffing	Recurrent	211	0	0	0	0
People and Workforce staffing	Recurrent	115	0	0	0	0
		<b>842</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>0</b>

Page 145

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# Appendix 14 Director of Finance and IT Budget Proposals

## Budget Proposals 2020/21

Service Area	Revenue Budget £
Risk Management & Audit Services	1,747,280
Financial Management	2,456,340
Digital Tameside	3,732,620
<b>Grand Total</b>	<b>7,936,240</b>

### **Service Objectives - Finance, Risk Management & Audit:**

Financial Management aims to deliver consistently high quality financial support and advice to the strategic commission and our external customers and ensure that the key outcomes of an effective, efficient and economic financial management service are delivered.

The service plays a vital part in delivering some of the Strategic Commission's key Governance outcomes; the annual capital and revenue budgets and Medium Term Financial Plan update, the production of the annual accounts monthly monitoring and forecasting and treasury management are just a few examples.

The Internal Audit service provides the statutory obligations to have an effective internal audit regime for the Council and are a key part of ensuring that the Council assets and processes are adequately safeguarded.

National Anti-Fraud Network (NAFN) – is a national service hosted by Tameside and offers service to all LAs in UK on a subscription basis.

### **Service Objectives – Digital Tameside:**

IT underpins and supports the strategic objectives of the organisation and has a fundamental role to play in improving efficiency, streamlining business processes, enabling new delivery mechanisms and underpinning transformation change programmes.

The service aims to provide

- Consistently high quality support and training for day to day operational systems.
- Fit for purpose equipment for users to make the most of the technology available
- Speedy connectivity in Council buildings.
- Robust and secure infrastructure and connectivity.
- Pro-active advice and guidance to support system implementations, upgrades and advancements.
- Pro-active advice and guidance to support service improvements and transformation change programmes.
- High quality accessible websites.

The work of the IT Service includes:

- Service desk and associated support.
- Build and deployment of user devices including phones.
- System commissioning, deployment, management and support/maintenance/security.
- Data Centre commissioning, management and support/maintenance/security.
- Networks deployment, management and support/maintenance/security.
- Website commissioning and support/maintenance/security

# Appendix 14 Director of Finance and IT Budget Proposals

## Service Objectives - Finance, Risk Management & Audit:

Section 151 of the Local Government Act 1972 requires local authorities to make arrangements for the proper administration of their financial affairs and to appoint a Chief Financial Officer (CFO) to have responsibility for those arrangements. The CCG has its own governance structure which states that the Chief Executive as the Accountable Officer as set out in the Health and Social Care Act.

From October 2017 Tameside Council and Tameside and Glossop CCG have a joint CFO which represented the start of an integration of the finance teams from the Council and the CCG. The integrated Accountancy Team is crucial in supporting the CFO to discharge these statutory responsibilities.

The work of the Financial Management Team mirrors, in a wider way, the role of the CFO and is defined and described as:

- key members of the Strategic Commission's (Council and CCG joint leadership teams), helping them to develop and implement strategy and to resource and deliver the organisation's objectives sustainably and in the public interest;
- being actively involved in and able to bring influence to bear on, all material business decisions to ensure immediate and longer term implications, opportunities and risks are fully considered and aligned with the organisation's financial strategy;
- leading the promotion and delivery by the whole organisation of good financial management so that public money is safeguarded at all times and used appropriately, economically, efficiently and effectively;
- delivering and developing a finance function that is resourced to be fit for purpose and continuously improving;
- being appropriately qualified, suitably experienced, competent, confident and authoritative.

2020/21 Budget Analysis	Revenue Budget £
<b>Expenditure</b>	
Employees	4,850,885
Premises Related Expenditure	608,620
Transport Related Expenditure	215,715
Supplies and Services	3,275,525
Transfer Payments	27,020
Recharge Expenses	143,700
Capital Items & Reserve Movements	754,280
Third Party Payments	227,205
<b>Expenditure Total</b>	<b>10,102,950</b>
<b>Income</b>	
Recharge Income	(1,869,305)
Customer and Client Receipts	(97,600)
Government Grant Income	(139,760)
Other Income	(60,045)
<b>Income Total</b>	<b>(2,166,710)</b>
<b>Grand Total</b>	<b>7,936,240</b>

# Appendix 14 Director of Finance and IT Budget Proposals

## **Finance and Audit – Achievements and Successes in 2019/20**

The integration journey between the Council and CCG finance teams continues and has enabled the integration of financial reporting to the Executive Cabinet and Strategic Commissioning Board on a consistent basis, allowing the analysis of over £900m of spend, ensuring greater visibility as to the effectiveness of the spending decisions to maximise outcomes for residents. This has resulted in expanding the Integrated Care Fund to include all Council and CCG spending amounting to over £900m a year. Integration of the workforce continues with staff working across both Council and CCG, and with both teams learning from each other. The embedding of new staffing structures has been successful, turnover has been stabilised and vacancies gradually filled. Sickness rates are low. All senior graded staff have been supported in studying for the CIPFA Finance Business Partnering certificate, and there are 7 members of staff being supported to gain professional accountancy qualifications, and numerous others undertaking qualifications without direct support, as we continue to drive up professional standards. The team won the Innovation award at the North West Finance Skills Development awards in 2019.

Both sets of statutory accounts were produced on time, with the Council delivering to the tighter timetable to publish their accounts by the end of May, with the external audit satisfactorily concluded by the end of July. The financial accounts were both given an unqualified opinion. The Council gained an unqualified value for money opinion following the improvement in its Children's Social Services Ofsted judgement from Inadequate to Requires Improvement. Significant progress has been made in the development of a robust budget process, including a review and challenge process for savings and pressures, and consideration of the strategic commission's budget position over a 5 year period. Business case methodologies have been introduced to ensure the transparent allocation of scarce revenue and capital resources, and a £1m investment fund to unblock capacity constraints across the Strategic Commission.

Work with schools has seen a marked improvement in relationships between the Council and school colleagues. The review of PFI accounting has resulted in over £2.5m been handed back to schools to support their bottom line. More robust challenge and monitoring is also taking place to support those schools who are in deficit, and in preventing further schools from entering into deficit.

The treasury management returns increased during the year, due to a more proactive strategy aligned to better cash flow modelling meaning investments could be lengthened and returns increased. The Council took advantage of all time low interest rates to drawdown its long term borrowing requirements.

The Council's relationship with STAR procurement continues to develop, with the initial focus being on improved compliance and with the focus now shifting to a more proactive and dynamic procurement planning. A focus on social value, saw the launch of the social value portal that captures the value added by procuring with companies who invest in local supply chains and people.

The internal audit plan was successfully delivered, alongside the rolling out of GDPR training to all staff. NAFN continues to grow and develop its service offer, winning the iNetwork Innovation award for Effective Information Sharing and Security for the 'National Right To Buy Anti-Fraud Service' in 2019.

# Appendix 14 Director of Finance and IT Budget Proposals

## Finance and Audit - Priorities for 20/21 and beyond:

The development of the team and service offer will continue into 2020/21 and beyond. Specifically, the aims, objectives and key priorities are:

- Development of an integrated and robust 5 year rolling medium term financial strategy that aligned with the Council and CCGs corporate and service strategies.
- Support the organisation to move to a more sustainable revenue budget position that focuses on delivery and accountability.
- Develop the star chamber process to be more cross cutting across the corporate plan themes and away from the more siloed Directorate level chambers.
- Produce comprehensive Capital Strategy that allocates scarce resources and meets the long term capital needs of the Strategic Commission
- Rollout the next phase of Agresso development to streamline and automate processes including budget monitoring and reporting, alongside budget holder training and improve the use of business intelligence across the Strategic Commission/
- Further enhance budget monitoring reporting including both objective and subjective analysis
- Improve interfaces between schools accounting systems and Agresso
- Continue the development of staff by providing development opportunities, both formally and informally, with a focus on succession planning and business continuity.
- Continue to develop the treasury management strategy to maximise returns within the policy framework
- Continue the integration journey by further sharing work tasks and cross skilling the team, providing opportunities for job rotation and work experience across the breadth of the Directorate.
- Produce the financial accounts on time and to a high quality and continue to improve their presentation and readability
- Support the organisation with the LEP review and options that come from the review.
- Conduct the annual staff survey to assess progress made by Finance Leadership Team
- Conduct a budget holder survey to ascertain the areas where progress and development is still needed and to facilitate our continuous improvement to the customer offer.
- Ensure all relevant staff complete the Finance Business Partnering certificate
- Continue to support the adult social care transfer
- Proactive support of Children's Services providing transparent and accurate information to officers and members to enable the decision making process.
- Continue the work to develop the Council's fees and charges offer of services seeking to maximise income opportunities and help protect front line services
- Gain Accreditation in the NHS Finance Skills Development and become the first integrated team to gain accreditation

# Appendix 14 Director of Finance and IT Budget Proposals

## **Achievements and Successes in 2019/20 IT:**

From late 2018/19 through to July 2019 a significant proportion of IT resource was directed to the provisioning of Tameside One and then the relocation of many services into new buildings. The success of both programmes is a credit to all staff involved. The Tameside One programme involved installing/implementing 1,200km of cabling, 40 Wifi points, 350 hotdesk phones, 1,200 network/telephone points, 350 new laptops, 300 widescreen monitors, 30 printers, 24 tablets for customer self-service, a new queuing announcement system, a new citizen information portal, 33 new library pcs with touch screen monitors, a new secure guest/visitor wifi portal and the ability of both Tameside and CCG staff to seamlessly connect to their own network. The latter was a significant step forward and facilitated integrated working of both organisations.

A new room management system has been implemented, which has enabled all staff to book rooms at Tameside One and other buildings and has resulted in significant improvements and efficiencies.

The Tameside Digital Infrastructure has continued to grow throughout the year, expanding to new areas, connecting more public sector assets and buildings. A successful bid for a further £2.5m of DCMS funding will enable more duct and fibre to be installed across Hattersley, Mossley, Broadbottom, Hadfield and Glossop during the coming year. The commercialisation of this network is being delivered through the Cooperative Network Infrastructure (Formerly Tameside Digital Infrastructure Cooperative). The change in name in early 2019 and change in focus to become a national body reflects not only the ambition of the Coop, which now has 15 members including Blackpool and Manchester City Councils, but also its first successful year of trading.

Exploiting the new fibre infrastructure to transform public services across Tameside alongside being a catalyst for economic growth and social inclusion are at the heart of the new Tameside Digital Strategy. Developed in partnership with colleagues in all services across the Council and CCG, it provides singularity of vision and ambition for Tameside and Glossop which will act to coordinate decisions on the direction and use of technology across the borough and bring a focus to future investments decisions.

Another key theme of the Digital Strategy is to bring together customer contact and access to online digital public services from across the sector in Tameside into a single digital offer. This year the Council and CCG websites are being co-hosted on the same platform and managed by the Council, saving staff and external hosting fees and laying the foundations for this new "One Place" Online offer.

# Appendix 14 Director of Finance and IT Budget Proposals

## **Achievements and Successes in 2019/20 IT:**

2019 has also seen the service undertake 2 major user equipment upgrades, both of which are huge logistical projects but had minimal disruption to users. Switching mobile phone suppliers from EE to O2 involved renegotiation and move to a new mobile network for over 1600 users/contracts as well as trial, evaluation and recommendation to move the bulk of the fleet away from Apple devices to Samsung Android devices to ensure all mobiles remained in compliance. All 300 out of support devices have now upgraded and a new Mobile device management system has been implemented. The predicted saving over two years are £180k. At the same time all Windows 7 laptop devices have been replaced. The project involves replacing over 2000 laptops/computers with the new Windows 10 devices, almost three quarters of which will have been replaced in just the last 6 months of the year.

22 services are now using iMail which is a cloud based mailing system that radically improves the speed and efficiency of posting out mail as well as gives mobile workers a way of sending out mail without having to go back to the office.

Another major equipment upgrade project not directly seen by users was the replacement of the network infrastructure in 4 buildings resulting in higher connection speeds and the ability for Tameside Hospital and CCG colleges to connect to their own network.

Throughout the year many systems have been moved onto new updated servers and/or been upgraded including Academy (Revs and Bens), Synergy (Early Years system), Agresso (finance), Iken (legal), GIS (Geographical Information System) and Town Hall tills.

New security standards have been implemented for email to ensure data is exchanged securely with other compliant organisations and to allow the decommissioning of the now defunct GCSX mail solution.

Feedback from users about the support they receive continues to be extremely good with 95% rating their experience as positive. Webchat has been available for some time now but 'chatbot' technology has also been introduced this year, which will automatically suggest solutions to users. The cloud based telephone system that integrates with the helpdesk system has also been implemented and has led to a better experience for users.

# Appendix 14 Director of Finance and IT Budget Proposals

## IT Key Priorities going forward:

- A review of the service offer will take place in order to assess the capacity to deliver on the new Digital Strategy and to meet the expectations of services going forward.
- Development and support of the Digital Squads, which will pick up specific pieces of work from the Digital Strategy.
- Drive the adoption of paperless solutions such as scanning with workflow and hybrid mail.
- Review systems and policy for storing files, including adoption of file retention solution.
- Improve the process for prioritisation and planning of system upgrades and development road maps for core systems.
- Replace Office 2010.
- Replace Exchange 2010 and SharePoint 2010.
- Re-location of Data Centre from Rochdale to new state of the art facility located in Ashton Old Baths,
- Commercialization of the new Data Centre – the 1st such facility in the borough.
- Implement new Disaster Recovery facility at TGH.
- Continued roll out of Tameside's own fibre network and delivery of the DCMS Wave 2 Local Full Fibre funded works.
- Review of cyber security and continued compliance with national standards.
- Health and Social Care integration and support the adult social care transfer.
- Development of the new 1Place website and new digital contact strategy.
- Continue to upgrade all Council sites to ensure they have fast, flexible and secure cabled and Wi-Fi networks in place.
- Review Desktop configuration and management solution to ensure it meets our requirements going forward.
- Expansion of the borough's public wifi network.
- Replacement back up system.
- Replacement of several major parts of the IT infrastructure such as the main storage solution (SAN) and the virtual server stack (blades).
- Move content into the new GIS solution and significantly enhance all systems that use location based data.

# Appendix 14 Director of Finance and IT Budget Proposals

## Pressures 20/21

Description of pressure	Funding	Pressures Forecast £000s - Incremental				
		20/21	21/22	22/23	23/24	24/25
New NJC pay structure from 1 April 2019 will result in pay cost pressures, particularly at the lower grades.	Recurrent	159	0	0	0	0
Asset Register	Recurrent	8	0	0	0	0
Asset Valuations	Recurrent	50	0	0	0	0
Capital financing - additional borrowing costs for licences	Recurrent	280	0	0	0	0
Device Management	Recurrent	121	31	2	1	2
Data Centre	Recurrent	968	-765	651	-578	93
Networks and Telephony	Recurrent	262	51	-186	495	-516
Cyber/Security	Recurrent	191	-38	-18	0	0
Web & Development/Systems/Misc.	Recurrent	58	2	4	16	2
Members ICT Scheme	Recurrent	24	-22	2	20	-22
Business As Usual Investments (Workspace One)	Recurrent	44	0	0	0	0
Investment for Shared Files	Recurrent	14	-12	1	0	0
Investment for Wi-Fi Points	Recurrent	11	-11	0	0	0
Investment for Public Wi-Fi	Recurrent	20	53	-53	0	0
Investment for Server Management	Recurrent	382	-302	4	5	4
IT Investments - Remove budgets for smoothing	Recurrent	-2,095	1,013	-407	41	437
IT Revenue budget pressures financing profile	Recurrent	1,246	93	112	98	-11
		<b>1,743</b>	<b>93</b>	<b>112</b>	<b>98</b>	<b>-11</b>

# Appendix 14 Director of Finance and IT Budget Proposals

## Savings 20/21

Scheme	RAG rating	Initial Comments	Saving Forecast £000s - Incremental				
			20/21	21/22	22/23	23/24	24/25
Income Management		After a review of Income Management service it has identified that the charges in relation to costs incurred are less than budget. This is in relation to costs for Worldpay, Santander & G4S.	50	0	0	0	0
Insurance		Review of insurance costs and the reserve / provision and requirements. The initial review has identified the insurance commitments to be less than budget.	750	0	0	0	0
			<b>800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Appendix 14 – Corporate Budgets

## CORPORATE BUDGETS 2020/21

Corporate Budgets relate to income and expenditure that is not directly attributable to service provision or back office services, and includes contingency budgets where precise costs and budget have not yet been allocated to services. The main budget items include:

- Cost of the Chief Executive's Office and Members Allowances
- Contributions to AGMA
- Coroner's costs
- Capital and financing costs including borrowing costs and provision for the repayment of debt used to fund capital investment in previous years.
- Income includes interest on cash balances invested under the Treasury Management Strategy and investment income from the shareholding in Manchester Airport.

Service Area	Revenue Budget £
Contingency	3,885,610
Corporate Costs	4,439,360
Capital and Financing	995,500
<b>Grand Total</b>	<b>9,320,470</b>

2020/21 Budget Analysis	Revenue Budget £
<b>Expenditure</b>	
Employees	1,682,310
Premises Related Expenditure	23,280
Transport Related Expenditure	13,750
Supplies and Services	6,610,440
Third Party Payments	706,000
Capital Financing Costs	10,594,000
<b>Expenditure Total</b>	<b>19,629,780</b>
<b>Income</b>	
Customer and Client Receipts	(921,310)
Government Grant Income	(35,000)
Other Income	(268,000)
Interest Income	(9,085,000)
<b>Income Total</b>	<b>(10,309,310)</b>
<b>Grand Total</b>	<b>9,320,470</b>

# Appendix 14 – Corporate Budgets

## Pressures 2020/21

Description of pressure	Funding	Pressures Forecast £000s - Incremental				
		20/21	21/22	22/23	23/24	24/25
Capital financing - additional borrowing costs	Recurrent	40	40	101	387	1,096
New NJC pay structure from 1 April 2019 will result in pay cost pressures, particularly at the lower grades.	Recurrent	-911	2,179	2,078	2,080	2,000
New Homes Bonus funding reductions and increase in threshold, NO LONGER REQUIRED	Recurrent	-500	0	0	0	0
Existing budget adjustments	Recurrent	981	1,226	51	53	54
New NJC pay structure from 1 April 2019 will result in pay cost pressures, particularly at the lower grades.	Recurrent	31	0	0	0	0
		<b>-359</b>	<b>3,445</b>	<b>2,230</b>	<b>2,520</b>	<b>3,150</b>

# Appendix 14 – Corporate Budgets

## Savings 2020/21

Scheme	RAG rating	Initial Comments	Saving Forecast £000s - Incremental				
			20/21	21/22	22/23	23/24	24/25
Capital & Financing - MRP		Additional income forecast in 20/21 due to cash balances not reducing as quickly as originally anticipated. Also savings on MRP in 20/21 as financing of the capital programme in 2018/19 differed from original plans – saving on MRP is being achieved in 19/20 and reflected in monitoring position at P3. Saving is non-recurrent as the financing of the capital programme catches up by end of 20/21	552	-453	-99	-99	0
MAG Dividend Income		Based on Dividend received in 18/19 and 19/20 budget can be increased to 6.4m overall (currently £4m in the budget). The airport dividend is not guaranteed therefore there is a level of risk attached to this saving.	2,400	0	0	0	0
Pension Increase Act		The Pension Increase Act budget are historic pension commitment the council have from former local government reorganisations. The cost reduces as time goes on as the number of pensioner drawing funds reduce. The Actual payments each year increase in line with inflation but to date the reduction in members against inflation has always resulted in a saving.	35	0	0	0	0
Other minor budget adjustments		A review of expenditure against corporate budgets in 2019/20 has identified a number of small budget savings that can be implemented without impact on services.	169	0	0	0	0
			<b>3,156</b>	<b>-453</b>	<b>-99</b>	<b>-99</b>	<b>0</b>

## Budget Proposals 2020/21

### Summary of Service Objectives and Services Provided:

#### **Quality Team:**

The core function of the Quality Team is ensure the Strategic Commission has effective systems and processes in place to ensure the organisation is able to effectively discharge its duty to commission quality services on behalf of the local population.

Quality is the central principle of our health and care services; it is what matters most to people and what motivates and unites the workforce. The Strategic Commission is committed and responsibility for securing continued high quality services for its local population. Quality underpins the Corporate Priorities of Starting Well, Living Well and Ageing Well, Place Based Services and Vibrant Economy.

Quality is defined as safe services, with good user outcomes and that users of the service have a positive experience.

This means embedding quality and patient safety into the core business of the organisation; from the initial inception of a new commissioning proposal, to ensuring it has robust quality assurance mechanisms for those services already commissioned through to ensuring users' experience of accessing these services is used effectively to inform and continuously improve the quality of commissioned services.

#### **Safeguarding Team:**

The Quality and Safeguarding Directorate is responsible for ensuring that the health economy meets its statutory functions to prevent, recognise and respond to all elements of abuse of all vulnerable groups. (Care Act 2014: Children Act 1989:2004)

Key outputs of the safeguarding service are the following:

- To ensure that the whole health economy pays due regard to protect and support vulnerable people in all services
- To ensure that health services in Tameside and Glossop work with multi agency teams to support and enhance the overall service provision for vulnerable families

Service Area	Revenue Budget £
Quality & Safeguarding - Adults	90,000
Quality & Safeguarding - Childrens	126,360
<b>Grand Total</b>	<b>216,360</b>

# Appendix 15 - Quality & Safeguarding

To provide safeguarding support and advice for safeguarding to practitioners across all services

- To professionally challenge some elements of safeguarding practices within Tameside and Glossop.
- To ensure that there is coordination of implementation of any developments in safeguarding nationally, regionally and locally.

The Safeguarding Team at CCG do not deliver on services but are responsible for ensuring that health providers deliver.

## Individualised commissioning team

The team is responsible for assessment, commissioning and active complex case management of all individual treatments and care for those eligible for NHS funded care

### Key Objectives;

- The Strategic Commission is assured about the ongoing quality of health and care services commissioned on behalf of the T&G population.
- The Strategic Commission is supported by the quality and safeguarding teams to effectively discharge its statutory duty to commission, design and procure high quality services on behalf of the local population.
- The objectives are achieved by the team providing a wide range of advice, support, challenge and assurance functions throughout the organisation.

Spend Analysis	Revenue Budget £
<b>Expenditure</b>	
Employees	280,700
Premises Related Expenditure	11,250
Transport Related Expenditure	5,900
Supplies and Services	149,980
Recharge Expenses	500
<b>Expenditure Total</b>	<b>448,330</b>
<b>Income</b>	
Recharge Income	(64,570)
Customer and Client Receipts	(32,750)
Other Income	(134,650)
<b>Income Total</b>	<b>(231,970)</b>
<b>Grand Total</b>	<b>216,360</b>

# Appendix 15 - Quality & Safeguarding

## **Achievements and successes in 2019/20**

### **Quality**

- Significant strengthening of the contract performance, quality assurance and governance arrangements for the monitoring of T&G Care homes. This has seen a continued improvement in the number of care homes moving from requires improvement to good and a reduction in the number of inadequate care homes. Intelligence systems in place now ensure early oversight of care homes which may require additional support and intervention from the Quality Improvement Team..
- Continued implementation of an integrated health and care approach to deliver the GM ambition to reduce gram negative Ecoli infections across the economy.
- Implementation of GP packs to support the improved update of Health Checks for people with Learning Disabilities and to reduce health inequalities for this group.
- Redesign of ICFT Contract quality and performance monitoring requirements to reflect a system approach.

### **Safeguarding**

- Since 2018 the management of the Safeguarding Boards' adults and children functions have been amalgamated with the CCG Safeguarding Team . The teams support the functions of the safeguarding boards and ensure that there is delivery on safeguarding multi agency training.
- The services support the corporate priorities of Starting Well, Living Well and Ageing Well, Place Based Services and Vibrant Economy by ensuring that due regard is made to safeguarding of vulnerable groups whenever there is commissioning, redesigning or evaluating of services to support these priorities

### **Individualised Commissioning**

- Continued strong financial controls programme despite the challenges of an increasing demand for NHS funding due to increase in complexity of clients
- Achievement of the two Quality Premiums for Continuing care
- National recognition of our significant reduction in long term hospital placement in Learning disabilities.
- Successful implementation of CHC Personal Health Budgets
- NHSE pilot site for Mental Health SEC 117 Personal Health Budgets

# Appendix 15 - Quality & Safeguarding

## Key priorities for 2020/21 and future years

### **Quality**

- Quality and safeguarding Assurance of smaller value contracts via a risk stratification approach
- Work with LA colleagues to ensure quality and safeguarding assurance of Public Health, Adult Social Care, Home Care and Support at Home commissioned services are sighted within Quality Assurance report.
- Revision of contract quality and safeguarding assurance mechanism for the Pennine Care Foundation Trust contract
- Ensuring contract arrangements for the Integrated Care Foundation Trust contract reflect the transition of Adult Social Care services.
- Support the quality of commissioning and contract management in children's services

### **Individualised commissioning**

- Continued role out of Personal Health Budgets offer to all NHS Continuing Care clients who live at home
- NHS England assurance tool for NHS CHC
- CCG involvement in the GM at scale CHC offer
- Increased intelligence of National specialist providers

### **Safeguarding**

- Safeguarding Assurance of smaller value contracts via a risk stratification approach
- Continued implementation of new safeguarding children's arrangements
- Peer review of children's safeguarding arrangements
- Peer review of adult safeguard arrangements across the place
- Support Mash development and children's neighbourhood models
- Support integration of LA and Health Safeguarding and Looked after Children's service.

# Appendix 16 CCG Budget Proposals

## CCG Financial Position 2020/21

Publication of NHS planning guidance for 2020/21 was originally scheduled for before Christmas. However, at the time of writing this paper, financial/operational guidance has still not been published.

It is currently envisaged that financial/operational planning guidance, including details of allocations will be published w/c 20 January 2020. With the technical documents published in the same week.

Further clarification is still required, but as a consequence of the delayed publication, it is expected that submission of draft plans to NHSE will be pushed back to 21 February, with final submissions due around Easter.

It is impossible to finalise budget setting for 2020/21 until allocations are in place and commitments and consequences of national planning guidance have been quantified and calculated.

Therefore for the purposes of joint reporting of Integrated Commissioning Budgets across the Single Commission, figures for the CCG are based upon long term plans developed on Autumn 2019.

While figures presented to the right will inevitably change following publication of detailed planning guidance, they provide a useful indicative picture of our expected financial position based on known factors in the Autumn.

Based on the LTP for 2020/21, we anticipate:

- £432.7m Total funding
- £445.3m Total Spend (in a do nothing scenario before QIPP)
- **£12.5m QIPP (Savings) Target**
- £9.5m Expected Savings Based on Current QIPP Plans
- **£3.0m Savings Still to Find**

CCG Allocation (£ 000)	2020/21	2021/22	2022/23	2023/24
Published Core	387,153	401,027	414,409	427,099
Primary Care	36,204	37,674	39,348	41,267
Running Cost	4,556	4,556	4,556	4,556
<b>Published Recurrent Allocation</b>	<b>427,913</b>	<b>443,257</b>	<b>458,313</b>	<b>472,922</b>
Additional Recurrent Allocation	0	0	0	0
Non Recurrent Allocation	4,860	0	0	0
<b>Total In Year Funding</b>	<b>432,773</b>	<b>443,257</b>	<b>458,313</b>	<b>472,922</b>

Do Nothing Spend (£000)	2020/21	2021/22	2022/23	2023/24
ACUTE	222,461	230,083	237,174	244,297
COMMUNITY HEALTH SERVICES	36,419	39,027	40,187	41,357
CONTINUING CARE	19,076	20,316	21,585	22,934
CORPORATE	4,556	4,556	4,556	4,556
MENTAL HEALTH	39,821	41,190	42,502	43,732
OTHER	31,934	28,536	30,211	33,592
PRIMARY CARE - CCG	54,803	56,717	58,564	60,315
PRIMARY CARE - Delegated	36,204	37,674	39,348	41,267
<b>Total Spend (Do Nothing)</b>	<b>445,273</b>	<b>458,099</b>	<b>474,128</b>	<b>492,051</b>

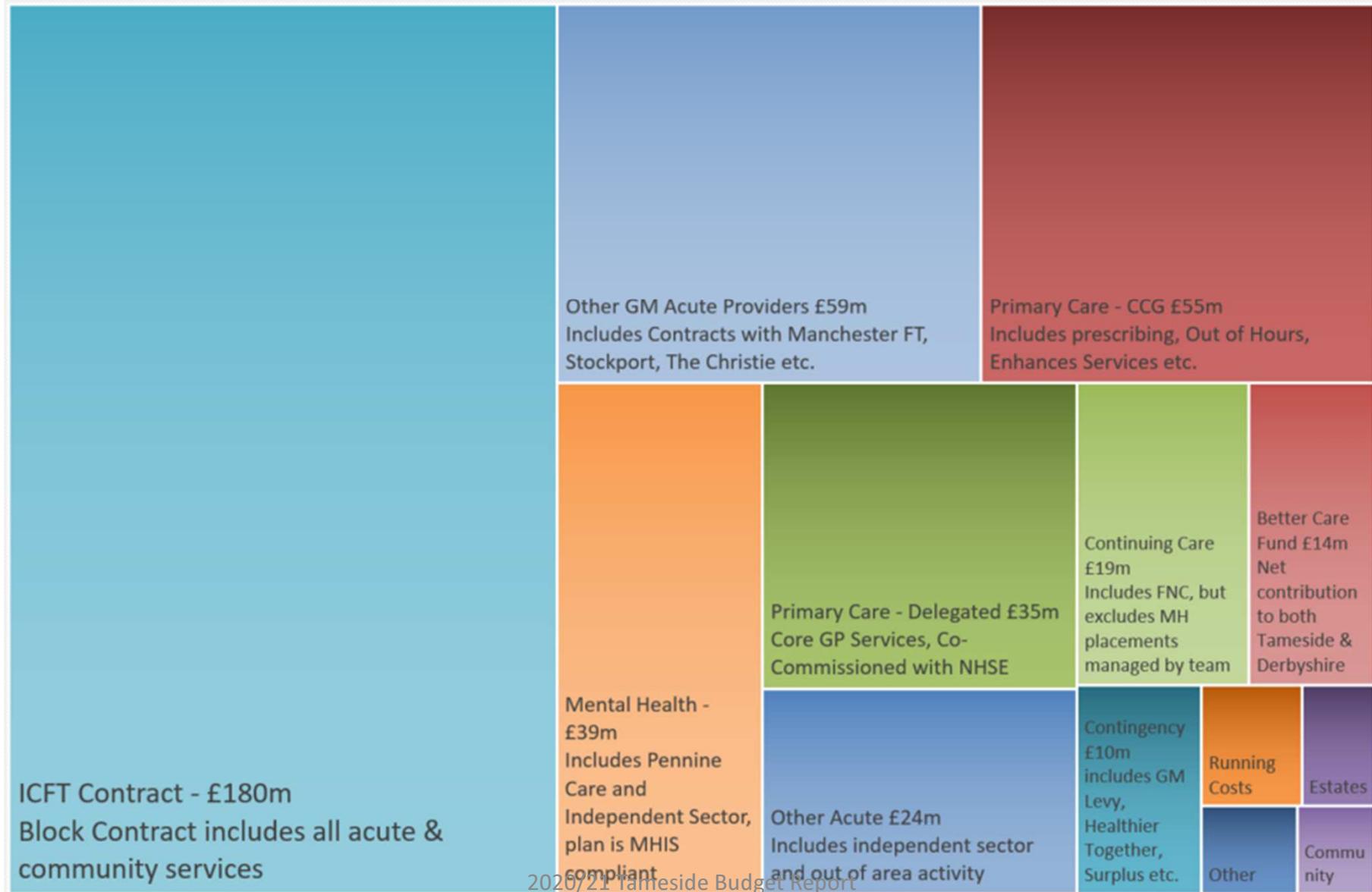
<b>QIPP Target</b>	<b>12,500</b>	<b>14,842</b>	<b>15,815</b>	<b>19,129</b>
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Expected Savings	9,452	11,771	12,706	13,631
<b>Savings Still to Find</b>	<b>3,048</b>	<b>3,070</b>	<b>3,109</b>	<b>5,498</b>

# Appendix 16 CCG Budget Proposals

## How we plan to spend our budget in 2020/21

Page 164



# Appendix 16 CCG Budget Proposals

## Growth Assumptions

The following growth assumptions have been used in formulation of indicative budgets for 2020/21. Adjustments have also been made for know changes, contract end dates and other issues:

<b>Future Growth Rates - detail</b>	<b>Net tariff inflation</b>	<b>Activity Growth: Demographic</b>	<b>Non-Demographic Growth</b>	<b>2020/21 Total</b>
MENTAL HEALTH	1.33%	1.70%	2.32%	5.35%
ACUTE - ICFT	1.55%	1.70%	0.40%	3.65%
ACUTE - ASSOCIATES	1.55%	1.70%	0.40%	3.65%
ACUTE - AMBULANCE	1.36%	1.70%	1.94%	5.00%
ACUTE - OTHER	1.55%	1.70%	0.40%	3.65%
PRIMARY CARE - CCG	1.30%	1.70%	0.65%	3.65%
PRIMARY CARE - DELEGATED	1.30%	1.70%	2.33%	5.33%
CONTINUING CARE	5.00%	1.50%	0.00%	6.50%
COMMUNITY HEALTH SERVICES	1.32%	1.70%	0.63%	3.65%
OTHER	1.30%	0.00%	1.40%	2.70%
CORPORATE	1.70%	0.00%	0.00%	1.70%

# Appendix 16 CCG Budget Proposals

## Pressures Built into the LTP 'Do Nothing' Position

Pressure	Notes
End of Transformation Funding	£4m of costs previously funded from GM transformation fund are now built into recurrent CCG position. Funding will be subject to evaluation and in the short term we are using cumulative surplus carried forward to support costs. But this is a key driver of the QIPP target increasing to £19.1m by 23/24.
Healthier Together	£740k in plan to fund Healthier Together (ambulances, A&E, governance, backfill etc). Risk around critical care activity costs post transfer. Assume CCG will need to contribute towards unresolved general surgery costs. Note that nothing has been assumed for stranded costs at ICFT – which need addressing through GM theme 3 work, but recognise risk on this.
Lung Health Checks	£6.3m of national funding in place to cover implementation and delivery of Lung Health Checks programme between 18/19 and 22/23. Assume ongoing recurrent costs of £1m beyond this - less than cost throughout pilot as backlog will be cleared, efficiencies will have been identified and any one off costs have already been incurred. In addition to the post of running the programme of checks, assume additional referrals will be created. Longer term this early identification should reduce high cost urgent admissions and identification of problems at a later stage, theoretically saving money. But that would be over a longer time period than 5 years, therefore an additional £200k p.a has been added to the plan for prudence (part year impact in 20/21).
GM Programmes of Work	Series of GM Programmes of work (e.g. Cancer Transformation, Frailty Review, Digitally Enabled Care, Maternity Services & Integrated Emergency Care). Uncertain about the exact requirements at this stage. But potential future costs, which the CCG would incur. The plan assumes £350k for cancer and £100k for Maternity, based on some early and indicative GM estimates. But anything beyond this would represent a further unbudgeted pressure.
6 Weekly Visits for Autism	Individualised commissioning team expected to conduct more frequent case reviews for patients, including 6 weekly visits for autism. Some of these patients are placed out of area, so a visit can take a full day. Significant pressure on the individualised commissioning team, which may ultimately require additional resource to meet national expectations.
Employer Pension Contribution	Increase in employer contribution from 14.3% to 20.6% from April 2019. In 2019/20 BSA will continue to collect 14.3% from all NHS employers, with the shortfall funded centrally by NHSE. Uncertainty around the longer term arrangements, but we assume this will be nationally funded. Impact will not just relate to directly employed CCG staff. Much more significant will be the impact on providers, where the CCG will need pass over additional funding through contracts (£6m at ICFT, but applicable to all contracts where employer enrolled in NHS pension scheme). Potential risk if allocations do not fully cover.
Mental Health	Pressures of delivering against the Five Year Forward View and addressing sustainability issues at Pennine Care
Primary Care Access	£787k has been funded via non rec IATs in previous years, uncertain whether this will be funded again or is expected to be from baseline. There is a GM commitment around maintaining access, however clarification required as to whether this is funded via CCG baseline or an additional allocation. In 18/19 and 19/20 this funding stream was a non-recurrent allocation of GP Forward View funding.

# Appendix 16 CCG Budget Proposals

## Expenditure Controllability

- **ICFT:** >40% of the CCGs total allocation is included within the block contract. Any savings against this contract need to be negotiated and implemented without destabilising our key strategic partner.
- **Mental Health:**  $\frac{3}{4}$  of MH spend is with Pennine Care. Significant sustainability issues with our main MH provider. MHIS dictates that we must demonstrate increased expenditure in this area. So any efficiencies will not result in savings as we have to invest elsewhere.
- **Other Acute:** This budget splits 3 ways with different drivers of demand and controllability factors:
  - 40%. Emergency ambulances, where costs are driven by capacity and demand for urgent care
  - 40%. Independent Sector Treatment. Driven by GP referrals, patient demand and waiting lists in the NHS
  - 20%. Non contracted Activity for A&E attendances and emergency admissions outside the local area
- **Primary Care – CCG:** 80% of this spend is on prescribing. This has been our flagship savings scheme in recent years and we benchmark well against other CCG's in terms of savings achieved. But still more we can do and the LTP assumes future savings will increase by an additional £500k p.a.
- **Primary Care Delegated:** Joint Control with NHSE. Budget has to be spent on GP services.
- **Better Care Fund:** Values are nationally dictated and we are not allowed to reduce spend.
- **Continuing Care:** Eligibility determined by national eligibility criteria which we cannot deviate from. Significant savings and efficiency already achieved in this area.
- **Contingency:** Planning rules dictate we must maintain some contingency, while residual budget relates to GM commitments (e.g. Levy, Healthier Together) we have entered into.

# Appendix 16 CCG Budget Proposals

## Expenditure Controllability – Other GM Acute

- Charts to the right analyse £57m of spend with 'Other GM Acute Providers' in 19/20.
- These are uplifted for growth and inflation in future years.
- Manchester is by far the biggest provider after the ICFT.
- Emergency Admissions are the biggest single category of spend and when combined with A&E represents 1/3 of total spend. It is difficult for the CCG to exercise control over this urgent activity.



- Spend on Elective activity and outpatient attendances is potentially more controllable through controls on GP referrals.
- Spend in other includes high cost drugs and devices, diagnostics, complex activity, CQUIN and year of care treatments.

# Appendix 16 CCG Budget Proposals

## Expected Savings

- In total, our QIPP programme exceeds the size of the financial gap.
- However there is clear risk attached to delivery of these plans. As such the CCG has some standard optimism bias assumptions which we apply to all savings schemes
- **Green** - 100% realisation
- **Amber** - 50% realisation
- **Red** - 10% realisation
- New savings proposals required to fully close gap in future years.
- However we would also fully close the gap if all current savings plans could be fully implemented and realised.

Planned Savings Before Optimism Bias - £000s	2020/21	2021/22	2022/23	2023/24
<b>R</b>	9,296	6,040	6,040	6,040
<b>A</b>	5,800	9,503	9,803	10,103
<b>G</b>	5,622	6,416	7,201	7,976
<b>Grand Total</b>	<b>20,719</b>	<b>21,959</b>	<b>23,044</b>	<b>24,119</b>

Expected Savings Post Optimism Bias - £000s	2020/21	2021/22	2022/23	2023/24
Acute	1,806	3,368	3,468	3,568
Mental Health	201	205	205	205
Community	40	200	200	200
Prescribing	1,750	2,250	2,750	3,250
Primary Care	347	347	347	347
CHC	550	600	650	700
Running Costs	70	70	70	70
Other Programme	4,689	4,732	5,017	5,292
	<b>9,452</b>	<b>11,771</b>	<b>12,706</b>	<b>13,631</b>

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# BUDGET CONVERSATION

2020/2021

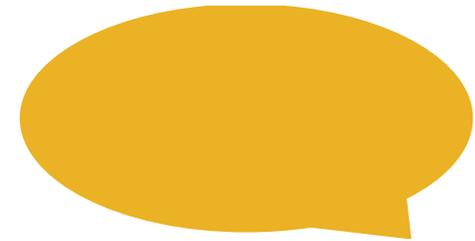
Tameside Council (TMBC) and NHS Tameside and Glossop Clinical Commissioning Group (CCG) have come together to form the Tameside and Glossop Strategic Commission. We are responsible for a range of services from bin collections through care for the elderly to the provision of GP surgeries.

The total amount of money spent by both organisations combined is £935 million. Although a significant sum of money that amount has reduced considerably over recent years due cuts in funding from central Government. Both organisations have had to find increasingly new and innovative ways to provide the services local people want.

Over the next few pages we explain where the money we spend comes from, where we spend it and then ask for your views that will help us set our budget for 2020/21.

(Note 1) The figures in the following pages are an indicative guide to the scale of spending and the main areas of spend. The figures are not a draft budget for 2020/21).

(Note 2) Tameside & Glossop Strategic Commission provide health services for Tameside & Glossop and council services for Tameside only. Council services in Glossop are the responsibility of Derbyshire County Council and High Peak Borough Council and are not part of this budget conversation).

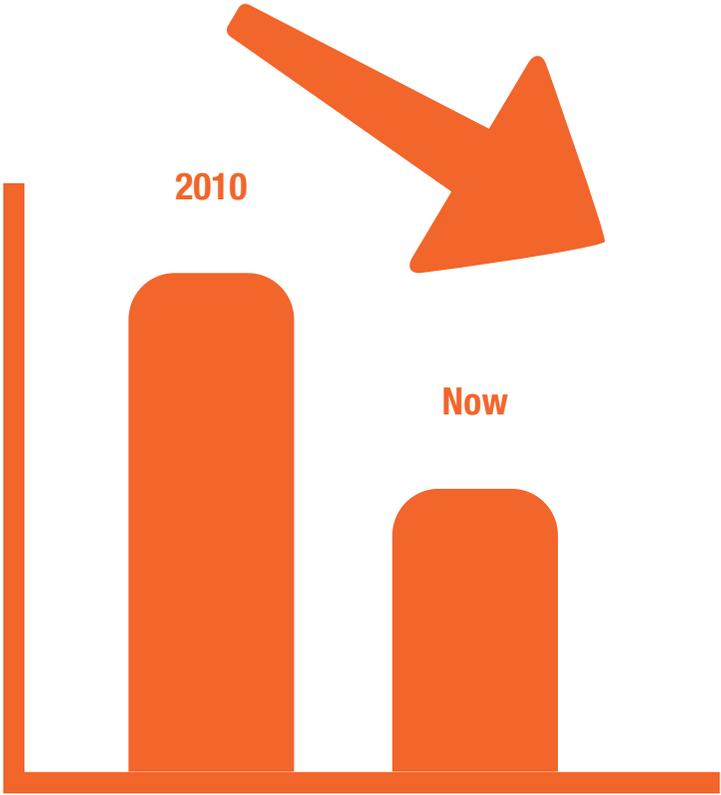


# BUDGET CONVERSATION

2020/2021

Over recent years the amount of money in real terms we have to spend on local service has decreased significantly, particularly for the council. This is expected to continue in future years.

Page 172



Research shows that funding from central government to local government has been cut in half since 2010 in real terms.

We have had to save **£160 million** in the last 6 years to balance the books. This is due to a combination of rising costs, cuts in funding from central government and increased demand for services.



We have to save a further **£33 million** over this year and next to balance the budget.

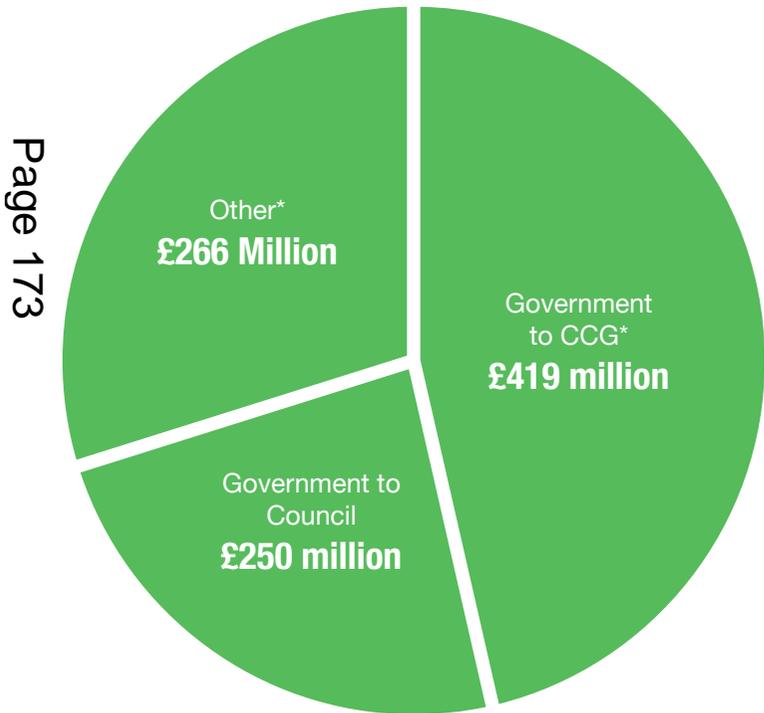
# BUDGET CONVERSATION

2020/2021

## So where does the £935 million come from?

### Government Funding

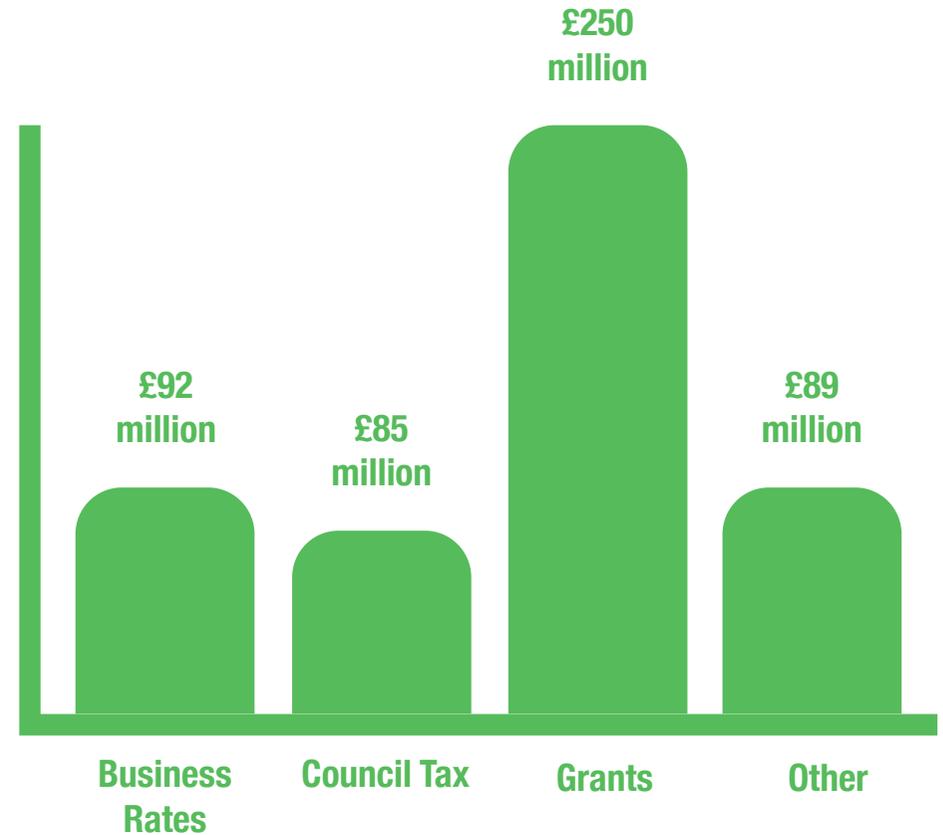
The Government provides nearly three quarters of the money we spend. All the CCG's spending and just under half of the councils spending.



Page 173

### Council Tax, Business Rates, Grants and Other

Money from Council Tax makes up just 18% of council spending.



\*All the CCG's spending is funded by the Government.

(Tameside Council spending only)

# BUDGET CONVERSATION

2020/2021

Money is spent in different ways. Here are some examples:



**£188 million**

on wages for staff directly employed by the council and CCG



**£42 million**

on drugs and medicines



**£116 million**

passed straight to schools to decide how to spend



**£17 million**

on buildings and premises from which we provide services.



**£10 million**

on vehicles and machinery



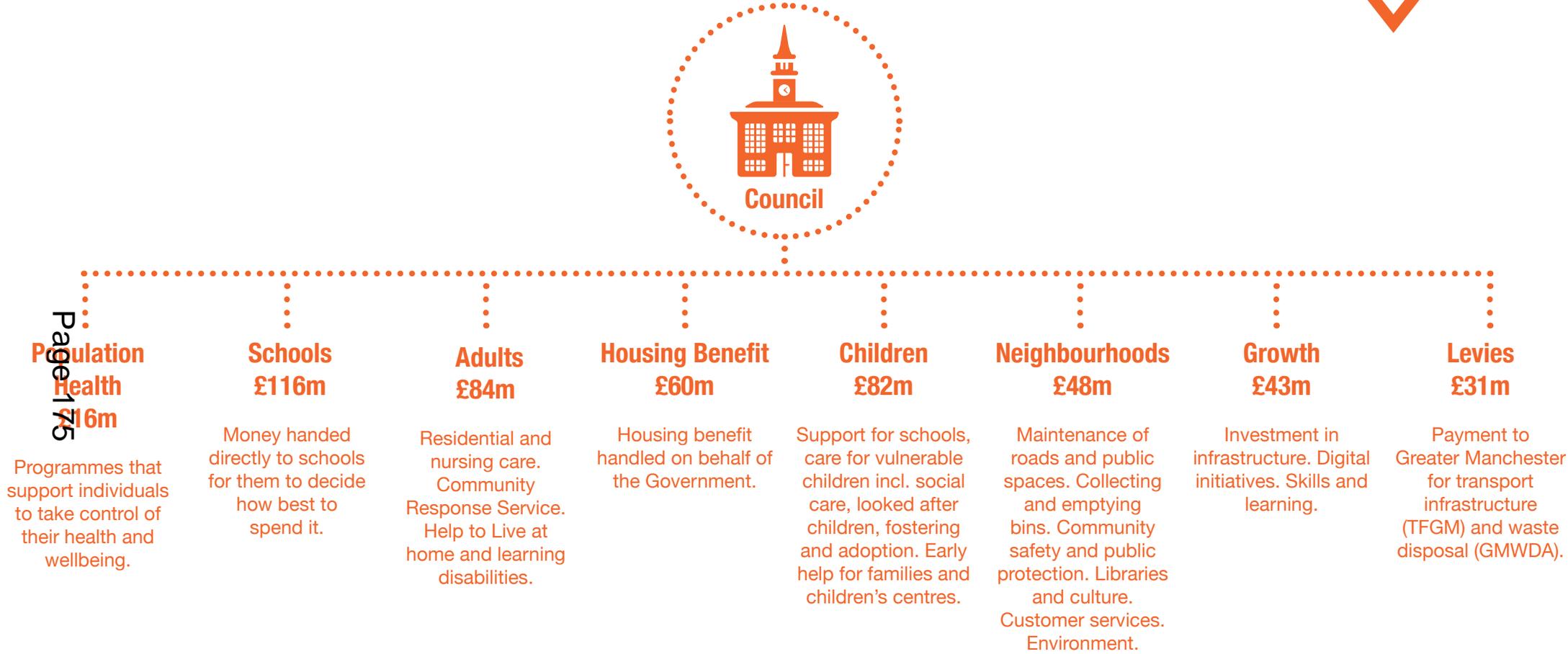
**£44 million**

for GP's and other Primary Care services

# BUDGET CONVERSATION

2020/2021

The main spending areas are:



(Note: Tameside & Glossop Strategic Commission provides council services for Tameside only. Council services in Glossop are the responsibility of Derbyshire County Council and High Peak Borough Council and are not part of this budget conversation).

# BUDGET CONVERSATION

2020/2021

The main spending areas are:



Page 176

**T&G ICFT**  
**£171m**

Contract with Tameside and Glossop Integrated Care Foundation Trust for Tameside Hospital and community services.

**Other Acute Care**  
**£80m**

Payment for any other hospital stays out of the area by local patients.

**Prescribing**  
**£42m**

Funding to cover the cost of free prescriptions and the difference between the cost of drugs and the prescription charge.

**Primary Care**  
**£44m**

Funding to support the services provided by the thirty seven GP practices in Tameside and Glossop plus out of hours and enhanced services.

**Mental Health**  
**£35m**

Contract with Pennine Care NHS Foundation Trust for mental health support services plus other mental health projects and providers.

**Continuing Care**  
**£18m**

Care outside of hospital for patients who have ongoing health care needs which are of a complex and potentially unpredictable nature that requires sustained and ongoing care.

(Note: Tameside & Glossop Strategic Commission provides health services across Tameside & Glossop).

# BUDGET CONVERSATION

2020/2021

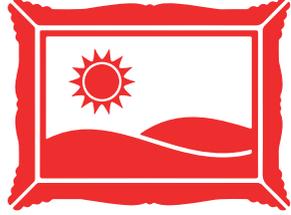
## Example of services provided:



**36,850 pupils**  
taught in  
**98 schools**



**Approx 250,313 people**  
served by  
**37 GP surgeries**



Run **8** libraries,  
**1** local studies and archive  
centre,  
**1** museum,  
**1** art galleries



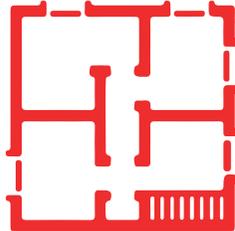
Answer approximately  
**105,000 calls**  
to our call centre



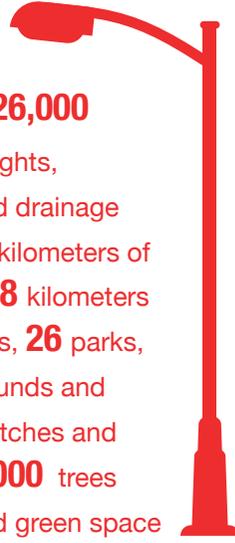
Deal with  
**32,300 visits**  
to Customer Services



Empty  
**50,000 domestic bins**  
and  
**200,000 recycling bins**  
per week



Deal with approximately  
**1,114 planning applications**



Maintain **26,000**  
street lights,  
**45,000** road drainage  
gullies, **1,155** kilometers of  
pavements, **758** kilometers  
of carriageways, **26** parks,  
**37** playgrounds and  
**25** sports pitches and  
inspect **35,000** trees  
on highways and green space

# BUDGET CONVERSATION

2020/2021

Examples of helping to address the challenges faced in the area:



Helped  
**519 people**  
to stop smoking



Offer health checks to  
**3829 people**  
aged 40 to 74



We have visited  
**2,470**  
**new mothers**  
to offer help and advice

Page 178



Commission care for  
**775 people**  
in residential or  
nursing homes



Act as parent to  
**Over 700** looked  
after children



Provided support to  
**2,900 people**  
to live independently  
and remain in their  
own homes



Support  
**2,193 children in need**  
and their families

# BUDGET CONVERSATION

2020/2021

We are always finding new ways to deliver services and invest for the future. Here are a few examples based around a co-operative approach to working:



Cash Box



Partnership Engagement Network



Youth Council



Grafton Centre



Together Centre



Tameside Digital Infrastructure Cooperative



Tameside Armed Services Community



Tameside PACT

Page 179

# BUDGET CONVERSATION

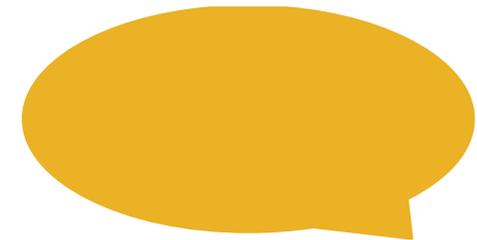
2020/2021

We'd love to hear your views.

Please go onto our survey and answer a couple of questions in your own words.

- What do you think should be the spending priorities for the Tameside and Glossop Strategic Commission for 2020/21 and future years?
- Do you have ideas or suggestions for how we might deliver services more efficiently, save money or raise revenue?

Page 180



# Appendix 18 Capital Investment

Capital Programme 2019 - 2021	2019/20 Projected Outturn	2019/20 Budget (Approved)	2019/20 Budget (Earmarked)	2020/21 Budget (Approved)	2020/21 Budget (Earmarked)
	£000	£000	£000	£000	£000
<b>Growth</b>					
Investment & Development	3,100	5,848	9,900	275	0
Corporate Landlord	225	421	7,937	0	0
Estates	50	114	1,400	0	0
<b>Operations and Neighbourhoods</b>					
Engineering Services	13,047	13,350	6,250	6,103	6,000
Vision Tameside	3,156	8,708	0	0	0
Environmental Services	2,059	3,640	700	400	0
Transport	260	260	0	2,406	0
Stronger Communities	27	27	200	0	0
<b>Children's</b>					
Education	12,850	17,539	0	984	0
Children's	0	0	950	0	0
<b>Finance &amp; IT</b>					
Finance	5,700	5,700	500	0	0
Digital Tameside	4,310	3,959	0	0	0
<b>Population Health</b>					
Active Tameside	10,360	15,970	0	0	0
<b>Adults</b>					
Adults	340	1,228	12,700	0	0
<b>Total</b>	<b>55,484</b>	<b>76,764</b>	<b>40,537</b>	<b>10,168</b>	<b>6,000</b>

# Appendix 18 Capital Investment

## Indicative Additional Capital Investment Requirements 2020 – 2025

Figures below are purely indicative based on an exercise undertaken in January 2019. Indicative requirements for future years are currently being reviewed as part of an overall review of the Capital Programme and Capital Receipts forecasts.

Indicative Capital Investment Requirements	20/21	21/22	22/23	23/24	24/25	Total
	£000	£000	£000	£000	£000	£000
Investment & Development	16,045	16,325	11,500	9,000	5,000	57,870
<b>Total Growth</b>	<b>16,045</b>	<b>16,325</b>	<b>11,500</b>	<b>9,000</b>	<b>5,000</b>	<b>57,870</b>
Engineering Services	2,000	3,150	3,050	3,550		11,750
Environmental Services	200	850	300	250	200	1,800
Transport	2,750	1,150		170	101	4,171
Stronger Communities	150	55				205
<b>Total Operations and Neighbourhoods</b>	<b>5,100</b>	<b>5,205</b>	<b>3,350</b>	<b>3,970</b>	<b>301</b>	<b>17,926</b>
Education	5,053	211				5,264
<b>Total Children's</b>	<b>5,053</b>	<b>211</b>				<b>5,264</b>
Finance	100					100
<b>Total Finance &amp; IT</b>	<b>100</b>					<b>100</b>
Active Tameside	2,778					2,778
<b>Total Population Health</b>	<b>2,778</b>					<b>2,778</b>
Community Health - Estate		10,000	25,000	2,500	2,500	40,000
<b>Total Adults</b>		<b>10,000</b>	<b>25,000</b>	<b>2,500</b>	<b>2,500</b>	<b>40,000</b>
<b>GRAND TOTAL</b>	<b>29,076</b>	<b>31,741</b>	<b>39,850</b>	<b>15,470</b>	<b>7,801</b>	<b>123,938</b>

## Pay Policy Statement 2020/21

### **Pay Policy Statement for the Year 2020/21**

The Pay Policy Statement sets out the Council's approach to pay policy in accordance within the requirements of Section 38 of the Localism Act 2011. The Pay Policy Statement has also been revised to take into account the Council's approach to approval by Full Council for severance payments in excess of £95K in line with guidance received from the Department for Communities and Local Government (DCLG). This pay policy applies for the year 2020/21 unless replaced or varied by Full Council.

It does not cover teaching staff whose salaries and terms and conditions of employment are set by the Secretary of State. Academy Schools are an entirely separate legal entity from the Council and are covered by Academies Act 2010 and as a separate employer are responsible for setting salaries for their employees.

The purpose of the Pay Policy Statement is to ensure transparency and accountability with regard to the Council's approach to setting pay. The Pay Policy Statement has been approved by Council and is publicised on the Council's website in accordance with the requirements of the Localism Act 2011 in March each year.

### **Underlying Principles**

The Council is committed to and supports the principle of equal pay for all our employees. Equal pay between men and women is a legal right under both United Kingdom and European Law. The Equality Act 2010 requires employers not to discriminate on grounds of the nine protected characteristics.

The Council applies terms and conditions of employment that have been negotiated and agreed through appropriate collective bargaining mechanisms (national or local) or as a consequence of authority decisions, these are then incorporated into contracts of employment.

# Appendix 19 Pay Policy Statement 2020/21

The Pay Policy Statement identifies:

- The method by which salaries and severance payment are determined.
- The detail and level of remuneration of the Council's most senior managers i.e. Chief Executive and Leadership Team, which accords with the requirements of the Localism Act 2011.
- The process for ensuring that the Pay Policy Statement is applied consistently, including the Staffing Panel which has delegated powers in relation to senior manager pay and employment.
- The detail and level of remuneration for the lowest level of employee.
- The ratio of pay of the top earner and that of the median earner.

It should be noted that the Pay Policy Statement does not include information relating to the pay of Teachers or Support Staff in schools who are outside the scope of the Localism Act 2011.

This Statement complies with all statutory and legal requirements.

In this policy we use the term "Senior Manager" to mean the same as "chief officer" as described in the Localism Act 2011. The Council already separately publishes information about pay and average pay, which is also set out here.

Highest Pay (per annum)	£177,164.00 p.a. (fte)
Average Pay (per annum)	£26,311.23 p.a. (fte) (based on mean) £23,981.76 p.a. (fte) (based on median)
Pay difference (between average & highest pay)	£150,852.77 (based on mean) £153,182.24 (based on median)
Pay Multiple (ratio between the average and the highest pay)	6.7:1 (based on mean) 7.4:1 (based on median)
Pay Multiple (ratio between the lowest and the highest pay)	10.2:1

# Appendix 19 Pay Policy Statement 2020/21

## 1. Policy on the remuneration of its Senior Managers

Chief Executive and Chief Officers conditions of service are in line with the Joint Negotiating Committees for Chief Executives and Chief Officers. The pay levels for the Chief Executive and Directors are determined by the Council's Senior Staffing Panel on appointment, having regard to the Council's duty to ensure best value and after taking professional advice on pay levels, market conditions and other relevant employment factors.

Assistant Director pay is determined by a job evaluation process, which was undertaken in 2011. The scheme used was one designed by the Local Authority Employers Organisation, which advises Councils at a national and regional level on employment and pay issues.

There is an intention to undertake an external review of Senior Managers salaries in 2020/21 to ensure salaries remain competitive and equal pay compliant. Any remuneration package in excess of £100K will be determined by Council.

Other than allowable out of pocket expenses, the Council does not make other payments to Senior Managers in addition to basic salary for undertaking their core role. Overtime is not payable to Senior Managers.

## 2. Policy on the remuneration of its lowest paid employees

In this policy, we use the definition of lowest paid employee as being those paid on spinal column point (SCP) 1 of the National Joint Council for Local Government Services, plus the Living Wage (LW) supplement payment where SCP 1 is below the LW rate, which was introduced within the Council pay structure in September 2016. We use this because it is the lowest substantive pay grade used for local authority employees.

Our policy is that an employee would normally only be paid at this rate if they were in the first year of appointment to a post which has been evaluated under the national scheme for evaluating local authority jobs. The Council uses the nationally agreed job evaluation scheme for employees of local authorities which is used by a large proportion of other local authorities.

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

The Council's pay structure is available on the website at <http://www.tameside.gov.uk/paystructure>

**3. Policy on the relationship between -**  
**(i) the remuneration of its Senior Managers, and**  
**(ii) the remuneration of its employees who are not Senior Managers**

The Council has no formal policy on the relationship between the remuneration of Senior Managers. The Hutton review entitled Fair Pay in the Public Sector considered the multiple should be no greater than 20 to 1 (lower is better) and based on the current situation the Council falls well below this threshold. The authority does not have a policy on maintaining or reaching a specific 'pay multiple', however, the authority is conscious of the need to ensure that the salary of the highest paid employee is not excessive and is consistent with the needs of the authority. These pay rates may increase in accordance with any pay settlements which are reached through their respective national negotiating bodies.

At Tameside, the pay multiple between the Chief Executive's pay and the lowest paid employee in the organisation is 10.2:1 and is therefore well within this recommended range.

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

All posts are subject to the Council's recruitment and selection process for job appointments, including promotion. Appointments will normally be made at the minimum of the relevant pay scale for the grade, although this can be varied if it is necessary to secure the best candidate. When recruiting to all posts the Council will take full and proper account of all provisions of relevant local government, employment and equalities legislation.

On occasions, the Council may need to consider market forces supplements for employees, which might include Senior Management posts. Authorisation arrangements for market forces supplements would be subject to approval by the Senior Staffing Panel. No such supplements are currently in place.

The Council will ensure that before an offer of appointment is made, any salary package for any post that is in excess of £100,000 is considered by full Council.

# Appendix 19 Pay Policy Statement 2020/21

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

Senior Managers are paid at a spot rate salary. The majority of Council staff receive nationally agreed pay awards when they are applied. These do not apply to Senior Managers at Assistant Director level and above. The Senior Staffing Panel make the determination as to whether and when there is to be an increase in the current spot rate salaries. Assistant Director's and Directors received a 2% pay increase to reflect the national pay award in 2019/20. The Chief Executive has received a 2% pay award in 2019/20 to reflect the national pay award.

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

The Council does not pay performance related pay to Senior Managers or any other member of the workforce. The Council believes that it has sufficiently strong performance management arrangements in place to ensure high performance. Any areas of under-performance would be addressed through the capability/disciplinary procedure as appropriate.

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

The Council does not pay bonuses to Senior Managers or any other member of the workforce and does not intend to introduce any bonus schemes.

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

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

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

# Appendix 19 Pay Policy Statement 2020/21

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

Compensation payments for loss of office are considered in situations where an employee's post becomes at risk and/or the employment relationship is no longer tenable. A maximum payment of 12 weeks applies to all employees, including Senior Managers.

The Council's approach is to treat each case on its individual merits, taking professional advice on the appropriateness, and ensuring that all payments represent value for money to the taxpayer.

Employees who are 'at risk', having been displaced from their role, currently have a 4 week period from the date they are notified to access the Voluntary Severance Scheme, with the additional loss of office payment in some circumstances. If an employee does not choose to access the Voluntary Severance Scheme they will be supported in securing alternative employment. If the secured employment is at a grade lower than their previous post they will be assimilated to the new grade at the top spinal column point and receive pay protection up to their previous salary rate for a maximum period of 6 months.

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

## **9. Transparency**

The Council meets its requirements under the Localism Act, the Code of Practice on Data Transparency and the Accounts and Audit Regulations in order to ensure that it is open and transparent regarding senior officer remuneration.

Senior Managers' pay is published on the Council's website each year. The current pay rates for senior managers are available at: <http://www.tameside.gov.uk/transparency>

# Appendix 19 Pay Policy Statement 2020/21

## 10. Gender Pay Gap

From April 2017, gender pay legislation requires employers (public, private or voluntary sector) with 250 or more employees to publish statutory calculations every year showing how large the pay gap is between their male and female employees.

There are two sets of regulations which impose the mandatory gender pay gap reporting obligations on employers:

- The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017
- The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017

The legislation requires the following 6 measures to be reported:

1	Mean gender pay gap	The difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees.
2	Median gender pay gap	The difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees
3	Mean bonus gap*	The difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees
4	Median bonus gap*	The difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees
5	Bonus proportions*	The proportions of male and female relevant employees who were paid bonus pay during the relevant period
6	Quartile pay bands	The proportions of male and female full-pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands

*\*Measures 3, 4 and 5 are not reportable at Tameside Council as there are no bonus payments.*

# Appendix 19 Pay Policy Statement 2020/21

As at 31 March 2018 a snapshot of the Council's workforce (including all employees, apprentices and casual staff in post) provides:

Mean gender pay gap	+2.37%																										
Median gender pay gap	-8.92%																										
Mean bonus gap	N/a																										
Median bonus gap	N/a																										
Bonus proportions	N/a																										
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# Appendix 19 Pay Policy Statement 2020/21

Tameside's mean gender pay gap is +2.37% meaning that overall females have lower pay than males. Whereas, Tameside's median gender pay gap is -8.92% meaning that overall females have higher pay than males.

The mean gender pay gap has reduced marginally from +2.59% in 2018, whilst the median gender pay gap has increased marginally from -8.47% in 2017, demonstrating that the Council is continuing to support women to achieve higher pay.

Tameside's negative median gender pay gap shows that females are paid more than males, due to the high percentage of females in the middle quartiles. Over half (50%) of females are in the middle quartiles.

However, overall there is a higher percentage of males in the highest paid jobs (27%), compared to 24% of females which results in a positive mean gender pay gap where men are paid more, with women earning 2.37% less per hour than their male counterparts.

The Council is committed to reducing the gender pay gap and will continue monitor and review recruitment and reward processes, develop career pathways to enable and support career progression and continue to support flexible working and family friendly policies to enable both men and women to progress within the workforce.

## **11. Commitment to The Living Wage**

The Council is committed to becoming an accredited Living Wage Foundation Employer. The Living Wage is a rate of pay per hour, which is enough to make sure workers and their families can live free from poverty.

The Council implemented the Living Wage Foundation rate of pay in September 2016 for all employees (excluding apprentices, work placements and traineeships, which have been created to enable access to the work place training and job opportunities). This is paid by means of a supplement to Council employees whose hourly rate of pay falls below the nationally set rate, as required annually.

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

The Council will encourage and promote all employers, both directly and through their subcontractors, to pay a Living Wage, and promote the Living Wage principles when there are opportunities to so do in the Borough.

# Appendix 19 Pay Policy Statement 2020/21

The Council strives to make Tameside a better place and is of the view that payment of a Living Wage can have a positive impact on the delivery of services as well as economic and social benefits in the Borough.

The Council is committed to providing better quality value for money services and feels the payment of the Living Wage Foundation will contribute to this goal.

## **12. Pension Enhancement**

The Council has agreed policies in place on how it will apply any discretionary powers it has under Pensions regulations. It is not Council policy to apply the available discretions to award additional pension to any members of the pension scheme (regulation 31).

## **13. Re-employment of Staff**

The Council is under a statutory duty to appoint on merit and has to ensure that it complies with all appropriate employment and equalities legislation. The authority will always seek to appoint the best available candidate to a post who has the skills, knowledge, experience, abilities and qualities needed for the post.

In recent years significant numbers of individuals have left the Council voluntarily on enhanced exit payments owing to the significant reduction in its budget. These exit payments have helped unlock substantial reductions in staff costs in the medium to longer term and have helped in meeting the challenge of reducing the deficit. However, given the scale of the costs associated with exit payments it is vital that they offer value for money to the taxpayer who funds them.

As it would be reputationally damaging to the Council to use public funds for employees to receive exit payments and then quickly returned to public sector roles, the Council has a policy that any employee who returns to the Tameside public sector or on public sector contracts or agency work within 12 months of exit are required to repay their exit payment. This is in line with government guidance to ensure that the taxpayer is not unduly compensating an individual for loss of employment only for them to return to the public sector after a short period of time hence getting a windfall. Employees who have received an enhanced exit package can accept employment with the Council but where they do this within 12 months of signing a compromise agreement they are will be obliged to repay their exit package.

If a candidate is a former employee in receipt of an LGPS pension or a redundancy payment this will not rule them out from being re-employed by the Council. Clearly where a former employee left the authority on redundancy terms then the old post has been deleted and the individual cannot return to the post as it will not exist.

# Appendix 19 Pay Policy Statement 2020/21

The Council will also apply the provisions of the Statutory Redundancy Payments Modification Order regarding the recovery of redundancy payments if this is relevant and appropriate. Pensions Regulations also have provisions to reduce pension payments in certain circumstances to those who return to work within the local government service.

The authority will apply the provisions of the Recovery of Public Sector exit payments in accordance with any regulations made under The Enterprise Act 2016 and any other applicable legislation and guidance.

## **14. Policy Amendment**

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

This policy statement will be reviewed each year and will be presented to full Council each year for consideration in order to ensure that a policy is in place for the authority prior to the start of each financial year.

# Appendix 19 Pay Policy Statement 2020/21

## 15. Pay Policy References

- Agency workers directive 2011
- Hutton Fair Pay in the Public Sector Final Report (March 2011)
- Joint Negotiating Committee for Local Authority Chief Executives
- Joint Negotiating Committee for Chief Officers of Local Authorities
- Local Government (Early Termination of Employment)(Discretionary Compensation) (England and Wales) Regulations 2006
- Local Government Pension Scheme (Benefits, Membership Contributions) Regulations 2007
- Localism Act 2011
- National Joint Council for Local Government Services
- Tameside Borough Council Scheme of Delegation
- The Accounts and Audit (England) Regulations (2011)
- The Equality Act 2010
- The Secretary of State for CLG Code of Recommended Practice for Local Authorities on Data Transparency
- Local Government Transparency Code 2014
- HM Treasury Recovery of Public Sector exit payments consultation response

# APPENDIX 20 – TREASURY MANAGEMENT STRATEGY

## 1. INTRODUCTION

- 1.1 The Treasury Management service is an important part of the overall financial management of the Council's affairs. At 31 March 2019 the Council had £105m of investments which need to be safeguarded, and £111m of long term debt, which has been accrued over the years to help to fund the Council's capital investment programmes. The Council is also the lead authority responsible for the administration of the debt of the former Greater Manchester County Council on behalf of all ten Greater Manchester Metropolitan Authorities. As at 31 March 2019, this represented a further £59m of debt. The significant size of these amounts requires careful management to ensure that the Council meets its balanced budget requirement under the Local Government Finance Act 1992. Generating good value for money is therefore essential, in terms of both minimising the cost of borrowing and maximising the return on investments.
- 1.2 Under the Local Government Act 2003, the Department for Communities and Local Government issued in March 2010 revised "Guidance on Local Government Investments". The 2003 Act requires an authority "to have regard" to this guidance. Part of this guidance is that "A local authority shall, before the start of each financial year, draw up an Annual Investment Strategy for the following financial year, which may vary at any time. The strategy and any variations are to be approved by the full Council and are to be made available to the public." This strategy is set out in **Appendix 21**.
- 1.3 A revised edition of the CIPFA Prudential Code and CIPFA Treasury Management Code of Practice was produced in November 2011. The guidance arising from this Code has been incorporated within this report. In 2017, CIPFA published further updated versions of these Codes which have applied from the 2019/20 financial year, and require a Capital Strategy report to be produced in addition to the Treasury Management Strategy. The Capital Strategy is the Council's framework for the allocation and management of capital resources, taking into account the Council's Corporate Plan. It aims to provide a long term context in which capital decisions are made, the approach for governance for those decisions, and information on the Council's approach towards treasury management and other investments.
- 1.4 The Treasury Management Strategy also sets out the estimated borrowing requirement for both Tameside MBC and the Greater Manchester Metropolitan Debt Administration Fund (GMMDAF), together with the strategy to be employed in managing the debt position.
- 1.5 The Local Government Act 2003 is the major legislation governing borrowing and investments by local authorities. Under the Act a Local Authority may borrow money:
- (a) For any purpose relevant to its functions under any enactment; or
  - (b) For the purposes of the prudent management of its financial affairs.
- 1.6 The Council is only permitted to borrow to finance its capital investment programme, and cannot borrow to fund on-going day to day expenditure, which must be funded from day to day income sources such as council tax, business rate income, government grant or reserves. If an authority does borrow for capital investment purposes it has a duty to ensure that its borrowing is affordable, and must set its own limits on how much it may borrow. The method of doing this is set out in the Prudential Code for Capital Finance in Local Authorities.

1.7 The borrowing limits set by the Council are based on the possibility of borrowing in advance of our needs, should interest rates be such that it is advantageous to do so. The Council is currently maintaining an under-borrowed position. This means that the capital borrowing need (as measured by the Capital Financing Requirement), has not been fully funded with loan debt as surplus cash balances have been utilised instead. This strategy is prudent as investment returns are low and interest rates on borrowing are comparatively high, thus creating a high cost of carry<sup>1</sup> for any borrowing taken up. The Council, along with its advisors, Link Asset Services, will closely monitor rates and take up borrowing at the most advantageous time possible.

1.8 Against this background and the continuing risks within the economic forecast, caution will be adopted with the 2020/21 treasury operations. The Section 151 Officer will monitor interest rates in financial markets and adopt a pragmatic approach in changing circumstances. Borrowing will be undertaken on an assessment of the situation at the time.

## **2. CODES OF PRACTICE**

2.1 The Council's treasury activities are strictly regulated by statutory requirements and a professional code of practice (the CIPFA Code of Practice on Treasury Management – revised 2017) and the Prudential Code. The Council has adopted the CIPFA Code of Practice on Treasury Management. Part of this code is for the Council to set out Treasury Management Practices (TMPs). These are in place and are being adhered to.

2.2 The key objectives of the Prudential Code are to ensure, within a clear framework, that the capital plans of local authorities are affordable, prudent and sustainable and to ensure that treasury management decisions are taken in accordance with good professional practice and in a manner that supports these objectives.

2.3 To demonstrate that local authorities have fulfilled these objectives the Prudential Code sets out the indicators that should be used, and the factors that must be taken into account. The Code does not include suggested indicative limits or ratios as these are for the local authority to set itself. The Prudential Indicators required by the Code are designed to support local decision making and are not comparative indicators.

2.4 This report recommends specific indicators for approval and an affordable borrowing limit for 2020/21. It also recommends an affordable borrowing limit for the Greater Manchester Metropolitan Debt Administration Fund.

2.5 Where appropriate the Council may undertake borrowing for external organisations, and this will be on the basis that the revenue costs are fully reimbursed. This will be done purely for policy reasons.

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

2.7 Local authorities are required to encompass all aspects of the Prudential Code that relate to affordability, sustainability and prudence. When making a decision to invest in capital assets, the Council must ensure that it can meet both the immediate and long-term costs

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<sup>1</sup> Cost of carry is the difference between the rate of interest paid on a loan against the rate of return received by investing that money. Therefore if a Council has cash balances already, and then takes some long term borrowing, the impact will be to increase the level of cash balances in the short term. For Tameside a 25 year loan would cost c3.1% but could only be invested at around 1% resulting in a cost of carry of 2.1% per annum. Whilst cash balances are high it is more prudent to utilise cash balances to fund capital schemes and delay the decision to borrow.

to ensure the long-term sustainability.

- 2.8 The Prudential Code requires local authorities to consider wider management processes i.e. option appraisal, asset management planning, strategic planning and achievability in accordance with good professional practice. The Strategic Planning and Capital Monitoring Panel and Executive Cabinet are responsible for these areas.

### **Setting of Prudential Indicators**

- 2.9 The Prudential Indicators for 2020/21 and the following two years must be set before the beginning of the forthcoming year and requires approval by Council as part of the budget approval process. The Section 151 Officer is responsible for ensuring that all matters required to be taken into account are reported to the Council for consideration.
- 2.10 The system requires a process for controlling prudential borrowing to ensure that all council borrowing remains affordable. The Section 151 Officer is responsible for the centralised control and recommendations for borrowing. The Council is currently in an 'under-borrowed' position meaning that capital expenditure funded from borrowing exceeds the actual level of debt taken up. During 2019/20 £30m of additional prudential borrowing was taken up in accordance with the planned strategy. No further borrowing is planned during 20/21, however the current under-borrowed position as well as the proposed capital investment plan, will be kept under review as part of normal treasury management operations. The Council's current projected under-borrowed position is £50m, which provides an estimated annual saving of £1m in interest costs at prevailing rates. This is further detailed later in paragraph 11.1.
- 2.11 The Prudential Borrowing proposal is provisional as the Council will review its available resources at the end of each financial year. An assessment of the capital grants, contributions and capital receipts at year end may provide a more cost effective method of financing the Council's capital expenditure. The Council will endeavour to keep Prudential Borrowing and the associated costs to a minimum by utilising other available resources.

### **Required indicators**

- 2.12 The required Prudential Indicators are set out in **Appendix 20E** together with the methodology used to calculate them. The Prudential Indicators have been based on the planned level of borrowing set out above.
- 2.13 The monitoring frequency for each Prudential Indicator is determined individually. Some are monitored daily as treasury management transactions take place and others less frequently. For some indicators e.g. net external borrowing, trigger points will be set within the monitoring process to highlight when the indicator limits could be breached and allow corrective action to be taken
- 2.14 The Section 151 Officer will report to Members on the performance of all Prudential Indicators as part of the Capital Programme monitoring process. Some of the Prudential Indicators may need to be revised during the year and these will require approval by the Audit Panel. The indicators will continually change due to factors other than the level of borrowing e.g. – capital expenditure will change when additional grant resources are received.

## **3. NEED TO BORROW**

- 3.1 The Council's long term borrowing requirement in any year depends on the following factors:-

- (a) Existing loans which are due to mature during the year. These will include external loans, and any reduction of internal resources that are temporarily being used to finance capital expenditure.
- (b) The amount of capital expenditure that the Council has determined should be financed by borrowing. Under the Prudential Code on Borrowing the Council may determine its own levels of borrowing and is set by the Council as part of the main budget process. The Council is able to borrow in advance of its requirements, when it is considered beneficial to do so.
- (c) The amount of outstanding debt required to be repaid during the year, including the "Minimum Revenue Provision" (MRP) and additional voluntary MRP to repay prudential borrowing.

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

3.3 Any borrowing in advance undertaken will be made within the constraints of the Prudential Code. Risks associated with any advance borrowing activity will be subject to appraisal in advance and subsequent reporting through the annual reporting mechanism (the operational limit). The Council may also borrow on a short term basis to finance temporary shortfalls in cash flow.

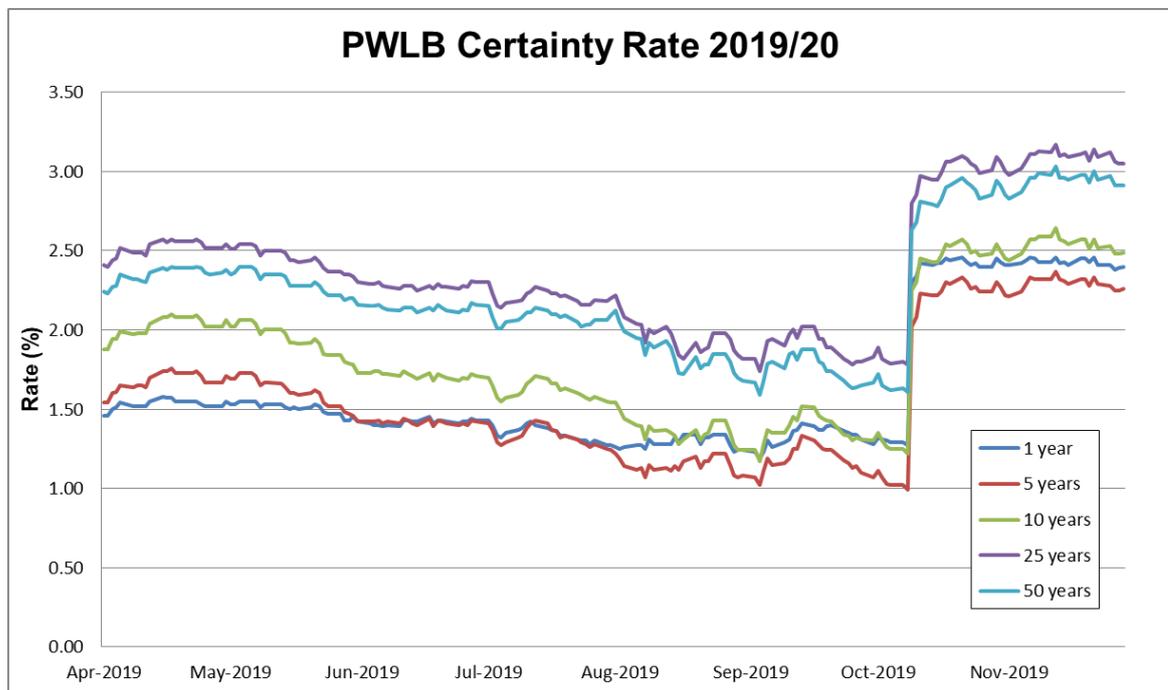
3.4 In addition to this, the Council can fund capital expenditure by using internal cash balances. Although borrowing is not undertaken to meet this expenditure, it has the effect of reducing the Council's investments, and therefore changing the net interest payable.

#### **4. TYPES AND DURATION OF LOANS**

4.1 There are various types of loan available:-

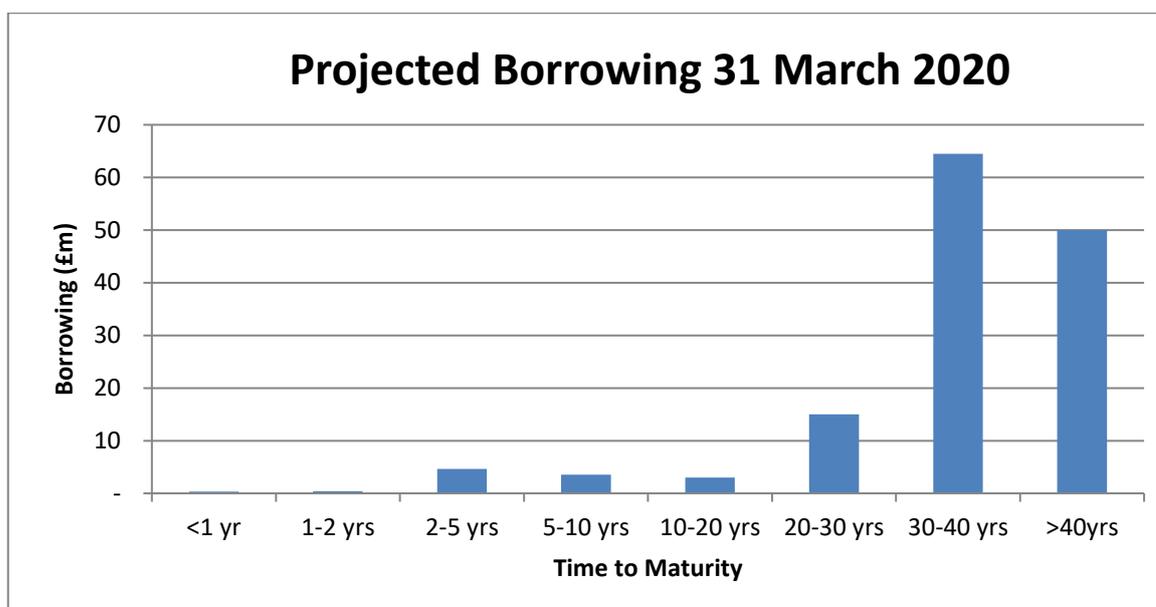
- (a) Short term fixed.  
These are loans of less than one year duration where the interest rate is agreed at the start of the loan and remains the same until the loan matures. The duration may last from 1 day to 364 days.
- (b) Short term variable.  
Less than one year, but the interest rate may change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

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



4.3 Long term fixed rates are based on Government Gilts (Bonds issued by the Government which pay a fixed rate of interest) and reflect the future expectations of base rates, inflation and risks within the general economy. They may be markedly different from short term rates, and they may also be volatile. The PWLB Certainty Rate has historically been set at a margin of 80 bps (0.80%) over Gilts; however, in October 2019 this margin was increased to 180bps (1.80%). This is represented by the sudden rise in the graph above. At present interest rates on longer term loans are higher than short term rates due to the relatively low Base Rate, implemented by the Monetary Policy Committee of the Bank of England. The programme of “quantitative easing” undertaken by the Bank of England and the “safe haven” status of the UK continues to restrict gilt interest rates.

4.4 Tameside’s loan portfolio as at 31<sup>st</sup> March 2020, assuming no new borrowing is taken, will contain £101m of long term fixed loans from the PWLB, £10m long term fixed bank loans and £30m of LOBOs. The following graph outlines the maturity profile, which shows that there is currently no refinancing risk borne by the Council, whereby it would have to repay any of its existing loans.



## 5. SOURCES OF BORROWING

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

The main sources currently available to Tameside are:-

- a. The Public Works Loan Board (PWLB) (£101m at 31<sup>st</sup> March 2020)
- b. European Investment Bank (EIB) (no current borrowing)
- c. Banks, Building Societies and other financial institutions (£40m at 31<sup>st</sup> March 2020)
- d. Internal cash funds and balances (£40m at 31<sup>st</sup> March 2020).

Of these, by far the greatest proportion of borrowing taken up is normally obtained from the PWLB.

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

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

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

5.5 Internal funds, such as the Insurance Fund, are paid interest in line with short term rates.

5.6 Traditionally the strategy employed by Tameside and most other Local Authorities is to borrow long term at fixed rates of interest.

5.7 Where appropriate the Council may undertake borrowing for external organisations for policy reasons, and this will be on the basis that the revenue costs are fully reimbursed.

## **6. RESCHEDULING OF LONG TERM DEBT**

6.1 Rescheduling involves the early repayment and re-borrowing of different term PWLB loans, or converting fixed rate loans to variable and vice versa. This can involve paying a premium or receiving a discount, but is intended to reduce the overall interest burden, since the replacement loan (or reduction of investment) is normally borrowed at a lower interest rate.

6.2 The use of rescheduling has traditionally been a valuable tool for the Council, but its success depends on the frequent movement of interest rates, and therefore it cannot be easily estimated for. It will continue to be used when suitable opportunities arise, in consultation with our treasury management advisors, although such opportunities may not occur.

6.3 However, the changes made by the PWLB in 2010 to introduce separate rates for the premature repayment of debt and the increase in the cost of new PWLB borrowing by approximately 1%, has significantly reduced the ability to re-schedule debt. No re-scheduling has been undertaken by the Council since these changes occurred.

6.4 However, the PWLB has continued a scheme to allow a 0.20% reduction on the published borrowing rates, known as the “certainty rate”, for Councils that provide indicative borrowing requirements for the next 3 years. The Council has provided this information and has therefore protected its eligibility for the certainty rate. This does not however commit the Council to a particular course of action.

6.5 With the current yield curve, debt restructuring is likely to focus on switching from longer term fixed rates to cheaper shorter term debt, although the Section 151 Officer and our treasury management advisors will monitor prevailing rates for any opportunities during the year.

6.6 Although a pro-active approach is taken to identify opportunities to re-schedule debt, no such an opportunities have arisen so far in 2019/20, or are foreseen in 2020/21 with the current interest rate climate.

6.7 Consideration will also be given to identify if there is any potential for making savings by utilising cash balances to repay debt prematurely, as short term rates on investments are likely to be lower than rates paid on current debt.

## **7. CURRENT POSITION – 2019/20**

7.1 The original estimate of interest payable for the 2019/20 financial year was £6.310m. Of this £6.110m will be paid externally and the remainder will be paid to various Council funds such as the Insurance Fund. It is anticipated that the outturn position for the year will be slightly below this budget due to projected borrowing being taken up in August as opposed to at the start of the year.

## **8. TAMESIDE MBC’S ESTIMATED NET DEBT POSITION AT 31 MARCH 2020**

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

£m

PWLB	101.510
Market Loans (incl. LOBOs)	<u>40.000</u>
Total External Borrowing	141.510
Less Sports Trust Debt	-1.309
Less Airport Debt	-0.550
Less Trust Funds, Contractor Deposits etc	-0.151
Less Investments	<u>-126.988</u>
Net Debt Outstanding	12.512

8.2 The estimated position assumes the Council will not take up any further borrowing during 2019/20, to meet the forecast outstanding borrowing requirement as at 31 March 2020 (£40m) and no advanced borrowing for 2020/21 or future years. By postponing borrowing and utilising cash balances, the Council reduces counterparty risk and the financial impact of the current low level of investment returns.

8.3 Prudential borrowing of £4.280m was taken up on 25 July 2008 from the PWLB on behalf of the Tameside Sports Trust, to enable facility improvements. The costs related to this borrowing are met by reducing the annual Council's grant paid to the Sports Trust by an equal amount. The outstanding amount at 31 March 2020 will be £1.309m.

8.4 The Council's total net debt is £12.512m

## 9. 2020/21 BORROWING REQUIREMENT

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

9.2 During 2020/2021 it is estimated that the following requirement will be needed in respect of the general fund:-

	<b>£m</b>
Capital expenditure (financed by loan)	4.740
Loans maturing	<u>0.350</u>
	5.090
Less MRP repayments	<u>-4.337</u>
Total potential borrowing requirement	<u>0.753</u>

9.3 Therefore the additional outstanding capital borrowing need of the Council will be £0.753m (capital expenditure less debt repayments) during 2020/21.

9.4 The budget for 2020/21 shows that loans and investments outstanding during the year will generate estimated gross interest charges of £6.161m; of this £5.962m will be paid externally and the remainder will be paid to various Council funds. Under current Local Government accountancy rules no interest is payable in respect of the Council's capital receipts and revenue balances. This has no net effect on the overall finances of the Council.

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

10.1 Unlike Tameside MBC the GMMDAF incurs no capital expenditure, and therefore the total debt outstanding reduces annually by the amount of debt repaid by the constituent

authorities. However, loans are raised to replace those maturing during the year and also for cash-flow purposes.

10.2 At 31 March 2020 it is expected that the fund will have the following outstanding debt:

	<b>£m</b>
PWLB	38.963
Transferred Debt	0.093
Temporary Borrowing	0.129
Creditors	<u>1.019</u>
Total Debt	<u>40.204</u>

10.3 The fund's borrowing requirement for 2020/21 is estimated to be:

<b>Long term debt maturing</b>	<b>£m</b>
PWLB	13.100
Other	<u>0.036</u>
	13.136
Less principal repayments	<u>-19.510</u>
Deficit/(Surplus)	<u>-6.374</u>

10.4 During 2020/21 it is estimated that the total interest payments to the Fund will be £2.617m at an average interest rate of 6.50%. This compares with 5.60% in 2019/20 and 5.23% in 2018/19.

10.5 Further loans may be taken up for either re-scheduling or borrowing early for future years, if prevailing rates are considered attractive.

10.6 GMMDAF is scheduled to come to an end in 2021/22. The remaining payments due from districts are estimated to be as follows:

	Pool Rate %	Principal £m	Interest £m	Debt Outstanding £m
2020/21	6.50	19.510	2.617	20.777
2021/22	6.75	20.777	1.403	nil

## 11. BORROWING STRATEGY

11.1 The Council has the following anticipated borrowing requirement:-

	2019/20 £m	2020/21 £m
Opening CFR	181.977	191.128
Outstanding Borrowing Requirement	70.836	50.319
Capital Expenditure Financed by Borrowing	13.160	4.740
Loans Maturing	0.333	0.350
MRP	- 4.008	-4.337

Annual Requirement	9.485	0.753
New Borrowing in Year	30.000	-
Total Outstanding Requirement	50.321	51.074
Estimated Annual Cost*	1.057	1.073

\*note: Estimated cost is the net of interest charges from PWLB less interest earned on cash balances. This is only incurred if borrowing is undertaken.

- 11.2 As shown above, the Council is currently maintaining an under-borrowed position estimated to be £50m at 31<sup>st</sup> March 2020. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with loan debt as cash has been used. This strategy is prudent as investment returns are low and counterparty risk is high. The Council continues to have a high level of investments, and it is expected that these will continue during the next financial year. The Council will seek to maintain levels of external debt as low as possible, consistent with a consideration of wider risks and benefits. As illustrated in the table above, the Council will save an estimated £1.057m in 2019/20 and £1.073m in 2020/21 as a result of not taking up this borrowing.
- 11.3 The uncertainty over future interest rates and concerns over counterparty credit worthiness increases the risks associated with treasury activity. The Section 151 Officer will monitor interest rates in financial markets and adopt a pragmatic approach in changing circumstances. PWLB loans may be borrowed in order to reschedule debt or meet the outstanding borrowing need as is felt to be appropriate. The possibility of deferring borrowing until later years to reduce our level of investments and associated counterparty risk will be considered.
- 11.4 As a result the Council will take a cautious approach to its borrowing strategy and all opportunities explored in conjunction with our treasury management advisors. Borrowing decisions will be based on the circumstances prevailing at the time.
- 11.5 Long-term fixed interest rates are at risk of being higher over the medium term, and short term rates are expected to rise, although more modestly. The Section 151 Officer, under delegated powers, will take the most appropriate form of borrowing depending on the prevailing interest rates at the time, taking into account the risks outlined above. It is likely that shorter term fixed rates may provide lower cost opportunities in the short/medium term.
- 11.6 The borrowing rules for the PWLB mean that we are able to borrow our full requirement from them. However, if interest rates in respect of LOBOs, or other market loans are sufficiently attractive, these may be used for Tameside. The length of loans required for LOBOs mean they are unsuitable for the GMMDAF.

## 12. INTEREST RATES

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

Bank Rate														
	NOW	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23
Link Asset Services	0.75%	0.75%	0.75%	0.75%	0.75%	1.00%	1.00%	1.00%	1.00%	1.00%	1.25%	1.25%	1.25%	1.25%
Capital Economics	0.75%	0.75%	0.75%	0.75%	0.75%	-	-	-	1.00%	-	-	-	-	-
5yr PWLB Rate														
	NOW	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23
Link Asset Services	2.34%	2.40%	2.40%	2.50%	2.50%	2.60%	2.70%	2.80%	2.90%	2.90%	3.00%	3.10%	3.20%	3.20%
Capital Economics	2.34%	2.40%	2.50%	2.50%	2.60%	-	-	-	2.80%	-	-	-	-	-
10yr PWLB Rate														
	NOW	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23
Link Asset Services	2.55%	2.70%	2.70%	2.70%	2.80%	2.90%	3.00%	3.10%	3.20%	3.20%	3.30%	3.30%	3.40%	3.50%
Capital Economics	2.55%	2.60%	2.70%	2.80%	2.80%	-	-	-	3.10%	-	-	-	-	-
25yr PWLB Rate														
	NOW	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23
Link Asset Services	3.07%	3.30%	3.40%	3.40%	3.50%	3.60%	3.70%	3.70%	3.80%	3.90%	4.00%	4.00%	4.10%	4.10%
Capital Economics	3.07%	3.00%	3.10%	3.20%	3.20%	-	-	-	3.40%	-	-	-	-	-
50yr PWLB Rate														
	NOW	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23
Link Asset Services	2.90%	3.20%	3.30%	3.30%	3.40%	3.50%	3.60%	3.60%	3.70%	3.80%	3.90%	3.90%	4.00%	4.00%
Capital Economics	2.90%	3.00%	3.10%	3.20%	3.20%	-	-	-	3.50%	-	-	-	-	-

## 12.2 Link Asset Services have also provided the following economic update:

*The above forecasts have been based on an assumption that there is an agreed deal on Brexit, including agreement on the terms of trade between the UK and EU, at some point in time. The result of the general election has removed much uncertainty around this major assumption. However, it does not remove uncertainty around whether agreement can be reached with the EU on a trade deal within the short time to December 2020, as the prime minister has pledged.*

*It has been little surprise that the Monetary Policy Committee (MPC) has left Bank Rate unchanged at 0.75% so far in 2019/20 due to the ongoing uncertainty over Brexit and the outcome of the general election. In its meeting on 7 November, the MPC became more dovish due to increased concerns over the outlook for the domestic economy if Brexit uncertainties were to become more entrenched, and for weak global economic growth: if those uncertainties were to materialise, then the MPC were likely to cut Bank Rate. However, if they were both to dissipate, then rates would need to rise at a “gradual pace and to a limited extent”. Brexit uncertainty has had a dampening effect on UK GDP growth in 2019, especially around mid-year. There is still some residual risk that the MPC could cut Bank Rate as the UK economy is still likely to only grow weakly in 2020 due to continuing uncertainty over whether there could effectively be a no deal Brexit in December 2020 if agreement on a trade deal is not reached with the EU. Until that major uncertainty is removed, or the period for agreeing a deal is extended, it is unlikely that the MPC would raise Bank Rate.*

**Bond yields and PWLB rates.** *There has been much speculation during 2019 that the bond market has gone into a bubble, as evidenced by high bond prices and remarkably low yields. However, given the context that there have been heightened expectations that the US was heading for a recession in 2020, and a general background of a downturn in world economic growth, together with inflation generally at low levels in most countries and expected to remain subdued, conditions are ripe for low bond yields. While inflation targeting by the major central banks has been successful over the last thirty years in lowering inflation expectations, the real equilibrium rate for central rates has fallen considerably due to the high level of borrowing by consumers: this means that central banks do not need to raise rates as much now to have a major impact on consumer spending, inflation, etc. This has pulled down the overall level of interest rates and bond yields in financial markets over the last thirty years. We have therefore seen over the last year, many bond yields up to ten years in the Eurozone actually turn negative. In addition, there has, at times, been an inversion of bond yields in the US whereby ten-year yields have fallen below shorter-term yields. In the past, this has been a precursor of a recession. The other side of this coin is that bond prices are elevated, as investors would be expected to be moving out of riskier assets i.e. shares, in anticipation of a downturn in corporate earnings and so selling out of equities. However, stock markets are also currently at high levels as some investors have focused on chasing returns in the context of dismal ultra-low interest rates on cash deposits.*

*The overall longer run future trend is for gilt yields, and consequently PWLB rates, to rise, albeit gently. From time to time, gilt yields, and therefore PWLB rates, can be subject to exceptional levels of volatility due to geo-political, sovereign debt crisis, emerging market developments and sharp changes in investor sentiment. Such volatility could occur at any time during the forecast period.*

#### **Investment and borrowing rates**

- *Investment returns are likely to remain low during 2020/21 with little increase in the following two years. However, if major progress was made with an agreed Brexit, then there is upside potential for earnings.*
- *Borrowing interest rates were on a major falling trend during the first half of 2019-20 but then jumped up by 100 bps on 9<sup>th</sup> October 2019. The policy of avoiding new borrowing by running down spare cash balances has served local authorities well over the last few years. However, the unexpected increase of 100 bps in PWLB rates requires a major rethink of local authority treasury management strategy and risk management. Now that the gap between longer term borrowing rates and investment rates has materially widened, and in the long term Bank Rate is not expected to rise above 2.5%, it is unlikely that this authority will do any further longer term borrowing in the near term.*

### **13. INVESTMENTS**

- 13.1 The primary objectives of the Council's investment strategy are safeguarding the repayment of the principal and interest of its investments on time, then ensuring adequate liquidity, with the investment rate of return being the final consideration. The current investment climate continues to have one over-riding risk, counterparty risk. As a result of these underlying concerns officers are implementing a risk averse operational investment strategy.
- 13.2 The 2017 revised CIPFA Treasury Management Code and the DCLG Investment Guidance requires the consideration and approval of security and liquidity benchmarks. Yield benchmarks are currently widely used to assess investment performance. Discrete security and liquidity benchmarks are a requirement to Member reporting, although the application of these is more subjective in nature. Additional background on the approach taken is attached at **Appendix 20C**.

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

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

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

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

- Bank overdraft - £1.60m
- Liquid short term deposits of at least £5m available with a week's notice.

**Yield** - Local measures of yield benchmark is:

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

	1 year	2 years	3 years	4 years	5 years
Maximum	0.05%	0.14%	0.26%	0.40%	0.56%

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

13.4 Normally when the Council has surplus cash, this is invested to try to ensure that interest earned is optimised with minimal risk of capital loss. Higher interest rates are earned by investing any large amounts on the London money markets, rather than by leaving such sums with the Council's own bank. The Investment Strategy sets out the type of institutions with which the Council may deposit funds for this purpose. The list has been compiled to reflect the creditworthiness of these banks and building societies, rather than the rates of interest payable, as the safety of the asset is the most important consideration. Nonetheless, the interest received from these institutions is competitive.

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

13.6 The policy allows strategic investments up to £30m for more than 12 months, as reported in **Appendix 20E**. Although this policy has not changed, the Council has made efforts to use more of this allocation in order to increase returns.

13.7 In recent years the Council has had a high level of investments and therefore the investment strategy has been aligned with our debt strategy. The strategy for repayment of debt has been dependent on the movement of long term interest rates, and in favourable circumstances this could mean the repayment of tranches of debt. Investments have therefore been managed in-house in order to finance any repayments if necessary. It is expected that this strategy will continue.

13.8 As established in the Mid-Year Treasury Management Activities Report, the Council applies the creditworthiness service provided by its advisors, Link Asset Services. This

service employs a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies - Fitch, Moody's and Standard and Poor's. The credit ratings of counterparties are supplemented with the following overlays:

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

13.9 The Council also holds investments in Money Market Funds (MMFs) which are AAA rated and act, in a similar way to unit trusts, to spread the risk of default across a number of underlying institutions. This type of fund is tightly regulated and viewed as a safe investment.

13.10 EU reform means that the current class of MMF used by the Council - Constant Net Asset Value (CNAV) - were replaced by a new Low Volatility Net Asset Value (LVNAV) class of fund from 21 January 2019. LVNAV funds operate under stricter conditions than the existing CNAV funds, meaning the underlying investments must be valued within a smaller "collar" than with CNAV funds, and also have shorter liquidity limits. This has had no impact on how the Council uses such funds, and no negative impact on their security.

13.11 The Council has a deposit account with the Government Debt Management Office (DMO). As this facility is underwritten by the government, the rates of interest offered by the DMO are substantially below the current market rates. This facility has not been used in 2019/20.

13.12 If concerns over counterparty risk reduce and market conditions are judged suitable, long term borrowing may be taken up by the Council in advance of when it is required for capital purposes. In these circumstances the excess cash will be invested in line with the Council's prudent investment objectives, with security of the asset the highest priority. However, the Council is not allowed to borrow for the express purpose of reinvesting this cash in money market investments to make a return.

13.13 Although security and liquidity are both given priority over yield, the Council still manages to achieve a higher rate of return than the 7 day LIBID benchmark. In 2018/19 the Council achieved a return of 0.85% versus a LIBID of 0.51%, a gain of £354k. In 2019/20 to December 31, a return of 1.04% has been earned against a LIBID of 0.57%. This represents a total yield of £869k and a gain of £393k.

## **14 INVESTMENTS – PROPOSED CHANGES**

14.1 There are no proposed changes to the Council's investment strategy for 2020/21.

## **15 TREASURY MANAGEMENT ADVISORS**

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

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

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

15.3 Link Asset Services are currently engaged on a contract which runs to 31 March 2022 with an option to extend to 31 March 2023, following a re-procurement exercise in 2019/20

## **16. Greater Manchester Pension Fund**

16.1 The Council also carries out treasury management activities on behalf of Greater Manchester Pension Fund (GMPF). GMPF holds cash in accordance with its strategic asset allocation as determined by the GMPF Management Panel which may be increased or decreased on a tactical basis by the external investment managers within risk parameters also set by the Panel. As at 31<sup>st</sup> December 2019 the Pension Fund cash totalled around £586m.

16.2 The GMPF counterparty list mirrors that of Tameside MBC, along with the following operating constraints:

- a) The maximum duration for an investment is 1 year.
- b) The maximum investment per counterparty is £75m

16.4 Along with these limits, further constraints are in place for the different categories of cash. The bulk of the fund managers' allocations must be available at short notice; therefore the following constraints are enforced:

- a) 35% must be available within one week
- b) 70% must be available within two weeks

16.5 Additionally, the strategic allocation to in-house cash must be kept entirely liquid and immediately available.

## **17. RECOMMENDATIONS**

17.1 That the Treasury Management Strategy be noted and the proposed borrowing strategy be supported.

17.2 That the Annual Investment Strategy (Appendix 20A) be recommended for approval by the full Council

17.3 That the amendments to the MRP policy (Appendix 20D) be recommended for approval by full Council.

# APPENDIX 20A

## ANNUAL INVESTMENT STRATEGY: FINANCIAL YEAR 2020

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

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

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

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

### Investment Objectives:

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

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

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

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

### Creditworthiness policy

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

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

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

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

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

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

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

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

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

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

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

The criteria may only be changed by the Executive Cabinet.

### Monitoring of credit ratings and other market information:

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

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

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

**Institutional Limits for Investments:**

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

Currently the overall limit invested by Tameside, the GM Pension Fund and the GMMDAF in one institution should not exceed a combined amount of £95m. Of this £95m, a maximum of £75m may be invested by the Pension Fund, £15m by Tameside and £5m by the GMMDAF.

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

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

**Investments defined as capital expenditure:**

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

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

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

During 2009/10, Manchester Airport re-negotiated the terms of its loan arrangement with the 10 Greater Manchester Districts; as a result of this agreement the 10 Districts have taken responsibility to service the former Manchester Airport share of the GMMDAF and Terminal 2 Loan Debt. The Airport pays the Districts an annual fixed interest of 12% on the outstanding balance at 9 February 2010. The Airport has agreed to repay the loan to the Council by the end of the agreement in 2055. The re-negotiated loan arrangement was not for treasury management purposes. In 2017/18 the Council granted an additional £11.3m shareholder loan to Manchester Airport Group. This is to be repaid over 40 years at an interest rate of 10%

**Manchester Airport**

Tameside MBC holds a 3.22% equity share in Manchester Airports Group (MAG). The fair value of the Council's 3.22% shareholding at 31 March 2018 has been estimated at £51.9m (£43.7m as at 31 March 2017).

Dividends of £5.6m have been received in 2018/19 from the Council's investment in MAG. This represents a 17% year on year increase from the previous year's dividend. Whilst this revenue is important to the Council, dividends are not guaranteed, and if financial performance reduces then the dividend is also likely to reduce. The Council therefore includes a prudent amount of income in its Medium Term Financial Strategy, but does not assume it will receive an increasing dividend each year.

An additional £11.3m was invested in Manchester Airport in 2018/19 in the form of a shareholder loan paying 10% interest. A further £5.6m equity investment has also been approved which should begin paying dividends from 2021.

### **Advance Payment of Employer Pension Contributions**

In February 2017, Executive Cabinet approved an advanced payment of employer pension contributions, equivalent to three years contributions, to the Greater Manchester Pension Fund. The payment of employer contributions in advance provided the Council with a discount on the contribution rate equivalent to approximately £2.4m over the three year period.

The Council intends to again to make an advance payment of employer pension contributions for the three year period, 2020 to 2023. The advance payment of £50.7m for the three year period April 2020 to March 2023 represents a saving in contributions of £2.8m over the period and an estimated net saving (taking into account investment interest foregone) of £1.9m .

It is financially advantageous for the Council to use reserves to fund this advance payment. The Council's cash flow is healthy and has sufficient cash resources to enable the payment to be made. There will be other calls on cash during the next three years, most notably from the Capital Programme, but it is expected that the cash position will remain strong. As monthly payments of employer contributions will not be made, the cash position of pension contributions will come back into balance over the three years.

### **Provisions for Credit-related losses**

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

### **Investment Strategy to be followed:**

Based on its cash flow forecasts, the Council anticipates its fund balances in 2020/21 to range between £60m and £150m.

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

The minimum percentage of its overall investments that the Council will hold in short-term investments is 50%.

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

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

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

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

### Specified investments:

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

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

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

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

### Non – Specified Investments:

A maximum of 50% (at the time the investments are made) will be held in aggregate in non – specified investments. The only types of non-specified investments, with high credit quality, that the Council may use during 2020/21 are:

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

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

### Alternative Investments

A new class of “alternative investments” was added to the Council’s list of non-specified investment instruments.

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

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

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

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

# APPENDIX 20B

## Credit and Counterparty Risk Management

### Specified Investments:

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

### Non-Specified Investments:

These are any investments which do not meet the specified investment criteria or exceeding one year, as outlined in the body of the report. A maximum of 50% will be held in aggregate in non-specified investment

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

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

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

## APPENDIX 20C

### Security, Liquidity and Yield Benchmarking

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

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

- Investments – Internal returns above the 7 day LIBID rate

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

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

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

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

Years	1	2	3	4	5
AAA	0.04%	0.10%	0.17%	0.26%	0.36%
AA	0.02%	0.04%	0.09%	0.17%	0.24%
A	0.05%	0.14%	0.26%	0.40%	0.56%

As set out earlier, the Council’s minimum long term rating will typically be “A-” meaning the average expectation of default for a one year investment in a counterparty with a “A” long term rating would be 0.05% of the total investment (e.g. for a £1m investment the average loss would be £500). This is only an average - any specific counterparty loss is likely to be higher - but these figures do act as a proxy benchmark for risk across the portfolio.

### Minimum Revenue Position (MRP) Policy

The Council is required to pay off an element of the accumulated General Fund capital spend each year through a revenue charge (the Minimum Revenue Provision - MRP), although it is also allowed to undertake additional voluntary payments (VRP).

Regulations require Full Council to approve an MRP Statement in advance of each year. The Council is recommended to approve the following MRP Statement. *Additions to the previous policy are in italics.*

Borrowing taken up prior to 1 April 2015 will be provided for using a straight-line method of calculating MRP. £185.215m will be provided for in equal instalments over 50 years, which will result in an annual charge of £3.704m. The debt will be extinguished in full by 31 March 2065. If the Council elects to make additional voluntary MRP then the annual charge will be adjusted accordingly.

For borrowing taken up on or after 1 April 2015, MRP is to be provided for based upon the average expected useful life of the assets funded by borrowing in the previous year. The debt will be repaid on a straight-line basis over the average useful life calculated, meaning the debt will be fully extinguished at the end of period. If the Council elects to make additional voluntary MRP then the annual charge will be adjusted accordingly.

For certain investment projects it may be deemed more prudent to use the asset life annuity method in order to calculate MRP. In this case the Council will use the annuity method, with the MRP based on the prevailing PWLB interest rate for a loan with a term equal to the estimated life of the project. If the Council uses capital receipts to repay borrowing for the year then the value of MRP which would have otherwise been set aside to repay borrowing will be reduced by this amount. The level of capital receipts to be applied to redeem borrowing will be determined annually by the Section 151 Officer, taking into account forecasts for future expenditure and the generation of further receipts.

For any leases and any on-balance sheet Public Finance Initiative (PFI) schemes, the MRP charge will be equal to the principle repayment during the year, calculated in accordance with proper practices. *In previous years only finance leases were on balance sheet and contributed towards the MRP. However, following the adoption of IFRS 16 in 2020/21 all leases will now fall on balance sheet and impact the MRP calculation. The full impact of this change is yet to be determined but updates will be provided as part of the regular Treasury Management reporting process.*

There will be no MRP charge for any cash backed Local Authority Mortgage Scheme (LAMS) that the Council operates. As for this type of scheme, any future debt liability would be met from the capital receipt arising from the deposit maturing after a five year period. Any repossession losses for this type of scheme would be charged to a LAMS reserve.

The Council has considered the Statutory Guidance, which recommends a 25 year repayment charge for loans to third parties, and concluded that this provision is not necessary where there is a realistic expectation that the loan will be repaid. The Council considers an MRP charge is not necessary in respect of any loans made to third parties as the debt liability is covered by the existence of a debtor; typically long term depending on the life of the loan. The only expenditure consequence of a loan for an authority is the interest on its cash shortfall whilst the loan is outstanding, so provision for the principal amount would be over-prudent until such time as the assumption has to be made that the loan will not be repaid.

For any Equity Investment or other investments not specified above, the Council will have regard to the MHCLG Statutory Guidance on Minimum Revenue Provision.

*The revised MHCLG MRP Guidance provides a disclosure item for any revenue resources over and above of the required MRP applied to capital expenditure within the MRP Policy. The disclosure of the amounts applied allows some flexibility in financing future capital programmes and the implications on the budget. Revenue resources applied to 31 March 2020 as overpayments or VRP were £90.4m*

## APPENDIX 20E

### Prudential Indicators

#### 1. Ratio of Financing Costs to Net Revenue Stream

Limit/Indicator	2020/21 %	2021/22 %	2022/23 %
Ratio of financing costs to net revenue stream	4.6	5.0	4.5

This ratio represents the total of all financing costs e.g. interest payable and minimum revenue provision (MRP) that are charged to the revenue budget as a percentage of the amount to be met from Government grants and taxpayers (net revenue stream).

This ratio has been calculated based on the future year's level of borrowing.

#### 2. Capital Financing Requirement (CFR)

Limit/indicator	2020/21 £000	2021/22 £000	2022/23 £000
Core Capital Financing Requirement	191,128	191,153	187,075
Other long term liabilities (e.g. PFI and leases)	99,463	96,642	93,194
Total Capital Financing Requirement	290,592	288,173	280,269

The Capital Financing Requirement is aimed to represent the underlying need to borrow for a capital purpose and is calculated from the aggregate of specified items on the balance sheet. The opening balance at 1 April 2020 has been estimated together with the movement in the Capital Financing Requirement for future years.

Following accounting changes the Capital Financing Requirement now includes any other long term liabilities (e.g. PFI schemes and leases) brought onto the balance sheet. Whilst this increases the Capital Financing Requirement, and therefore the Council's borrowing requirement, these types of scheme include a borrowing facility and so the Council is not required to separately borrow for these schemes.

From the 2020/21 financial year a new accounting standard on leases (IFRS16) is to be implemented. This will result in a number of leases that would previously have been classified as operating leases being moved on to the Council's balance sheet. This in turn will result in an increase in the level of other long term liabilities and the total CFR. As the Council is still in the data gathering stage of implementing this new standard the level of this increase is not yet know. This indicator will therefore be updated mid-year as part of the regular Capital and Treasury Management reporting process.

The CFR increases by the value of capital expenditure not immediately financed (i.e. borrowing) and is reduced by the annual MRP repayment.

#### 3. Capital Expenditure

<b>Limit/indicator</b>	<b>2020/21 £000</b>	<b>2021/22 £000</b>	<b>2022/23 £000</b>
Capital expenditure	79,710	0	0

This is the estimate of the total capital expenditure to be incurred (from all funding sources) for future years and recommended for approval.

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

#### 4. Incremental Impact of Capital Investment Decisions

<b>Limit/indicator</b>	<b>2020/21 £</b>	<b>2021/22 £</b>	<b>2022/23 £</b>
For the Band D Council Tax	4	15	23

This is the estimate of the net incremental impact of the capital investment decisions, based on the level of borrowing set out in the report and reflects the total cost of this additional borrowing (interest payments and minimum revenue provision), as a cost on Council Tax. The actual cost will depend on final funding. For every £1 increase on Band D properties, approximately £0.063m would be raised.

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

<b>Limit/indicator</b>	<b>2020/21 £000</b>	<b>2021/22 £000</b>	<b>2022/23 £000</b>
Operational Boundary for external debt	202,431	207,994	214,391
Authorised Limit for external debt	222,431	227,994	234,391

These limits include provision for borrowing in advance of our requirement for future capital expenditure. This may be carried out if it is thought to be financially advantageous to the Council.

The limits are made up as follows:

<b>Limit/indicator</b>	<b>2020/21 £000</b>	<b>2021/22 £000</b>	<b>2022/23 £000</b>
Estimated Gross Outstanding Debt 31 March 2020	141,359		
Previous year Operational Boundary		202,431	207,994
Add debt maturing in year	350	369	1,222
Add borrowing for 2020/21 and previous years requirement not taken up	55,059		
Add borrowing in advance for 2021/22 and future years	10,000	10,000	10,000
Less already borrowed in advance for future years			
Less previous year maturing fall out		(350)	(369)
Less MRP	(4,337)	(4,456)	(4,456)

<b>Operational Boundary - borrowing</b>	<b>202,431</b>	<b>207,994</b>	<b>214,391</b>
Add allowances for cash flow etc.	20,000	20,000	20,000
<b>Authorised Limit - borrowing</b>	<b>222,431</b>	<b>227,994</b>	<b>234,391</b>

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

We are also required to set operational boundaries and authorised limits for Other Long Term Liabilities (e.g. PFI schemes and finance leases), which are now shown on balance sheet, following recent accounting changes. The table below includes all current PFI schemes and finance leases in place, with an allowance of £1 million for any new agreements that may arise.

<b>Limit/indicator</b>	<b>2020/21 £000</b>	<b>2021/22 £000</b>	<b>2022/23 £000</b>
Operational Boundary for other long term liabilities	99,463	96,642	93,194
Add allowance for new agreements	1,000	1,000	1,000
Authorised Limit for other long term liabilities	100,463	97,642	94,194

The total authorised limit of £321 million (including both external borrowing and other long term liabilities should be set as the Council's affordable borrowing limit for 2018/19) as required under the provisions of the Local Government Act 2003.

## 6. Gross Debt and the Capital Financing Requirement.

<b>Limit/indicator</b>	<b>2020/21 £000</b>	<b>2021/22 £000</b>	<b>2022/23 £000</b>
Core capital financing requirement	191,128	191,531	187,075
Gross borrowing	191,128	191,531	187,075

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

## 7. Upper and lower limits on Interest Rate Exposures

<b>Limit/indicator</b>	<b>2020/21 £000</b>	<b>2021/22 £000</b>	<b>2022/23 £000</b>
Upper limit for fixed interest rate exposure	191,128	191,531	187,075
Upper limit for variable interest rate exposure	63,709	63,844	62,358

These limits are in respect of our exposure to the effects of changes in interest rates.

The limits reflect the net amounts of fixed/variable rate debt (i.e. fixed/variable loans less fixed/variable investments).

## 8. Maturity Structure of Borrowing for the Forthcoming Financial Year

These limits set out the amount of projected borrowing that is fixed rate maturing in each period expressed as a percentage of total projected borrowing that is fixed rate.

		Upper %	Lower %
Upper/lower limit for maturity structure	Under 12 months	15	0
	12 months and within 24 months	15	0
	24 months and within 5 years	30	0
	5 years and within 10 years	40	0
	10 years and above	100	50

Future fixed rate borrowing will normally be for periods in excess of 10 years, although if longer term interest rates become excessive, shorter term borrowing may be used. Given the low current long term interest rates, we feel that it is acceptable to have a long maturity debt profile.

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

2020/21 £m	2021/22 £m	2022/23 £m
30	30	30

The Council can invest for periods greater than one year providing the counterparty is of sufficient credit quality as per the Link Asset Services credit methodology. It is felt that the amounts shown above should be the limits maturing in future years.

## 10. Borrowing Limits in Respect of GMMDAF

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

	2020/21 £000	2021/22 £000	2022/23 £000
Operational Boundary – borrowing	40,288	20,777	-
Authorised Limit – borrowing	55,288	35,777	-

The difference between the operational boundary and authorised limit allows for temporary cash flow shortages and debt rescheduling where loans are borrowed in advance. The authorised limit of £55.288 million should be set as the affordable borrowing limit for the GMMDAF for 2020/21 as required under the Local Government Act 2003.

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

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# APPENDIX 21 – CAPITAL STRATEGY 2020-21

## 1 Introduction

- 1.1. The CIPFA Prudential Code (revised 2017) requires that the Council produces an annual Capital Strategy. The Strategy provides a long term context in which capital decisions are made, the approach for governance for those decisions, and also information on the Council's approach towards treasury management and other investments.
- 1.2. The Capital Strategy is the Council's framework for the allocation and management of capital resources within the authority, which takes account of the Council's key priorities in the Corporate Plan. It forms a key part of the Council's integrated revenue, capital, and balance sheet planning with a view towards deliverability, affordability, sustainability and risk.
- 1.3. The Capital Strategy identifies the current capital programme and the processes that are carried out to maintain an ongoing investment plan together with the links between its objectives and that of the Corporate Plan. It also gives an insight into how the strategy might develop in terms of achieving the priority outcomes in the next 5-10 years and beyond.

## 2 Capital Strategy Objectives

- 2.1. The main objectives of the Council's Capital Strategy are as follows:
  - Maintain and effectively monitor the capital programme.
  - Provide a clear process with which to evaluate proposals for new capital expenditure in line with the Council's priorities.
  - Maximise capital resources available to the Council and spend these in accordance with corporate objectives as outlined in the Corporate Plan.
  - Ensure the affordability of the approved capital programme.
  - Identify and bid for external resources of capital finance on a co-ordinated basis.
  - Determine transparent schemes of option appraisal to assess new internal bids and post contract evaluation.
  - Explore alternative procurement and financing options.
  - Maximise the efficient use of assets via the Asset Management Plan.
  - Identify and monitor benchmarking and performance measures for all aspects of the capital investment process.
  - Ensure that Prudential Guidelines are identified in determining the capital programme and these are kept under continuous review.
  - Utilise opportunities under the Prudential Guideline regime to maximise capital development opportunities.
  - Ensure that the developments in capital processes keep pace with securing an unqualified value for money conclusion in the annual audit letter.
- 2.2. These objectives are kept under regular review and progress monitored by the Strategic Planning and Capital Monitoring Panel.

## 3 Council Key Objectives

- 3.1. The Council's Corporate Plan represents a long term vision for the borough and is based around the three themes of Starting Well, Living Well, and Ageing Well.

3.2. These themes are identified below along with the key priorities used to evaluate the Council's performance against them and some examples of projects within the current Capital Programme which support them

### 3.3. **Starting Well**

3.3.1. The Council wants to give residents the very best start in life by focusing resources on the following priorities:

- Ensuring children are ready to learn and encouraged to thrive and develop
- Creating aspiration and hope through learning
- Maintaining resilient families and support networks to protect and grow young people

3.3.2. Within these areas, some of the current key capital projects include:

- Alder Community High School
- Aldwyn Primary School
- St John's Primary (Dukinfield)
- Investment in Children's homes

### 3.4. **Living Well**

3.4.1. The Council believes Tameside is a great place to live and work and we will strive to make it even better by focusing resources on the following priorities:

- Generating opportunities for people to fulfil their potential through work, skills and enterprise
- Providing modern infrastructure and a sustainable environment that works for all current and future generations
- Nurturing our communities and having pride in our people, our place, and our shared heritage

3.4.2. Within these areas, some of the current key capital projects include:

- Vision Tameside
- LED street lighting project
- Tameside Highways Asset Management Plan
- Ashton Interchange
- Denton Wellness Centre
- Hyde Pool

### 3.5. **Ageing Well**

3.5.1. The Council aims to provide the best quality of life for older generations through the following priorities:

- Longer and healthier lives with good mental health through better choices and reduced inequalities
- Independence and activity in older age, and dignity and choice at end of life

3.5.2. Within this area, some of the current key capital projects and proposals include:

- Oxford Park development

- Disabled Facilities Grants – allowing people to live independently for longer
  - Single Handed Care Scheme
  - Health Hubs
- 3.6. In order to ensure that these priorities are met, the capital programme is co-ordinated by the corporate section within the Financial Management team. The team work closely with representatives from within the service areas of the Council, project managers and sponsors, the Strategic Planning and Capital Monitoring Panel (SPCMP) and senior officers to ensure the planned capital programme is achieved, through a programme of effective planning and monitoring. Responsibility for the achievement of the programme lies with Portfolio Holders and Directors together with Project Sponsors and Managers.
- 3.7. The Council has in place a solid platform for collating information on both the financial and physical progress of capital schemes. Detailed capital updates are submitted to Strategic Planning and Capital Monitoring Panel (SPCMP) and the minutes of these meetings are sent to Executive Cabinet.
- 3.8. Monitoring of the Capital Programme, both in financial and physical terms, is reported 3 times a year in July, September and January, and also at year end when actual outturn figures are reported. The monitoring report goes through several stages of review and approval; firstly to Senior Leadership Team (SLT), then on to Executive Cabinet and Strategic Planning and Capital Monitoring Panel. The reports show details of actual against planned spend, a forecast of outturn figures and in the case of schemes with a projected variation above £100,000, more detailed information on progress and the scheme's current status. All changes to the Capital Programme and any necessary changes to the Prudential Indicator limits are approved through the monitoring reports.
- 3.9. Monitoring is supported by regular meetings between financial management staff, Executive Directors and Project Sponsors/Managers. Details of major variations are determined and reported on, as a minimum, at the corporate monitoring points. Individual officers will sometimes attend the SPCMP to give reasons for delays and/or an understanding of progress on schemes.
- 3.10. A capital officers group has been set up to review and challenge the capital spend and strategy. It is intended that this group be formalised further and used as the basis of the Corporate Asset Management Group. This assists in the delivery of the Capital Strategy, and is aligned to support the work of the Strategic Capital Planning and Monitoring Panel.

#### **4 Capital Programme and Resources**

- 4.1. The Council maintains a three year Capital Programme which currently covers the period 2019/20 to 2021/22. This is updated annually during the budget process in February and quarterly during the year.
- 4.2. As of January 2020 the Programme has a total value of £133m including both fully approved and earmarked schemes. A summary of the Programme is included in this report as **Appendix 18**.
- 4.3. A major source of capital funding available to the Council is via grants from Central Government. Such grants are often obtained alongside conditions that they are allocated to specific schemes or programmes.

- 4.4. The Council is also actively seeking further investment to fund the capital programme, such as capital receipts from asset sales, or joint funding opportunities on a wide range of projects.
- 4.5. The strategy is intended to consider all potential funding options available to the Council and maximise the available resources for capital investment in line with the priorities set out within.
- 4.6. The main areas of funding available are set out below:

- 4.6.1. **Borrowing** - Under the Prudential Guidelines the Council is able to determine its own level of unsupported borrowing provided it is affordable, prudent and sustainable. The majority of borrowing taken up is from the Public Works Loan Board (PWLB) which is, in effect, the government.

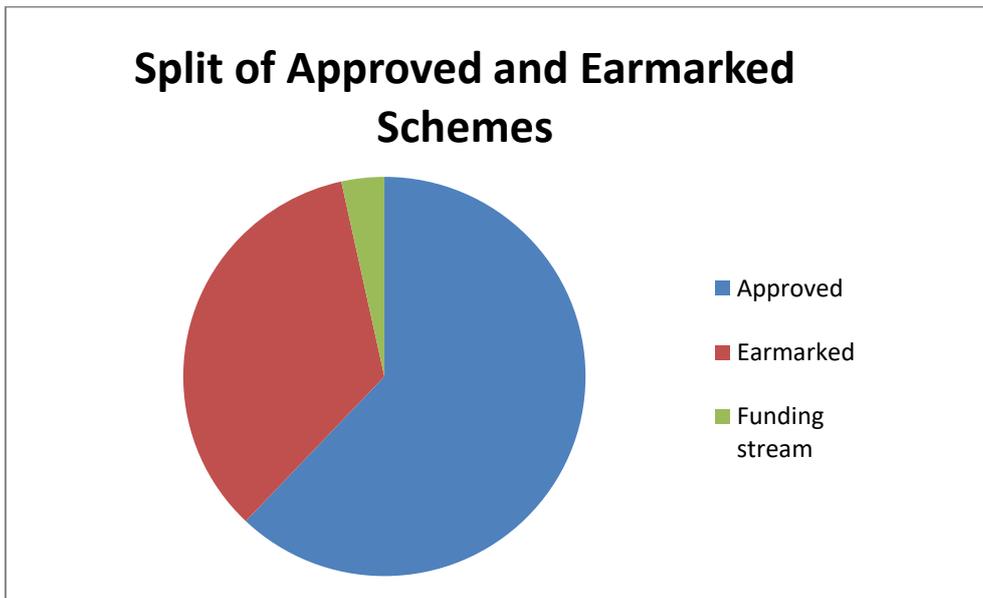
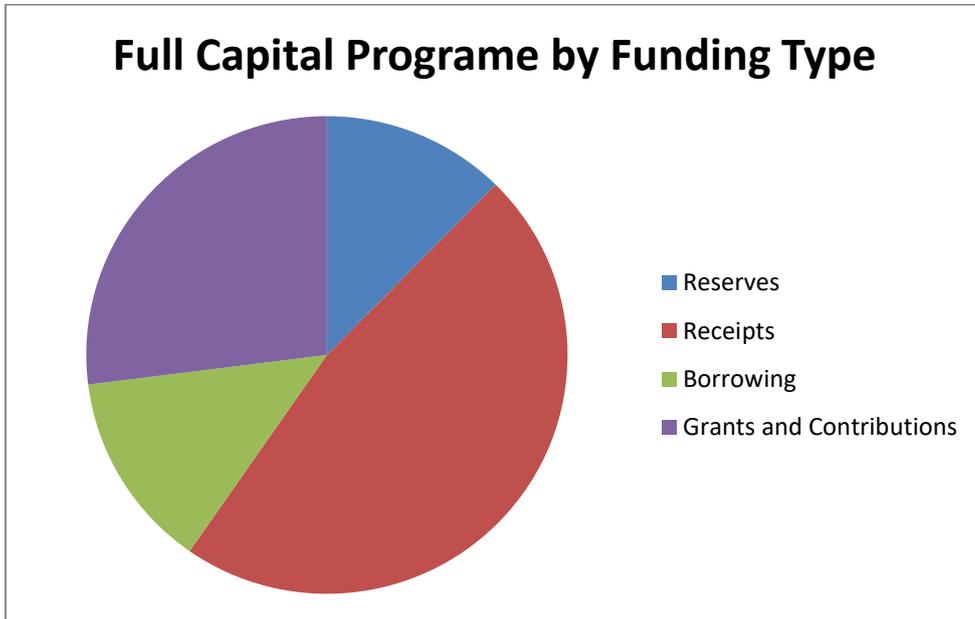
The additional cost of any prudential borrowing undertaken must be met through the Council's revenue budget, and therefore has a direct link to the local taxpayer. The impact of this must be considered when seeking approval for any schemes funded through borrowing. The Council can only normally borrow to fund capital expenditure.

The Council took up £30m of long term borrowing from the PWLB in August 2019 when rates were at favourable levels. The average interest rate across these two loans is 1.81%. The PWLB has since increased their margin over gilts (the basis for their interest rates) by 1%, making any new borrowing unlikely in the short term. As of January 2020 the interest rate on loans of similar terms to those taken up in August is in the region of 2.7%.

- 4.6.2. **Grants** - Capital grants mainly come from a variety of government funded departments or agencies. Grants currently make up £35m (42%) of the approved capital programme. Grants can be either ringfenced to particular areas or schemes, or non-ringfenced and therefore available for use on any project. The majority of Government grants are now non-ringfenced, although there is usually a bidding process to go through to obtain approval for capital grants and therefore an implicit ringfencing.
- 4.6.3. **Revenue Financing** – Revenue financing, paying for capital expenditure from the revenue budget, is not a major element of capital financing and due to ever increasing pressures on revenue budgets this has been reduced over time and in the current financial environment is unlikely to increase.
- 4.6.4. **Capital Reserves** – Use of the Council's reserves will be determined by the reserve strategy. In 2017, an earmarked reserve of just under £70m was created to fund Capital Investment in the borough. Further use of reserves to fund Capital Investment will require approval in accordance with the reserves strategy. As of 2019/20, £16m of this reserve remains.
- 4.6.5. **Leasing** – Under the Prudential Guidelines the amount of leasing will depend on the cost compared to borrowing. In recent years it has often been more attractive to finance schemes using prudential borrowing rather than leasing. Where appropriate, appraisals will be undertaken in order to ensure the most appropriate funding source is used.
- 4.6.6. **Capital receipts** – Capital receipts are actively being pursued as the Council seeks to rationalise its asset base and encourage development in the borough. Receipts are earmarked as a corporate resource unless a case is made to reinvest them towards a

specific project. Capital receipts can only be used to fund capital expenditure, or the repayment of borrowing.

- 4.7. The below graphs demonstrate the current three year programme split by funding source and also by approved and earmarked schemes:



- 4.8. A financing exercise is completed at the end of every year to determine the final allocation of funding. Generally grants and external contributions will be used first, before then considering the allocation of capital receipts, reserves, and prudential borrowing. This is, however, at the discretion of the Section 151 Officer.

## 5 Bidding Process for New Projects

- 5.1. The Council currently operates a six stage process when bidding for capital investment. The stages are as follows:

- **Application for Investment** – This is the first step and should be a brief outline of the project and its financing.
- **Business Case Brief** – This should be a two page outline of the required project with a summary business case
- **Scoping, Design, and Costing** – This stage will involve seeking external support and carrying out feasibility work.
- **Full Business Case** – This is a full case for the project including the strategic, economic, commercial, financial, and management cases for proceeding. Once approved this will be presented to SPCMP.
- **Project Delivery and Monitoring** – Following approval of the business case, key milestones should be identified and monitored.
- **Project Evaluation** – Following completion, a post implementation evaluation should be completed in order to assess the success of the project.

5.2. A flow chart illustrating this process can be seen in **Appendix 21B**.

## 6 Prioritisation of Allocation of Resources

6.1 A prioritisation process has been developed in order to aid the decision making process when new investment is required. For proposed schemes, officers will undertake an assessment against a number of criteria including:

- **Strategic Context** – What is the purpose of the scheme and how does it fit with the Council's priorities, and the local and national context.
- **Mandatory or discretionary investment** – Is the scheme intended to address Health and Safety, Legal or Statutory obligations? Is it a cost-avoidance or invest to save scheme? Is the planned scheme to address regeneration, improvement and development or transformation of services?
- **Objectives and benefits of the scheme** – What is the scheme expected to deliver for the Council, service users and residents?
- **Financial implications and options for delivery** – to consider whether alternative options can be considered, what financial investment is required and whether any external funding is available.

6.2 This prioritisation methodology is used to support future capital investment decisions and ensure that scarce capital resources are allocated in the most efficient, effective and sustainable way and thus ensuing value for money.

## 7 Future Years

7.1 An exercise was carried out with service areas in early 2019 to determine the likely levels of investment required over a longer-term horizon than the usual three year Capital Programme.

7.2 This work has identified a total of £116m of investment is potentially required for the five year period from 2019/20 to 2023/24, which is in addition to the approved and earmarked schemes currently on the Capital Programme. The results of this are included in **Appendix 21C**. It is important to note that no funding for this capital aspiration has been secured, and that it is intended to act as an earlier indicator of capital requirements over the longer term. These indicative plans will be reviewed and updated as part of a refresh of the Capital Programme during 2020.

## 8 Asset Management

- 8.1. The Council maintains a fairly typical local authority property portfolio. As at 31 March 2019 this consisted of:

<b>Asset Class</b>	<b>£m</b>
Land and Buildings	279
Vehicles, Plant and Equipment	15
Infrastructure	119
Community Assets	15
Surplus Assets	5
Assets Under Construction	11
Investment Properties	29
<b>Total</b>	<b>473</b>

- 8.2. The Council's land and property estate is its largest resource after its staff. Therefore it is crucial that this resource is managed, maintained, and used effectively and efficiently in order to obtain the greatest possible benefit in terms of meeting its aims and priorities for the borough. Due to the continued pressure on local authority finances there is more importance than ever on ensuring that there is a robust strategic approach and the correct decisions are made regarding the effective use and management of the Council's asset base.
- 8.3. It is vital that the Council's assets are fit for purpose, provide value for money, and help meet the needs of the borough and its residents. Decisions to invest in (or dispose of) assets should be based upon these factors and follow a robust and transparent process driven by the Council's statutory duties and corporate objectives.
- 8.4. The Council uses a corporate landlord approach and will endeavour, through its programme of capital investment to maintain its assets to such a standard that they remain fit for purpose and enable service delivery towards meeting Council priorities. Regular surveys of buildings and structures should be ongoing in order to determine their state of repair and inform decisions over what level of remedial works are required. Any service reviews across the organisation should also be taken into consideration, with the service driving its asset needs. For example, new ways of working or service restructures could result in some assets becoming surplus to requirements.
- 8.5. It is therefore important that the Council's capital strategy considers the other corporate plans and strategies to ensure that its capital resources are appropriately deployed to enable the delivery of services.
- 8.6. As is outlined in section 4 of this report, capital receipts form a significant part of the Council's available funding for capital investments. Therefore opportunities for disposals should be investigated wherever possible. Assets should only be retained when they;
- Support the objectives of the Corporate Plan
  - Contribute towards service delivery

- Provide value for money (in terms of the above for operational properties, or in terms of income generation or growth of capital value for investment properties)
- 8.7. In addition to the above, the responsibilities of the estates and corporate landlord functions include:
- Considering alternative property solutions for service delivery
  - Negotiating agreements for the occupation or purchase of property
  - Advise on proposals relating to property
  - Carry out scheduled repairs and maintenance and also make business cases where appropriate for additional repairs and maintenance
  - Assist with the rationalisation of the asset base
  - Appraise options for the portfolio
  - Manage the safety and security of the portfolio
  - Arrange and administer facilities management
  - Manage property related budgets
- 8.8 A key priority for 2020/21 is the development of the Strategic Asset Management Plan and associated estates strategy, which supports the delivery of investment. Through a more effective asset management plan the Council aims to deliver One Public Estate, generate income, realise recyclable capital receipts and provide a strategic approach to our capital programme and major projects, realising opportunities for integrated health hubs, new housing and local jobs for local people.

## **9 Procurement Strategy**

- 9.1. Tameside recognises that procurement is a critical mechanism for delivering value for money and achieving sustainable outcomes for local communities. Effective procurement will assist the council in achieving its ambitions by realising value for money from the way it procures and delivers its services, and uses its resources in an effective way allowing savings to be redirected into front line services. It is essential that innovative methods to improve procurement practices and to deliver savings are adopted where appropriate.
- 9.2. The Council entered into a strategic partnering arrangement with Carillion as part of the Building Schools for the Future programme in 2009. This partnering arrangement was delivered through a Local Education Partnership (LEP) which is a limited company. The original LEP arrangement ran for ten years with an option to extend by a further five years, up to February 2024. The Council's relationship with the LEP is currently being reviewed in light of the collapse of Carillion and the end of the initial ten year period. The majority of the Council's capital expenditure has been delivered by the LEP.
- 9.3. In September 2018, the Council formally joined the STAR procurement shared service, a partnership arrangement between Stockport, Trafford and Rochdale. This will provide the Council with much needed capacity and expertise in an area that previously had limited resources. The STAR Business Plan and STAR Procurement Strategy set out five objectives that help to deliver a successful procurement service. These objectives are commercial, communities, collaboration, compliance and champions. Further detail can be found at [www.star-procurement.gov.uk](http://www.star-procurement.gov.uk)

## **10 Links to Partners**

10.1. Tameside Council works with a wide range of partners to deliver the vision and priorities set out in the Council's Corporate Plan. Some of the ways we work together are listed below, along with links to the relevant web pages:

- Tameside and Glossop Clinical Commissioning Group (CCG)  
<https://www.tamesideandglossopccg.org/>
- Greater Manchester Combined Authority  
<https://www.greatermanchester-ca.gov.uk/>
- Tameside Integrated Care Organisation (Care Together) -  
<http://www.caretogether.org.uk/>
- Tameside Health and Wellbeing Board -  
<http://www.tameside.gov.uk/healthwellbeingboard>
- Tameside Safeguarding Children's Board -  
<https://www.tamesidesafeguardingchildren.org.uk/>
- Tameside Adult Safeguarding Partnership Board -  
<http://www.tameside.gov.uk/AdultServices/Tameside-Adults-Safeguarding-Partnership-Board>

10.2. Other partners that the Council works with include; Job Centre Plus, Stockport Foundation Trust, Pennine Care, Tameside College, New Charter Housing, to name but a few.

## 11 Investments and Liabilities

11.1. The Council's capital programme and balance sheet consists of investments made by the Council to support strategic aims. A key part of the capital process is monitoring and reviewing such investments once they are made. Traditionally, the Council has focused the Capital Programme on the delivery of capital schemes; however, with the increasing national focus on broader investment activities undertaken by local authorities, the Capital Strategy has been expanded in order to take a wider overview of other relevant investments and liabilities.

11.2. As at 31 March 2019, the Council had the following long term investments on its balance sheet:

	<b>£000</b>
Investment Properties	28,706
Long Term Debtors	28,056
Long Term Investments	71,349
<b>Total</b>	<b>128,111</b>

11.3. The long term debtors figure includes loan stock held by the Council in Inspiredspaces Tameside (Holdings 1) Ltd (£1.8m), loan stock held in Inspiredspaces Tameside (Holdings 2) Ltd (£3.1m), the Council's share of loan debt to Manchester Airport (£20.0m), and loans to Active Tameside (£3.1m) along with some other minor amounts.

11.4. The long term investments held by the Council include investments in Manchester Airport Group (£52.7m) and Inspiredspaces (£2.0m) along with £16.5m of fixed term treasury management investments. These long term investments are valued on an annual basis.

11.5. The Council has an investment property portfolio of around 200 assets. These are revalued annually. The largest of these assets are Manchester Airport Land (£9.5m), Ashton Market Hall (£1.6m) and a shopping centre in Hyde town centre (£0.9m).

## **12 Treasury Management**

12.1. Treasury Management is a key component of the Council's capital planning, largely as the Council has the ability to borrow in order to finance capital projects. A separate Treasury Management Strategy is produced annually, but what follows are some of the key issues.

12.2. At 31 March 2019 the Council had £105m of investments which need to be safeguarded, and £111m of long term debt, which has been accrued over the years to help to fund the Council's capital investment programmes. The Council is also the lead authority responsible for the administration of the debt of the former Greater Manchester County Council on behalf of all ten Greater Manchester Metropolitan Authorities. As at 31 March 2019, this represented a further £59m of debt. The significant size of these amounts requires careful management to ensure that the Council meets its balanced budget requirement under the Local Government Finance Act 1992.

12.3. The Council's treasury activities are strictly regulated by statutory requirements and a professional code of practice (the CIPFA Code of Practice on Treasury Management – revised 2017) and the Prudential Code. The Council has adopted the CIPFA Code of Practice on Treasury Management. Part of this code is for the Council to set out Treasury Management Practices (TMPs). These are in place and are being adhered to.

12.4. The key objectives of the Prudential Code are to ensure, within a clear framework, that the capital plans of local authorities are affordable, prudent and sustainable and to ensure that treasury management decisions are taken in accordance with good professional practice and in a manner that supports these objectives.

12.5. The Council's long term borrowing requirement in any year depends on the following factors:-

- (a) Existing loans which are due to mature during the year. These will include external loans, and any reduction of internal resources that are temporarily being used to finance capital expenditure.
- (b) The amount of capital expenditure that the Council has determined should be financed by borrowing. Under the Prudential Code on Borrowing the Council may determine its own levels of borrowing and is set by the Council as part of the main budget process. The Council is able to borrow in advance of its requirements, when it is considered beneficial to do so.
- (c) The amount of outstanding debt required to be repaid during the year, including the "Minimum Revenue Provision" (MRP) and additional voluntary MRP to repay prudential borrowing.

12.6. The primary objectives of the Council's investment strategy are safeguarding the repayment of the principal and interest of its investments on time, ensuring adequate liquidity, with the investment rate of return being the final consideration. The current investment climate continues to have one over-riding risk, counterparty risk.

12.7. As a result of these underlying concerns officers are implementing a risk averse operational investment strategy. This is adhered to using the following benchmarks:

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

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

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

- Bank overdraft - £1.60m
- Liquid short term deposits of at least £5m available with a week's notice.

**Yield** - Local measures of yield benchmark is:

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

	1 year	2 years	3 years	4 years	5 years
Maximum	0.05%	0.14%	0.26%	0.40%	0.56%

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

12.8. Normally when the Council has surplus cash, this is invested to try to ensure that interest earned is optimised with minimal risk of capital loss. Higher interest rates are earned by investing any large amounts on the London money markets, rather than by leaving such sums with the Council's own bank. The Investment Strategy sets out the type of institutions with which the Council may deposit funds for this purpose. The list has been compiled to reflect the creditworthiness of these banks and building societies, rather than the rates of interest payable, as the safety of the asset is the most important consideration. Nonetheless, the interest received from these institutions is competitive.

### 13 Risk

13.1. The Council faces a broad range of risks. Examples include:

- Financial risk – related to the Council's investments
- Credit and Counterparty risk – related to investments and loans
- Interest rate risk – the risk that interest rates move in a manner that is adverse to the Council's investments or borrowings.
- Reputational risk – that any adverse outcomes could affect the Council's reputation and public perception
- Environmental risks – due to the Council's investments or capital projects
- Governance risks – ensuring that appropriate decision making procedures are adhered to

13.2. The Council has a low risk appetite, so as to safeguard taxpayer funds, and this is reflected in the Treasury Management Strategy and outlined above.

## **14 Skills and Knowledge**

- 14.1. The Financial Management team responsible for Treasury Management and Capital contains several professionally qualified accountants with extensive relevant experience. The team regularly attend a variety of training courses in order to keep up to date with the latest developments. The Council also have a contract with Link Asset Services, who provide up to date specialist advice and technical services.
- 14.2. Capital investment proposals, the quarterly capital monitoring reports, and capital update papers, and their associated minutes, are submitted to a number of meetings including SLT, Executive Board and Cabinet, and SPCMP. In addition to these groups there is also a Capital Officers Group, including members from senior management and financial management, which meet regularly in order to support the effective prioritisation, management and monitoring of the Capital Programme.
- 14.3. In January 2018 a new treasury management directive, Markets in Financial Instruments Directive II (MiFID II) came into force. This required the Council to pass a number of qualitative and quantitative tests in order to maintain its status as a “professional” investor. Part of this involved demonstrating that the treasury management team had sufficient skills and experience to be classified in this fashion. Tameside successfully opted up to professional status with all counterparties that required it.

## **15 Summary**

- 15.1. The Council in conjunction with its partners has identified a clear set of priorities. The Capital Strategy gives clear guidance as to where capital resources should be directed in achievement of those priorities over the length of the current capital programme and over the longer term.
- 15.2. The Strategy also demonstrates that the Council does and will continue to work closely with a variety of partners to obtain quality projects and maximise potential resources in the achievement of its aims. The Council also encourages the continued exploration of securing external funding, the examination of different forms of procurement and maintaining current levels of innovation.
- 15.3. The Council has a good framework in place to achieve its strategy and will strive to achieve continual improvement on a number of its processes as set out in its main objectives in and this will be monitored and reviewed by the Strategic Planning and Capital Monitoring Panel.
- 15.4. The Capital Strategy will be reviewed on an ongoing basis and revised annually.

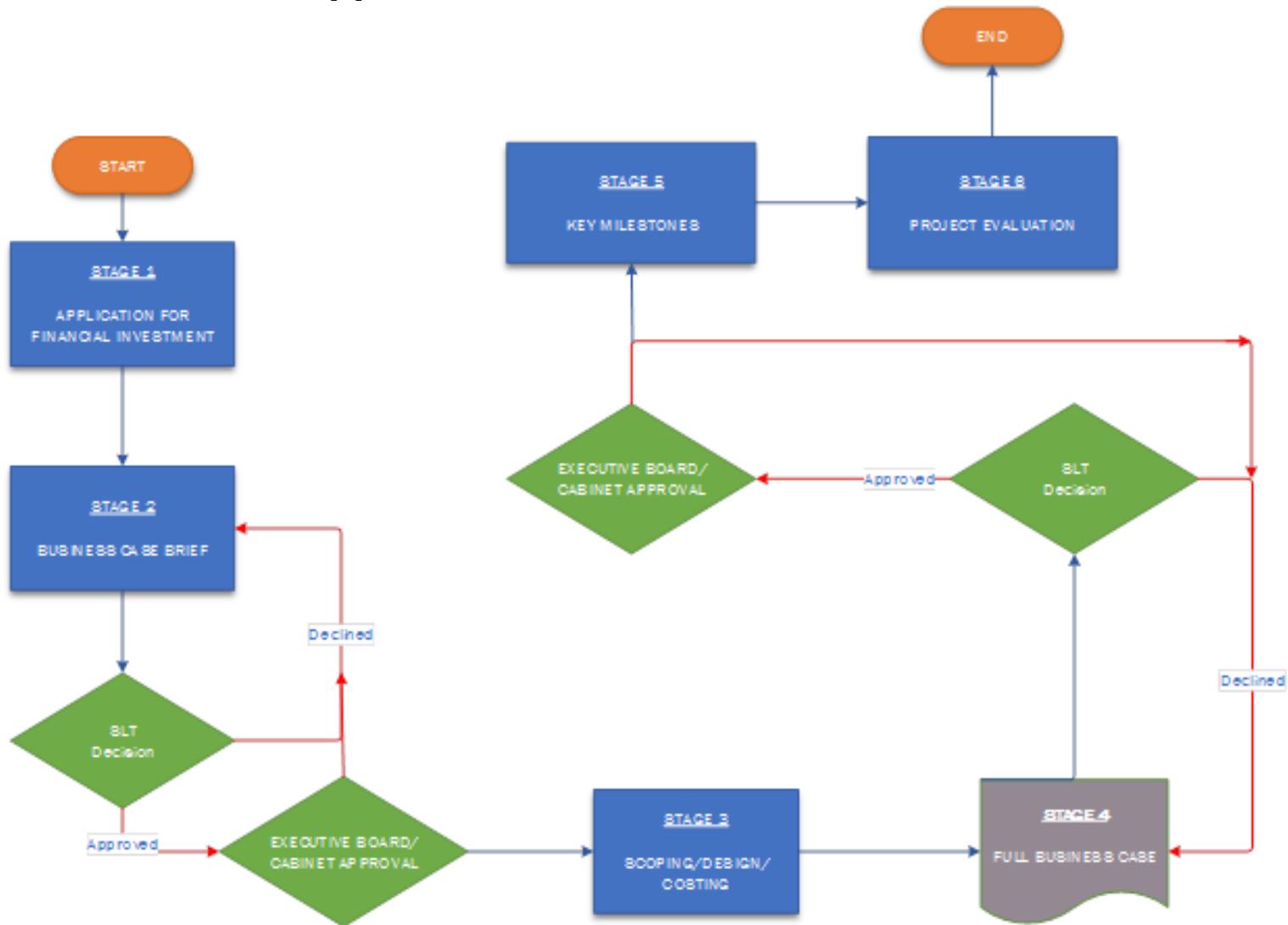
## **16 Recommendations**

- 16.1. The Capital Strategy is approved and is reviewed and revised annually.

## TOTAL CAPITAL PROGRAMME 2019/20 – 2021/22

TOTAL APPROVED AND EARMARKED CAPITAL PROGRAMME- SEPTEMBER 2019							
	2019/20 Projected Outturn	2019/20 Budget (Approved)	2019/20 Budget (Earmarked)	2020/21 Budget (Approved)	2020/21 Budget (Earmarked)	2021/22 Budget (Approved)	2021/22 Budget (Earmarked)
	£000	£000	£000	£000	£000	£000	£000
<b>Growth</b>							
Investment & Development	3,100	5,848	9,900	275	0	0	0
Corporate Landlord	225	421	7,937	0	0	0	0
Estates	50	114	1,400	0	0	0	0
<b>Operations and Neighbourhoods</b>							
Engineering Services	13,047	13,350	6,250	6,103	6,000	0	0
Vision Tameside	3,156	8,708	0	0	0	0	0
Environmental Services	2,059	3,640	700	400	0	0	0
Transport	260	260	0	2,406	0	0	0
Stronger Communities	27	27	200	0	0	0	0
<b>Children's</b>							
Education	12,850	17,539	0	984	0	0	0
Children's	0	0	950	0	0	0	0
<b>Finance &amp; IT</b>							
Finance	5,700	5,700	500	0	0	0	0
Digital Tameside	4,310	3,959	0	0	0	0	0
<b>Population Health</b>							
Active Tameside	10,360	15,970	0	0	0	0	0
<b>Adults</b>							
Adults	340	1,228	12,700	0	0	0	0
<b>Total</b>	<b>55,484</b>	<b>76,764</b>	<b>40,537</b>	<b>10,168</b>	<b>6,000</b>	<b>0</b>	<b>0</b>

# Business Case Approval Process



## Indicative Five Year Plan

Service Area	2019/20	2020/21	2021/22	2022/23	2023/24	Total
	£000	£000	£000	£000	£000	£000
Vision Tameside	-	-	-	-	-	-
Investment & Development Estates	10,815	16,050	11,500	9,000	5,000	52,365
	-	-	-	-	-	-
<b>Total Growth</b>	<b>10,815</b>	<b>16,050</b>	<b>11,500</b>	<b>9,000</b>	<b>5,000</b>	<b>52,365</b>
Engineering Services	400	3,150	3,050	3,550	-	10,150
Environmental Services	200	850	300	250	200	1,800
Transport	2,750	1,150	-	170	101	4,171
Corporate Landlord	-	-	-	-	-	-
Stronger Communities	150	55	-	-	-	205
<b>Total Operations and Neighbourhoods</b>	<b>3,500</b>	<b>5,205</b>	<b>3,350</b>	<b>3,970</b>	<b>301</b>	<b>16,325</b>
Education	5,053	211	-	-	-	5,264
Children	-	-	-	-	-	-
<b>Total Children's</b>	<b>5,053</b>	<b>211</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,264</b>
Finance	-	-	-	-	-	-
Digital Tameside	270	340	485	340	785	2,220
<b>Total Finance &amp; IT</b>	<b>270</b>	<b>340</b>	<b>485</b>	<b>340</b>	<b>785</b>	<b>2,220</b>
Active Tameside	-	-	-	-	-	-
<b>Total Population Health</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Adults	-	-	-	-	-	-
Adult Social Care - Estate	-	-	-	-	-	-
Community Health - Estate	-	10,000	25,000	2,500	2,500	40,000
<b>Total Adults</b>	<b>-</b>	<b>10,000</b>	<b>25,000</b>	<b>2,500</b>	<b>2,500</b>	<b>40,000</b>
Exchequer	-	-	-	-	-	-
<b>Total Governance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>19,638</b>	<b>31,806</b>	<b>40,335</b>	<b>15,810</b>	<b>8,585</b>	<b>116,174</b>

***This plan is indicative about the capital requirements of the Council, there is currently no funding allocated to the delivery of this spend***

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## APPENDIX 22 - FEES AND CHARGES SCHEDULE 2020/21

Description of Fee	2019/20 Charge (Excl VAT) £	Subject to VAT	VAT £	2019/20 Total (inc VAT) £	2019/20 % Changes	2019/20 £ Changes	2020/21 Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2020/21 % Changes	2020/21 £ Changes
<b>Operations and Neighbourhoods</b>												
<b>Libraries</b>												
INTERNET – Library members for first hour	0.00	N	0.00	0.00		0.00	0.00	N	0.00	0.00		0.00
INTERNET – Library members per half hour thereafter	0.63	Y	0.13	0.76	0.0%	0.00	0.63	Y	0.13	0.76	0.0%	0.00
INTERNET – Non members per half hour	1.25	Y	0.25	1.50	0.0%	0.00	1.29	Y	0.26	1.55	3.3%	0.05
NON-INTERNET USE OF PCs	0.00	N	0.00	0.00		0.00	0.00	N	0.00	0.00		0.00
COMPACT DISCS - for 3 weeks	1.45	N	0.00	1.45	0.0%	0.00	1.50	N	0.00	1.50	3.4%	0.05
TALKING BOOKS - for 3 weeks	0.00	N	0.00	0.00		0.00	0.00	N	0.00	0.00		0.00
LANGUAGE COURSES - for 3 weeks	0.00	N	0.00	0.00		0.00	0.00	N	0.00	0.00		0.00
RESERVATIONS (IN STOCK)	0.00	N	0.00	0.00		0.00	0.00	N	0.00	0.00		0.00
ITEMS BORROWED FROM OUTSIDE TAMESIDE - per Item	5.00	N	0.00	5.00	0.0%	0.00	5.00	N	0.00	5.00	0.0%	0.00
OVERDUE CHARGES - Books per day	0.20	N	0.00	0.20	0.0%	0.00	0.20	N	0.00	0.20	0.0%	0.00
OVERDUE CHARGES - Books per day for concessions	0.10	N	0.00	0.10	0.0%	0.00	0.10	N	0.00	0.10	0.0%	0.00
OVERDUE CHARGES - Sound Recordings per day	0.20	N	0.00	0.20	0.0%	0.00	0.20	N	0.00	0.20	0.0%	0.00
OVERDUE CHARGES - Sound Recordings per day for concessions	0.10	N	0.00	0.10	0.0%	0.00	0.10	N	0.00	0.10	0.0%	0.00
ADMINISTRATION CHARGE – very overdue books - Adults	20.00	N	0.00	20.00	0.0%	0.00	20.00	N	0.00	20.00	0.0%	0.00
ADMINISTRATION CHARGE – very overdue books - Children	10.00	N	0.00	10.00	0.0%	0.00	10.00	N	0.00	10.00	0.0%	0.00
LOST KEY CARDS – replacement - Adults	1.67	Y	0.33	2.00	0.0%	0.00	1.67	Y	0.33	2.00	0.0%	0.00
LOST KEY CARDS – replacement - Children	0.83	Y	0.17	1.00	0.0%	0.00	0.83	Y	0.17	1.00	0.0%	0.00
FAX - to send first sheet	1.42	Y	0.28	1.70	0.0%	0.00	1.42	Y	0.28	1.70	0.0%	0.00
FAX - to send subsequent sheets	0.50	Y	0.10	0.60	0.0%	0.00	0.50	Y	0.10	0.60	0.0%	0.00
FAX – to receive per sheet	0.42	Y	0.08	0.50	0.0%	0.00	0.42	Y	0.08	0.50	0.0%	0.00
PHOTOCOPYING - per A4 sheet black and white	0.08	Y	0.02	0.10	0.0%	0.00	0.08	Y	0.02	0.10	0.0%	0.00
PHOTOCOPYING - per A4 sheet colour	0.50	Y	0.10	0.60	0.0%	0.00	0.50	Y	0.10	0.60	0.0%	0.00
PHOTOCOPYING - per A3 sheet black and white	0.17	Y	0.03	0.20	0.0%	0.00	0.17	Y	0.03	0.20	0.0%	0.00
PHOTOCOPYING - per A3 sheet colour	1.00	Y	0.20	1.20	0.0%	0.00	1.00	Y	0.20	1.20	0.0%	0.00
PRINTING FROM THE COMPUTER - Black and White per A4 sheet	0.07	Y	0.01	0.08	0.0%	0.00	0.08	Y	0.02	0.10	14.3%	0.01
PRINTING FROM THE COMPUTER - Colour per A4 sheet	0.50	Y	0.10	0.60	0.0%	0.00	0.50	Y	0.10	0.60	0.0%	0.00
3D PRINTING - Per metre of filament used							0.83	Y	0.17	1.00		
3D PRINTING - per hour of printing time							0.42	Y	0.08	0.50		
<b>Museums</b>												
Education Workshop TMBC - per 1.5hr session	70.00	N	0.00	70.00	0.0%	0.00	72.00	N	0.00	72.00	2.9%	2.00
Education Workshop TMBC - per full day	140.00	N	0.00	140.00	0.0%	0.00	144.00	N	0.00	144.00	2.9%	4.00
Education Workshop (not TMBC) - per 1.5hr session	80.00	N	0.00	80.00	0.0%	0.00	82.00	N	0.00	82.00	2.5%	2.00
Education Workshop (not TMBC) - per 2 sessions	160.00	N	0.00	160.00	0.0%	0.00	164.00	N	0.00	164.00	2.5%	4.00
Loan Box Hire - Schools - per week	35.00	N	0.00	35.00	0.0%	0.00	35.00	N	0.00	35.00	0.0%	0.00
Loan Box Hire Community Groups - per day	5.50	N	0.00	5.50	0.0%	0.00	5.50	N	0.00	5.50	0.0%	0.00
Art Sale Commission - per art work	25%	Y		25%	0.0%	0.00	25%	Y		25%	0.0%	0.00
Adult study day - per day	35.00	N	0.00	35.00	0.0%	0.00	36.00	N	0.00	36.00	2.9%	1.00
Adult study day - per day for concessions	30.00	N	0.00	30.00	0.0%	0.00	31.00	N	0.00	31.00	3.3%	1.00
Outreach - per half day	155.00	N	0.00	155.00	0.0%	0.00	160.00	N	0.00	160.00	3.2%	5.00
Outreach - per full day	310.00	N	0.00	310.00	0.0%	0.00	320.00	N	0.00	320.00	3.2%	10.00
Teacher Inset Training Days - per training day per person (TBC)	55.00	N	0.00	55.00	0.0%	0.00	55.00	N	0.00	55.00	0.0%	0.00
Reminiscence Sessions 1.5 hour session in TMBC	65.00	N	0.00	65.00	0.0%	0.00	67.00	N	0.00	67.00	3.1%	2.00
Reminiscence Sessions 1.5 hour session not in TMBC	75.00	N	0.00	75.00	0.0%	0.00	77.00	N	0.00	77.00	2.7%	2.00
Off-Site Talks (Museum Of Manchester Regiment) - per talk	60.00	N	0.00	60.00	0.0%	0.00	62.00	N	0.00	62.00	3.3%	2.00
Craft Activities (drop in) - per child	1.00	N	0.00	1.00	0.0%	0.00	1.20	N	0.00	1.20	20.0%	0.20

Description of Fee	2019/20 Charge (Excl VAT) £	Subject to VAT	VAT £	2019/20 Total (inc VAT) £	2019/20 % Changes	2019/20 £ Changes
Portland Basin Museum Christmas event	5.00	N	0.00	5.00	25.0%	1.00

2020/21 Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2020/21 % Changes	2020/21 £ Changes
5.00	N	0.00	5.00	0.0%	0.00

Description of Fee	2019/20 Charge (Excl VAT) £	Subject to VAT	VAT £	2019/20 Total (inc VAT) £	2019/20 % Changes	2019/20 £ Changes	2020/21 Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2020/21 % Changes	2020/21 £ Changes
<b>Events</b>												
LITTLE HANDS EVENT	2.00	N	0.00	2.00	0.0%	0.00	2.20	N	0.00	2.20	10.0%	0.20
SCHOOL OUTDOOR ACTIVITY SESSIONS CLASS 30 - FULL DAY	180.00	N	0.00	180.00	0.0%	0.00	185.00	N	0.00	185.00	2.8%	5.00
SCHOOL OUTDOOR ACTIVITY SESSIONS CLASS 60 - FULL DAY	360.00	N	0.00	360.00	0.0%	0.00	370.00	N	0.00	370.00	2.8%	10.00
SCHOOL OUTDOOR ACTIVITY SESSIONS CLASS FULL DAY 30 NOT TMBC	200.00	N	0.00	200.00	0.0%	0.00	205.00	N	0.00	205.00	2.5%	5.00
SCHOOL OUTDOOR ACTIVITY SESSIONS CLASS 60 FULL DAY NOT TMBC	400.00	N	0.00	400.00	0.0%	0.00	410.00	N	0.00	410.00	2.5%	10.00
ARTS AWARD DISCOVER PER LOG	4.00	N	0.00	4.00	0.0%	0.00	4.20	N	0.00	4.20	5.0%	0.20
ARTS AWARD EXPLORE PER LOG	8.75	N	0.00	8.75	0.0%	0.00	9.00	N	0.00	9.00	2.9%	0.25
<b>Local Studies</b>												
Photocopying - Black and White per A4 sheet	0.08	Y	0.02	0.10	0.0%	0.00	0.08	Y	0.02	0.10	0.0%	0.00
Photocopying - Black and White per A3 sheet	0.17	Y	0.03	0.20	0.0%	0.00	0.17	Y	0.03	0.20	0.0%	0.00
Photocopying - Colour per A4 Sheet												
Photocopying - Colour per A3 Sheet												
Computer Print Out - Black and White per A4 sheet	0.08	Y	0.02	0.10	0.0%	0.00	0.08	Y	0.02	0.10	0.0%	0.00
Computer Print Out Colour - Colour per A3 sheet	0.42	Y	0.08	0.50	0.0%	0.00	0.42	Y	0.08	0.50	0.0%	0.00
Computer Print Out Colour - Colour per A4 sheet												
Copies Microfilm or Microfiche - per A4 sheet	0.58	Y	0.12	0.70	0.0%	0.00	0.58	Y	0.12	0.70	0.0%	0.00
Enquiry basic Look Up inc 2 x A4 copies	4.17	Y	0.83	5.00	0.0%	0.00	4.17	Y	0.83	5.00	0.0%	0.00
Image Archive - per digital copy	1.67	Y	0.33	2.00	0.0%	0.00	1.67	Y	0.33	2.00	0.0%	0.00
Manchester Regiment Image Archive - per printed photo	8.33	Y	1.67	10.00	0.0%	0.00	8.33	Y	1.67	10.00	0.0%	0.00
<b>Customer Contact</b>												
Disabled Parking Blue Badges	10.00	N	0.00	10.00	0.0%	0.00	10.00	N	0.00	10.00	0.0%	0.00
<b>Operations &amp; Greenspace</b>												
Land Train	2,500.00	N	0.00	2,500.00	0.0%	0.00	2,500.00	N	0.00	2,500.00	0.0%	0.00
Bouncy Castle and Inflatables	2,000.00	N	0.00	2,000.00	0.0%	0.00	2,000.00	N	0.00	2,000.00	0.0%	0.00
Boating Lake	2,500.00	N	0.00	2,500.00	0.0%	0.00	2,500.00	N	0.00	2,500.00	0.0%	0.00
Ice cream concession	15,000.00	N	0.00	15,000.00	0.0%	0.00	15,000.00	N	0.00	15,000.00	0.0%	0.00
Fairgrounds	Variable	N	0.00				Variable	N	0.00			
Grazing rights	Variable	N	0.00				Variable	N	0.00			
Football pitch hire - Senior Grade A pitch per season	506.48	N	0.00	506.48	4.0%	19.48	519.14	N	0.00	519.14	2.5%	12.66
Football pitch hire - Junior Grade A pitch per season	292.24	N	0.00	292.24	4.0%	11.24	299.55	N	0.00	299.55	2.5%	7.31
Bowling Green hire for matches per season	34.00	N	0.00	34.00	0.0%	0.00	34.85	N	0.00	34.85	2.5%	0.85
Allotments	110.16	N	0.00	110.16	2.0%	2.16	112.91	N	0.00	112.91	2.5%	2.75
Arboricultural Services	Variable	N	0.00				Variable	N	0.00			
Grounds Maintenance Services	Variable	N	0.00				Variable	N	0.00			
Street Cleansing on private land	Variable	N	0.00				Variable	N	0.00			
British Military Fitness style classes in parks	0.00						0.00					0.00

Description of Fee	2019/20 Charge (Excl VAT) £	Subject to VAT	VAT £	2019/20 Total (inc VAT) £	2019/20 % Changes	2019/20 £ Changes	2020/21 Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2020/21 % Changes	2020/21 £ Changes
<b>Waste Services</b>												
Commercial Waste Collections												0.00
1100 litre bin	841.44	N	0.00	841.44	4.0%	32.36	862.48	N	0.00	862.48	2.5%	21.04
770 litre bin	730.00	N	0.00	730.00	4.0%	28.08	748.25	N	0.00	748.25	2.5%	18.25
660 litre bin	643.06	N	0.00	643.06	4.0%	24.73	659.14	N	0.00	659.14	2.5%	16.08
500 litre bin	606.29	N	0.00	606.29	4.0%	23.32	621.45	N	0.00	621.45	2.5%	15.16
240 litre bin	325.44	N	0.00	325.44	4.0%	12.52	333.58	N	0.00	333.58	2.5%	8.14
Bag (50 Sacks)	N/A	N	0.00				N/A	N	0.00			
1/2 hour waste removal	122.50	N	0.00	122.50	3.8%	4.50	125.50	N	0.00	125.50	2.4%	3.00
1 hour waste removal	245.00	N	0.00	245.00	3.8%	9.00	251.00	N	0.00	251.00	2.4%	6.00
Bulky Collection 5 items	31.00	N	0.00	31.00	3.3%	1.00	31.50	N	0.00	31.50	1.6%	0.50
Replacement Bin	25.00	N	0.00	25.00	0.0%	0.00	25.00	N	0.00	25.00	0.0%	0.00
<b>Bereavement</b>												
Exclusive Right of Burial (Resident)	850.00	N	0.00	850.00	12.6%	95.00	950.00	N	0.00	950.00	11.8%	100.00
Exclusive Right of Burial (Non-Resident)	1,590.00	N	0.00	1,590.00	6.4%	95.00	1,610.00	N	0.00	1,610.00	1.3%	20.00
Interment Fee (Resident) (18 & over)	900.00	N	0.00	900.00	3.4%	30.00	925.00	N	0.00	925.00	2.8%	25.00
Interment Fee (Non-Resident) (18 & over)	1,725.00	N	0.00	1,725.00	0.0%	0.00	1,750.00	N	0.00	1,750.00	1.4%	25.00
Interment Fee (Aged 17 yrs & under)	0.00	N	0.00	0.00		0.00	0.00	N	0.00	0.00		0.00
Widening of Grave	140.00	N	0.00	140.00	3.7%	5.00	143.00	N	0.00	143.00	2.1%	3.00
Use of Chapel	120.00	N	0.00	120.00	33.3%	30.00	125.00	N	0.00	125.00	4.2%	5.00
Interment of Cremated remains (Resident)	205.00	N	0.00	205.00	5.1%	10.00	210.00	N	0.00	210.00	2.4%	5.00
Interment of Cremated remains (Non-Resident)	395.00	N	0.00	395.00	2.6%	10.00	400.00	N	0.00	400.00	1.3%	5.00
Burial/Cremation of body parts or blocks & slides	75.00	N	0.00	75.00	7.1%	5.00	75.00	N	0.00	75.00	0.0%	0.00
Double Chamber Vault	3,350.00	N	0.00	3,350.00	1.5%	50.00	3,430.00	N	0.00	3,430.00	2.4%	80.00
Bricking of semi-vaults	600.00		0.00	600.00	9.1%	50.00	600.00		0.00	600.00	0.0%	0.00
Timbering of graves	400.00	N	0.00	400.00	11.1%	40.00	450.00	N	0.00	450.00	12.5%	50.00
Muslim Burial Chamber - New Facility	600.00		0.00	600.00	9.1%	50.00	750.00		0.00	750.00	25.0%	150.00
Temporary Grave Marker for New Graves	85.00	N	0.00	85.00	0.0%	0.00	88.00	N	0.00	88.00	3.5%	3.00
Right to erect a Headstone	165.00	N	0.00	165.00	0.0%	0.00	170.00	N	0.00	170.00	3.0%	5.00
Inscription Fee (on headstone or kerbs)	55.00	N	0.00	55.00	0.0%	0.00	55.00	N	0.00	55.00	0.0%	0.00
Foundation fee for Headstone	165.00	N	0.00	165.00	0.0%	0.00	170.00	N	0.00	170.00	3.0%	5.00
Removal of kerbs for purpose of burial	85.00	N	0.00	85.00	0.0%	0.00	85.00	N	0.00	85.00	0.0%	0.00
Right to retrofit kerbs to headstone	55.00	N	0.00	55.00	0.0%	0.00	55.00	N	0.00	55.00	0.0%	0.00
Removal of Unauthorised railings/edgings etc for purpose of burial	85.00	N	0.00	85.00	0.0%	0.00	85.00	N	0.00	85.00	0.0%	0.00
Right to place a vase	20.00	N	0.00	20.00	0.0%	0.00	20.00	N	0.00	20.00	0.0%	0.00
Searching register per grave	25.00	N	0.00	25.00	25.0%	5.00	25.00	N	0.00	25.00	0.0%	0.00
Wooden Casket for cremated remains	75.00	N	0.00	75.00	0.0%	0.00	75.00	N	0.00	75.00	0.0%	0.00
Use of Organ	26.00	N	0.00	26.00	0.0%	0.00	26.00	N	0.00	26.00	0.0%	0.00
Duplicate Grave Deed or Cremation Certificate	25.00		0.00	25.00	0.0%	0.00	25.00		0.00	25.00	0.0%	0.00
Transfer of Ownership	75.00	N	0.00	75.00	0.0%	0.00	80.00	N	0.00	80.00	6.7%	5.00
Selection of Grave	45.00	N	0.00	45.00	0.0%	0.00	50.00	N	0.00	50.00	11.1%	5.00
Statutory Declaration of Ownership	80.00	N	0.00	80.00	6.7%	5.00	80.00	N	0.00	80.00	0.0%	0.00
Weekend/Bank Holiday on cost (Out of Hours Interments)	490.00	N	0.00	490.00	6.5%	30.00	500.00	N	0.00	500.00	2.0%	10.00
Renewal of plaques for 10 yr period	100.00	N	0.00	100.00	25.0%	20.00	100.00	N	0.00	100.00	0.0%	0.00
Transfer plaque fee	35.00	N	0.00	35.00	16.7%	5.00	35.00	N	0.00	35.00	0.0%	0.00
Cremation fee (18 yrs & over) inc Cremation, Med Ref Fee & Env Fee	715.00	N	0.00	715.00	3.6%	25.00	745.00	N	0.00	745.00	4.2%	30.00
Additional fee for Out of district Cremation	45.00	N	0.00	45.00	0.0%	0.00	45.00	N	0.00	45.00	0.0%	0.00
Cremation Fee (Municipal) inc Cremation, Med Ref Fee & Env Fee	680.00	N	0.00	680.00	3.8%	25.00	710.00	N	0.00	710.00	4.4%	30.00
Special time (Additional Fee) 12 Noon 12.30, 13.00, 16.00	40.00	N	0.00	40.00	0.0%	0.00	40.00	N	0.00	40.00	0.0%	0.00
Webcast of service	50.00	Y	10.00	60.00	9.1%	4.17	50.00	Y	10.00	60.00	0.0%	0.00
USB stick recording of service	37.50	Y	7.50	45.00	7.1%	2.50	37.50	Y	7.50	45.00	0.0%	0.00
Book of Remembrance Entry or card 2 Line entry	137.50	Y	27.50	165.00	3.1%	4.17	141.67	Y	28.33	170.00	3.0%	5.00

Description of Fee	2019/20			2019/20			2020/21			2020/21		
	Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	% Changes	2019/20 £ Changes	Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	% Changes	2020/21 £ Changes
Book of Remembrance Entry or card 5 line entry	166.67	Y	33.33	200.00	2.6%	4.17	170.83	Y	34.17	205.00	2.5%	5.00
Book of Remembrance Entry or card 8 line entry	204.17	Y	40.83	245.00	2.1%	4.17	208.33	Y	41.67	250.00	2.0%	5.00
Book of Remembrance Entry or card 5 line entry with emblem or crest	250.00	Y	50.00	300.00	1.7%	4.17	254.17	Y	50.83	305.00	1.7%	5.00
Book of Remembrance Entry or card 8 line entry with emblem or crest	275.00	Y	55.00	330.00	1.5%	4.17	279.17	Y	55.83	335.00	1.5%	5.00
Perspex memorial plaque for 10 years	316.67	Y	63.33	380.00	0.0%	0.00	325.00	Y	65.00	390.00	2.6%	10.00
Boutonnaire Plaques for 10 years	383.33	Y	76.67	460.00	0.0%	0.00	391.67	Y	78.33	470.00	2.2%	10.00
Granite Vase & Plaque for 10 years	425.00	Y	85.00	510.00	2.0%	8.33	433.33	Y	86.67	520.00	2.0%	10.00
Stone look commemorative plaques for 10 years	325.00	Y	65.00	390.00	0.0%	0.00	333.33	Y	66.67	400.00	2.6%	10.00
Motif Black outline - Additional Fee	45.83	Y	9.17	55.00	0.0%	0.00	45.83	Y	9.17	55.00	0.0%	0.00
Motif Coloured - Additional Fee	54.17	Y	10.83	65.00	0.0%	0.00	54.17	Y	10.83	65.00	0.0%	0.00
Photograph	87.50	Y	17.50	105.00	0.0%	0.00	87.50	Y	17.50	105.00	0.0%	0.00
Baby Memorial - Natural Stone	200.00	Y	40.00	240.00	0.0%	0.00	204.17	Y	40.83	245.00	2.1%	5.00
Baby Memorial - Black Granite	300.00	Y	60.00	360.00	1.4%	4.17	204.17	Y	40.83	245.00	-31.9%	-115.00
Motif on Baby memorial - Additional Fee	79.17	Y	15.83	95.00	0.0%	0.00	79.17	Y	15.83	95.00	0.0%	0.00
Additional letters to be inscribed over 70 (per letter )	1.67	Y	0.33	2.00	0.0%	0.00	1.67	Y	0.33	2.00	0.0%	0.00
Brass Plaques for 10 years	158.33	Y	31.67	190.00	2.7%	4.16	162.50	Y	32.50	195.00	2.6%	5.00
Scatter remains (at Cemeteries apart from Dukinfield & those cremated elsewhere)	50.00	Y	10.00	60.00	0.0%	0.00	50.00	Y	10.00	60.00	0.0%	0.00
Scatter Cremated remains at Dukinfield (if family to witness)	25.00	Y	5.00	30.00	0.0%	0.00	25.00	Y	5.00	30.00	0.0%	0.00
Stone Tablet for Garden of Rest	237.50	Y	47.50	285.00	3.6%	8.33	241.67	Y	48.33	290.00	1.8%	5.00
Additional fee for Granite Tablet	41.67	Y	8.33	50.00	42.9%	12.50	41.67	Y	8.33	50.00	0.0%	0.00
Memorial Bench (inc one plaque & fixing)	508.33	Y	101.67	610.00	2.5%	12.50	520.83	Y	104.17	625.00	2.5%	15.00
Additional plaque on bench	254.17	Y	50.83	305.00	3.4%	8.34	258.33	Y	51.67	310.00	1.6%	5.00
Columbarium at Dukinfield Crematorium (New Memorial Option )	541.67	Y	108.33	650.00	0.0%	0.00	541.67	Y	108.33	650.00	0.0%	0.00
Columbarium (Additional replacing of remains & new inscription)				300.00			300.00	Y	60.00	360.00		
Sanctum (New Memorial Option)	708.33	Y	141.67	850.00	0.0%	0.00	725.00	Y	145.00	870.00	2.4%	20.00
Sanctum (Additional replacing of remains & new inscription)				383.33			383.33	Y	76.67	460.00		
Sanctum (Renewal fee for 20 years)				170.83			170.83	Y	34.17	205.00		
Visual tribute to music (Dukinfield Crematorium only) Photos only up to max 20 photos							41.67	Y	8.33	50.00		
Visual tribute (1 still photo or order of service displayed throughout)							50.00	Y	10.00	60.00		
Visual tribute (Video only upto 3 minutes)							20.83	Y	4.17	25.00		
<b>Follwing fees To be paid by the Government's Children's Funeral Fund for England</b>												
Interment fee (under 18 in a family grave) Resident	925.00	N	0.00	925.00		925.00	925.00	N	58.00	983.00	6.3%	58.00
Interment fee (under 18 in a family grave) Non Resident	1,750.00	N	0.00	1,750.00		1,750.00	1,750.00	N	58.00	1,808.00	3.3%	58.00
Interment fee (in baby section) Resident	210.00	N	0.00	210.00		210.00	210.00	N	58.00	268.00	27.6%	58.00
Interment fee (in baby section) Non Resident	400.00	N	0.00	400.00		400.00	400.00	N	58.00	458.00	14.5%	58.00
Cremation fee (under 18)	745.00	N	0.00	745.00		745.00	745.00	N	58.00	803.00	7.8%	58.00

Description of Fee	2019/20			2019/20			2020/21			2020/21		
	Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	% Changes	2019/20 £ Changes	Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	% Changes	2020/21 £ Changes
<b>Pest Control</b>												
Trap Hire (Squirrels) 28 day hire	70.83	Y	14.17	85.00	21.4%	12.50	70.83	Y	14.17	85.00	0.0%	0.00
Wasps	41.67	Y	8.33	50.00	0.0%	0.00	41.67	Y	8.33	50.00	0.0%	0.00
Bedbugs	116.67	Y	23.33	140.00	16.7%	16.67	116.67	Y	23.33	140.00	0.0%	0.00
Cockroaches	116.67	Y	23.33	140.00	16.7%	16.67	116.67	Y	23.33	140.00	0.0%	0.00
Rats , Mice, Fleas & stored product pests etc	70.83	Y	14.17	85.00	21.4%	12.50	70.83	Y	14.17	85.00	0.0%	0.00
Subsequent visit to squirrel Trap	29.17	Y	5.83	35.00	0.0%	0.00	29.17	Y	5.83	35.00	0.0%	0.00
Feral Pigeon Treatment (Internal) Daytime	70.83	Y	14.17	85.00	21.4%	12.50	70.83	Y	14.17	85.00	0.0%	0.00
Feral Pigeon Treatment (Internal) Evening	133.33	Y	26.67	160.00	0.0%	0.00	133.33	Y	26.67	160.00	0.0%	0.00
Treatment when keys are picked up - additional fee	29.17	Y	5.83	35.00	0.0%	0.00	29.17	Y	5.83	35.00	0.0%	0.00
Investigate roof space noise	116.67	Y	23.33	140.00	16.7%	16.67	116.67	Y	23.33	140.00	0.0%	0.00
Commercial - Rodent Control Treatments 3 visits	133.33	Y	26.67	160.00	6.7%	8.33	133.33	Y	26.67	160.00	0.0%	0.00
Commercial - Rodent Control Contracts 8 visits per annum	216.67	Y	43.33	260.00	8.3%	16.67	216.67	Y	43.33	260.00	0.0%	0.00
Commercial - Insect treatments	133.33	Y	26.67	160.00	6.7%	8.33	133.33	Y	26.67	160.00	0.0%	0.00
Commercial Feral Pigeon Treatments Daytime	133.33	Y	26.67	160.00	6.7%	8.33	133.33	Y	26.67	160.00	0.0%	0.00
Commercial Feral Pigeon Treatments Evening	216.67	Y	43.33	260.00	4.0%	8.34	216.67	Y	43.33	260.00	0.0%	0.00

Description of Fee	2019/20			2019/20			2020/21			2020/21		
	Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	% Changes	2019/20 £ Changes	Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	% Changes	2020/21 £ Changes
<b>Markets</b>												
Market Grounds - Stalls and associated space per day	£10 - £50	N	0.00	£10 - £50			£10 - £50	N	0.00	£10 - £50		
Concession Management Space – Market Grounds per week	£350-£500	N	0.00	£350-£500			£350-£500	N	0.00	£350-£500		
Kiosks - Ashton Outdoor Market per sqm	240.00	N	0.00	240.00	0.0%	0.00	240.00	N	0.00	240.00	0.0%	0.00
Toy Set (Roundabout) - Ashton Outdoor Market per year	6,000.00	N	0.00	6,000.00	0.0%	0.00	6,000.00	N	0.00	6,000.00	0.0%	0.00
Toy Set (Roundabout) - Hyde Outdoor Market	1,976.00	N	0.00	1,976.00	0.0%	0.00	1,976.00	N	0.00	1,976.00	0.0%	0.00
Public Liability Insurance – One day cover	5.00	N	0.00	5.00	0.0%	0.00	5.00	N	0.00	5.00	0.0%	0.00
Fairs	500.00	N	0.00	500.00	0.0%	0.00	500.00	N	0.00	500.00	0.0%	0.00
Ashton Market Hall - Rent	206.56	Y	41.31	247.87	0.0%	0.00	206.56	Y	41.31	247.87	0.0%	0.00
Ashton Market Market Hall - Service Charge	194.08	Y	38.82	232.90	0.0%	0.00	194.08	Y	38.82	232.90	0.0%	0.00
Electric per kwh	0.13	Y	0.03	0.15	0.0%	0.00	0.13	Y	0.03	0.15	0.0%	0.00
Hyde Market Hall - Rent - annual cost per sq ft	16.97	N	0.00	16.97	0.0%	0.00	16.97	N	0.00	16.97	0.0%	0.00
Hyde Market Market Hall - Service Charge annual cost per sq ft	variable	N	0.00				variable	N	0.00			
Market Halls - Event Space	25.00	N	0.00	25.00	0.0%	0.00	25.00	N	0.00	25.00	0.0%	0.00
Market Halls - Concession Rides and Toy Dispencers - % of generated income	25%	N	0.00	25%	0.0%	0.00	25%	N	0.00	25%	0.0%	0.00
Ashton Market Hall - Storage	1,200.00	N	0.00	1,200.00	0.0%	0.00	1,200.00	N	0.00	1,200.00	0.0%	0.00
Ashton Ice Cream Pitch			0.00	0.00		0.00			0.00	0.00		0.00
Hyde Market Hall - Storage - Annual cost per sq ft	25.00	N	0.00	25.00	0.0%	0.00	25.00	N	0.00	25.00	0.0%	0.00
<b>Highways</b>												
Skip Registration Fee	98.00	N	0.00	98.00	4.3%	4.00	101.00	N	0.00	101.00	3.1%	3.00
Scaffolding Registration Fee	98.00	N	0.00	98.00	4.3%	4.00	101.00	N	0.00	101.00	3.1%	3.00
Skip Non Permit Fee (Registered Companies)	64.00	N	0.00	64.00	3.2%	2.00	66.00	N	0.00	66.00	3.1%	2.00
Skip Non Permit Fee (Unregistered Companies)	130.00	N	0.00	130.00	4.0%	5.00	134.00	N	0.00	134.00	3.1%	4.00
Skips Placed in Restricted Areas	49.00	N	0.00	49.00	4.3%	2.00	51.00	N	0.00	51.00	4.1%	2.00
Scaffolding Non Permit Fee (Registered Companies)	184.00	N	0.00	184.00	4.0%	7.00	189.00	N	0.00	189.00	2.7%	5.00
Scaffolding Non Permit Fee (Unregistered Companies)	249.00	N	0.00	249.00	4.2%	10.00	256.00	N	0.00	256.00	2.8%	7.00
Street Naming amendments(1 plots)	49.00	N	0.00	49.00	4.3%	2.00	51.00	N	0.00	51.00	4.1%	2.00
Street Naming amendments(2-10)	81.00	N	0.00	81.00	3.8%	3.00	84.00	N	0.00	84.00	3.7%	3.00
Street Naming amendments(11-49)	135.00	N	0.00	135.00	3.8%	5.00	139.00	N	0.00	139.00	3.0%	4.00
Street Naming amendments(50+)	216.00	N	0.00	216.00	3.8%	8.00	222.00	N	0.00	222.00	2.8%	6.00
Street Naming (confirmation address)	22.00	N	0.00	22.00	4.8%	1.00	23.00	N	0.00	23.00	4.5%	1.00
Street Naming (+ re-naming process)	23.00	N	0.00	23.00	4.5%	1.00	24.00	N	0.00	24.00	4.3%	1.00
Sending Info to Non-Statutory Organisations	17.00	N	0.00	17.00	6.3%	1.00	18.00	N	0.00	18.00	5.9%	1.00
Skip Registration Fee	98.00	N	0.00	98.00	4.3%	4.00	101.00	N	0.00	101.00	3.1%	3.00
Scaffolding Registration Fee	98.00	N	0.00	98.00	4.3%	4.00	101.00	N	0.00	101.00	3.1%	3.00
Skip Non Permit Fee (Registered Companies)	64.00	N	0.00	64.00	3.2%	2.00	66.00	N	0.00	66.00	3.1%	2.00
Skip Non Permit Fee (Unregistered Companies)	130.00	N	0.00	130.00	4.0%	5.00	134.00	N	0.00	134.00	3.1%	4.00
Skips Placed in Restricted Areas	49.00	N	0.00	49.00	4.3%	2.00	51.00	N	0.00	51.00	4.1%	2.00
Scaffolding Non Permit Fee (Registered Companies)	184.00	N	0.00	184.00	4.0%	7.00	189.00	N	0.00	189.00	2.7%	5.00
Scaffolding Non Permit Fee (Unregistered Companies)	249.00	N	0.00	249.00	4.2%	10.00	256.00	N	0.00	256.00	2.8%	7.00
Administration Charges (min hourly rate)	37.00	N	0.00	37.00	2.8%	1.00	38.00	N	0.00	38.00	2.7%	1.00
Housing Development Signs Admin	71.00	N	0.00	71.00	4.4%	3.00	73.00	N	0.00	73.00	2.8%	2.00
Highway Search Letter (Per Question)	10.00	N	0.00	10.00	0.0%	0.00	11.00	N	0.00	11.00	10.0%	1.00

Description of Fee	2019/20 Charge (Excl VAT) £	Subject to VAT	VAT £	2019/20 Total (inc VAT) £	2019/20 % Changes	2019/20 £ Changes	2020/21 Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2020/21 % Changes	2020/21 £ Changes
<b>Highways &amp; Transport</b>												
Transport - Class IV MOT Test	42.00	N	0.00	42.00	5.0%	2.00	44.00	N	0.00	44.00	4.8%	2.00
Transport -Class V MOT Test	57.00	N	0.00	57.00	3.6%	2.00	59.00	N	0.00	59.00	3.5%	2.00
Transport -LOLER test	47.00	N	0.00	47.00	4.4%	2.00	49.00	N	0.00	49.00	4.3%	2.00
Transport - Workshop Hourly Rate (External)	47.00	N	0.00	47.00	4.4%	2.00	49.00	N	0.00	49.00	4.3%	2.00
Skip Scaffolding removal admin fee	54.00	N	0.00	54.00	3.8%	2.00	56.00	N	0.00	56.00	3.7%	2.00
Cabin Permits - 4 Weeks	84.00	N	0.00	84.00	3.7%	3.00	87.00	N	0.00	87.00	3.6%	3.00
Hoarding Permits - 4 Weeks	84.00	N	0.00	84.00	3.7%	3.00	87.00	N	0.00	87.00	3.6%	3.00
High Access Apparatus Permits - 4 Weeks	84.00	N	0.00	84.00	3.7%	3.00	87.00	N	0.00	87.00	3.6%	3.00
Building Materials on Highway - 4 Week permit)	84.00	N	0.00	84.00	3.7%	3.00	87.00	N	0.00	87.00	3.6%	3.00
A Board Permits (Regisration Fee)	0.00	N	0.00	0.00		0.00	0.00	N	0.00	0.00		0.00
A Board Permits Annual fee based on £5 per week permit	0.00	N	0.00	0.00		0.00	0.00	N	0.00	0.00		0.00
A Board Permits (Registered Non-Permit Fee)	0.00	N	0.00	0.00		0.00	0.00	N	0.00	0.00		0.00
A Board Permits (Ad-Hoc 4 weeks)	0.00	N	0.00	0.00		0.00	0.00	N	0.00	0.00		0.00
A Board Permits (Ad Hoc Non-Permit Fee)	0.00	N	0.00	0.00		0.00	0.00	N	0.00	0.00		0.00
Directional Signage (New)	0.00	N	0.00	0.00		0.00	0.00	N	0.00	0.00		0.00
Directional Signage (Replacement)	0.00	N	0.00	0.00		0.00	0.00	N	0.00	0.00		0.00
Highway Search Letter - Standard Letter Fee	0.00	N	0.00	0.00		0.00	0.00	N	0.00	0.00		0.00
Private Builders / (Sct 50) (Sct 171) - Existing Apparatus												
Private Builders / (Sct 50) (Sct 171) - New Apparatus	281.00	N	0.00	281.00	4.1%	11.00	289.00	N	0.00	289.00	2.8%	8.00
Fixed Penalty Notices (Sct 50) If started before 36 days	506.00	N	0.00	506.00	3.9%	19.00	519.00	N	0.00	519.00	2.6%	13.00
Indirect Commercial Banners	89.00	N	0.00	89.00	3.5%	3.00	92.00	N	0.00	92.00	3.4%	3.00
Commercial Banners	146.00	N	0.00	146.00	4.3%	6.00	150.00	N	0.00	150.00	2.7%	4.00
Banner removal (if req'd per banner)	292.00	N	0.00	292.00	3.9%	11.00	300.00	N	0.00	300.00	2.7%	8.00
Signs (Temp adverts)	59.00	N	0.00	59.00	3.5%	2.00	61.00	N	0.00	61.00	3.4%	2.00
A board/Estate Agent Sign removal (if req'd per sign)	146.00	N	0.00	146.00	4.3%	6.00	150.00	N	0.00	150.00	2.7%	4.00
Housing Development Signs (per sign)	71.00	N	0.00	71.00	4.4%	3.00	73.00	N	0.00	73.00	2.8%	2.00
Removal of Non Compliant / Old Housing Development Signs (per sign)	27.00	N	0.00	27.00	3.8%	1.00	28.00	N	0.00	28.00	3.7%	1.00
Flood & Water Management Act 2010	64.00	N	0.00	64.00	3.2%	2.00	66.00	N	0.00	66.00	3.1%	2.00
Water Course Consent - National Fee	52.00	N	0.00	52.00	4.0%	2.00	54.00	N	0.00	54.00	3.8%	2.00
Private Drainage (notice serving)	92.00	N	0.00	92.00	4.5%	4.00	95.00	N	0.00	95.00	3.3%	3.00
Call Out Charges (minimum administration)	76.00	N	0.00	76.00	4.1%	3.00	78.00	N	0.00	78.00	2.6%	2.00
Public Path Orders	1,888.00	N	0.00	1,888.00	4.0%	73.00	1,936.00	N	0.00	1,936.00	2.5%	48.00
Public Path Orders (Objections withdrawn)	2,033.00	N	0.00	2,033.00	4.0%	78.00	2,084.00	N	0.00	2,084.00	2.5%	51.00
Public Path Orders (Objections withdrawn but requires readvertising)	2,606.00	N	0.00	2,606.00	4.0%	100.00	2,672.00	N	0.00	2,672.00	2.5%	66.00
Section 257 Extinguishments or Diversion	1,411.00	N	0.00	1,411.00	4.0%	54.00	1,447.00	N	0.00	1,447.00	2.6%	36.00
Gating Order	654.00	N	0.00	654.00	4.0%	25.00	671.00	N	0.00	671.00	2.6%	17.00
Road markings (H) bar	222.00	N	0.00	222.00	4.2%	9.00	228.00	N	0.00	228.00	2.7%	6.00
Road markings (Advisory bays)	108.00	N	0.00	108.00	3.8%	4.00	111.00	N	0.00	111.00	2.8%	3.00
Temporary Notices	487.00	N	0.00	487.00	4.1%	19.00	500.00	N	0.00	500.00	2.7%	13.00
Temporary Orders	1,406.00	N	0.00	1,406.00	4.0%	54.00	1,442.00	N	0.00	1,442.00	2.6%	36.00
Permanent Orders (typical example)	2,163.00	N	0.00	2,163.00	4.0%	83.00	2,218.00	N	0.00	2,218.00	2.5%	55.00
Vehicle Crossing Construction (Stnd - new)	768.00	N	0.00	768.00	4.1%	30.00	788.00	N	0.00	788.00	2.6%	20.00
NRASWA Sample inspection	52.00	N	0.00	52.00	4.0%	2.00	54.00	N	0.00	54.00	3.8%	2.00
NRASWA Third Party Inspections	74.00	N	0.00	74.00	4.2%	3.00	76.00	N	0.00	76.00	2.7%	2.00
NRASWA Defect inspection	50.00	N	0.00	50.00	4.2%	2.00	52.00	N	0.00	52.00	4.0%	2.00
Make safe Iron works(non TMBC)	222.00	N	0.00	222.00	4.2%	9.00	228.00	N	0.00	228.00	2.7%	6.00
Temporary pitches for highway slaes (pop up shops) Per Day upto 6 weeks	140.00	N	0.00	140.00	3.7%	5.00	144.00	N	0.00	144.00	2.9%	4.00
Temporary pitches for highway slaes (pop up shops) Per Day 6 weeks onwards	98.00	N	0.00	98.00	4.3%	4.00	101.00	N	0.00	101.00	3.1%	3.00

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<b>Parking</b>												
Contract Parking passes	Variable	Y					Variable	Y				
Car Parks Pay and display	Variable	Y					Variable	Y				
Car Parks Excess Fee Notice	£25-£70	N	0.00				£25-£70	N	0.00			
Bus Lane Enforcement notices	£30-£60	N	0.00				£30-£60	N	0.00			
<b>Engineering Design</b>												
Design Drawings / Schemes - Approval in Principle (AIP) Cat 1 <b>Fee Level 1A</b>	344.76	N	0.00	344.76		344.76	353.38	N	0.00	353.38	2.5%	8.62
Design Drawings / Schemes - Approval in Principle (AIP) Cat 2 <b>Fee Level 1A</b>	477.36	N	0.00	477.36		477.36	489.29	N	0.00	489.29	2.5%	11.93
Design Drawings / Schemes - Approval in Principle (AIP) Cat 2 Fee Level 1B (Minimum charge + price per job)	916.53	N	0.00	916.53		916.53	939.44	N	0.00	939.44	2.5%	22.91
Design Drawings / Schemes - Approval in Principle (AIP) Cat 0 <b>Fee Level 2</b>	664.06	N	0.00	664.06		664.06	680.66	N	0.00	680.66	2.5%	16.60
Design Drawings / Schemes - Approval in Principle (AIP) Cat 1 <b>Fee Level 2</b>	835.91	N	0.00	835.91		835.91	856.81	N	0.00	856.81	2.5%	20.90
Design Drawings / Schemes - Approval in Principle (AIP) Cat 2 <b>Fee Level 2</b>	1,357.82	N	0.00	1,357.82		1,357.82	1,391.77	N	0.00	1,391.77	2.5%	33.95
Design Drawings / Schemes - Approval in Principle (AIP) Cat 2 <b>Fee Level 2 (+ departures)</b>	1,878.68	N	0.00	1,878.68		1,878.68	1,925.64	N	0.00	1,925.64	2.5%	46.96
Design Drawings / Schemes - Approval in Principle (AIP) Cat 0 <b>Fee Level 3</b>	441.29	N	0.00	441.29		441.29	452.33	N	0.00	452.33	2.5%	11.04
Design Drawings / Schemes - Approval in Principle (AIP) Cat 1 & 2 <b>Fee Level 3 (Minimum charge + price per job)</b>	441.29	N	0.00	441.29		441.29	452.33	N	0.00	452.33	2.5%	11.04
Design Drawings / Schemes - Approval in Principle (AIP) Cat 3 <b>Fee Levels 1A,1B,2,&amp; 3 (Fees subject to agreement)</b>		N	0.00	0.00		0.00		N	0.00	0.00		0.00
Engineers projects works		Y	0.00	0.00		0.00		Y	0.00	0.00		0.00
GM RAPS fee permit		N	0.00	0.00		0.00		N	0.00	0.00		0.00
<b>Environmental Protection</b>												
HMO licence Fee	500.00	N	0.00	500.00	0.0%	0.00	513.00	N	0.00	513.00	2.6%	13.00
HMO licence fee - additional amount per habitable room	35.00		0.00	35.00			35.00		0.00	35.00	0.0%	0.00
Housing Act 2004 Notice Charges (per notice)	420.00	N	0.00	420.00	5.0%	20.00	431.00	N	0.00	431.00	2.6%	11.00
Immigration Inspection - Normal Time	154.00		0.00	154.00	6.9%	10.00	154.00		0.00	154.00	0.0%	0.00
Immigration Inspection - Fast Tracked	190.00		0.00	190.00	5.6%	10.00	190.00		0.00	190.00	0.0%	0.00
CLS - Whether a property will be considered as Part 2a of the EPA 1990 in the future	40.00	N	0.00	40.00	60.0%	15.00	41.00	N	0.00	41.00	2.5%	1.00
Landfill search	68.00	N	0.00	68.00	36.0%	18.00	70.00	N	0.00	70.00	2.9%	2.00
General Environmental Search	110.00	N	0.00	110.00	37.5%	30.00	113.00	N	0.00	113.00	2.7%	3.00
CLS - Planning record information relating to contamination issues	68.00	N	0.00	68.00	36.0%	18.00	70.00	N	0.00	70.00	2.9%	2.00
CLS - Copies of contaminated land files and/or information relating to contaminated land conditions attached to planning consent	68.00	N	0.00	68.00	36.0%	18.00	70.00	N	0.00	70.00	2.9%	2.00
New Charter Gas Safety Works:			0.00	0.00		0.00			0.00	0.00		0.00
Section 80 EPA90 Abatement Notice & Covering letter - cost per	40.00	N	0.00	40.00	60.0%	15.00	41.00	N	0.00	41.00	2.5%	1.00
Failed Entry Letters, Info for Warrants, Warrants, Time in Court, Time Executing Warrant - per hour	68.00	N	0.00	68.00	36.0%	18.00	70.00	N	0.00	70.00	2.9%	2.00

Description of Fee	2019/20 Charge (Excl VAT) £	Subject to VAT	VAT £	2019/20 Total (inc VAT) £	2019/20 % Changes	2019/20 £ Changes	2020/21 Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2020/21 % Changes	2020/21 £ Changes
<b>Licencing</b>												
Animal Boarding Premise Application	149.00	N	0.00	149.00	4.2%	6.00	153.00	N	0.00	153.00	2.7%	4.00
Animal Boarding 1 Year Grant	211.00	N	0.00	211.00	3.9%	8.00	217.00	N	0.00	217.00	2.8%	6.00
Animal Boarding 2 Year Grant	262.00	N	0.00	262.00	4.0%	10.00	269.00	N	0.00	269.00	2.7%	7.00
Animal Boarding 3 Year Grant	297.00	N	0.00	297.00	3.8%	11.00	305.00	N	0.00	305.00	2.7%	8.00
Home Boarding of Dogs (including Day Care) Application	149.00	N	0.00	149.00	4.2%	6.00	153.00	N	0.00	153.00	2.7%	4.00
Home Boarding of Dogs (including Day Care) 1 Year Grant	176.00	N	0.00	176.00	4.1%	7.00	181.00	N	0.00	181.00	2.8%	5.00
Home Boarding of Dogs (including Day Care) 2 Year Grant	211.00	N	0.00	211.00	3.9%	8.00	217.00	N	0.00	217.00	2.8%	6.00
Home Boarding of Dogs (including Day Care) 3 Year Grant	245.00	N	0.00	245.00	3.8%	9.00	252.00	N	0.00	252.00	2.9%	7.00
Dangerous Wild Animals Premise Application	149.00	N	0.00	149.00	4.2%	6.00	153.00	N	0.00	153.00	2.7%	4.00
Dog Breeding Premise Application	149.00	N	0.00	149.00	4.2%	6.00	153.00	N	0.00	153.00	2.7%	4.00
Dog Breeding Licence 1 Year Grant	235.00	N	0.00	235.00	4.0%	9.00	241.00	N	0.00	241.00	2.6%	6.00
Dog Breeding Licence 2 Year Grant	277.00	N	0.00	277.00	4.1%	11.00	284.00	N	0.00	284.00	2.5%	7.00
Dog Breeding Licence 3 Year Grant	320.00	N	0.00	320.00	3.9%	12.00	328.00	N	0.00	328.00	2.5%	8.00
Hairdresser / Barber Premise Application	123.00	N	0.00	123.00	4.2%	5.00	127.00	N	0.00	127.00	3.3%	4.00
Marriage Act Premise	1,697.00	N	0.00	1,697.00	4.0%	65.00	1,740.00	N	0.00	1,740.00	2.5%	43.00
Marriage Act Renewal	583.00	N	0.00	583.00	3.9%	22.00	598.00	N	0.00	598.00	2.6%	15.00
Marriage Act/Civil Partnerships (non-profit or non-commercial organisations)	530.00	N	0.00	530.00	3.9%	20.00	544.00	N	0.00	544.00	2.6%	14.00
Marriage Act/Civil Partnerships (non-profit or non-commercial organisations) Renewal	530.00	N	0.00	530.00	3.9%	20.00	544.00	N	0.00	544.00	2.6%	14.00
Pavement Café Application (up to 5 tables)	202.00	N	0.00	202.00	4.1%	8.00	208.00	N	0.00	208.00	3.0%	6.00
Pavement Café Application (over 5 tables)	255.00	N	0.00	255.00	4.1%	10.00	262.00	N	0.00	262.00	2.7%	7.00
Selling Animals as Pets Application	149.00	N	0.00	149.00	4.2%	6.00	153.00	N	0.00	153.00	2.7%	4.00
Selling Animals as Pets 1 Year Grant	191.00	N	0.00	191.00	3.8%	7.00	196.00	N	0.00	196.00	2.6%	5.00
Selling Animals as Pets 2 Year Grant	208.00	N	0.00	208.00	4.0%	8.00	214.00	N	0.00	214.00	2.9%	6.00
Selling Animals as Pets 3 Year Grant	226.00	N	0.00	226.00	4.1%	9.00	232.00	N	0.00	232.00	2.7%	6.00
Performing Animals Premise Application	149.00	N	0.00	149.00	4.2%	6.00	153.00	N	0.00	153.00	2.7%	4.00
Performing Animals 3 Year Grant	176.00	N	0.00	176.00	4.1%	7.00	181.00	N	0.00	181.00	2.8%	5.00
Hiring out Horses Application	149.00	N	0.00	149.00	4.2%	6.00	153.00	N	0.00	153.00	2.7%	4.00
Hiring out Horses 1 Year Grant	244.00	N	0.00	244.00	3.8%	9.00	251.00	N	0.00	251.00	2.9%	7.00
Hiring out Horses 2 Year Grant	297.00	N	0.00	297.00	3.8%	11.00	305.00	N	0.00	305.00	2.7%	8.00
Hiring out Horses 3 Year Grant	350.00	N	0.00	350.00	3.9%	13.00	359.00	N	0.00	359.00	2.6%	9.00
Scrap Metal Dealer Application (Collector)	388.00	N	0.00	388.00	4.0%	15.00	398.00	N	0.00	398.00	2.6%	10.00
Scrap Metal Dealer Application (Site)	950.00	N	0.00	950.00	4.1%	37.00	974.00	N	0.00	974.00	2.5%	24.00
Sex Shop Premise Application	2,334.00	N	0.00	2,334.00	4.0%	90.00	2,393.00	N	0.00	2,393.00	2.5%	59.00
Skin Colouring/Piercing/Electrolysis/Acupuncture Premises Application	159.00	N	0.00	159.00	6.0%	9.00	163.00	N	0.00	163.00	2.5%	4.00
Skin Colouring/Piercing/Electrolysis/Acupuncture Personal Application	96.00	N	0.00	96.00	6.7%	6.00	99.00	N	0.00	99.00	3.1%	3.00
Street Trader Application	828.00	N	0.00	828.00	4.0%	32.00	849.00	N	0.00	849.00	2.5%	21.00
Street Trader Application (Day Rate)	83.00	N	0.00	83.00	3.8%	3.00	86.00	N	0.00	86.00	3.6%	3.00
New Application - Either Badge 1YR	265.00	N	0.00	265.00	3.9%	10.00	272.00	N	0.00	272.00	2.6%	7.00
New Application - Either Badge 3YR Fee	422.00	N	0.00	422.00	3.9%	16.00	433.00	N	0.00	433.00	2.6%	11.00
New Application - Both Badges 1YR	286.00	N	0.00	286.00	4.0%	11.00	294.00	N	0.00	294.00	2.8%	8.00
New Application - Both Badges 3YR	443.00	N	0.00	443.00	4.0%	17.00	455.00	N	0.00	455.00	2.7%	12.00
Renewal 1 Badge	112.00	N	0.00	112.00	3.7%	4.00	115.00	N	0.00	115.00	2.7%	3.00
Renewal 1 Badge with DBS	160.00	N	0.00	160.00	3.9%	6.00	164.00	N	0.00	164.00	2.5%	4.00
Renewal 2 Badges	133.00	N	0.00	133.00	3.9%	5.00	137.00	N	0.00	137.00	3.0%	4.00
New Vehicle - Under 3 years old	282.00	N	0.00	282.00	4.1%	11.00	290.00	N	0.00	290.00	2.8%	8.00
New Vehicle - Over 3 years old	189.00	N	0.00	189.00	3.8%	7.00	194.00	N	0.00	194.00	2.6%	5.00
Renewal of Plate - Under 3 years old	265.00	N	0.00	265.00	3.9%	10.00	272.00	N	0.00	272.00	2.6%	7.00
Renewal of plate - Over 3 years old	178.00	N	0.00	178.00	4.1%	7.00	183.00	N	0.00	183.00	2.8%	5.00
Operator 1-2 Vehicles	503.00	N	0.00	503.00	3.9%	19.00	516.00	N	0.00	516.00	2.6%	13.00
Operator 3-10	570.00	N	0.00	570.00	4.0%	22.00	585.00	N	0.00	585.00	2.6%	15.00
Operator 11-30	838.00	N	0.00	838.00	4.0%	32.00	859.00	N	0.00	859.00	2.5%	21.00

Description of Fee	2019/20			2019/20			2020/21			2020/21		
	Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	% Changes	2019/20 £ Changes	Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	% Changes	2020/21 £ Changes
Operator 31-49	1,136.00	N	0.00	1,136.00	4.0%	44.00	1,165.00	N	0.00	1,165.00	2.6%	29.00
Operator 50-69	1,363.00	N	0.00	1,363.00	4.0%	52.00	1,398.00	N	0.00	1,398.00	2.6%	35.00
Operator 70+	1,432.00	N	0.00	1,432.00	4.0%	55.00	1,468.00	N	0.00	1,468.00	2.5%	36.00
<b>Licensing Act</b>												
Application Fee Band A	100.00	N	0.00	100.00	0.0%	0.00	100.00	N	0.00	100.00	0.0%	0.00
Annual Fee Band A	70.00	N	0.00	70.00	0.0%	0.00	70.00	N	0.00	70.00	0.0%	0.00
Application Fee Band B	190.00	N	0.00	190.00	0.0%	0.00	190.00	N	0.00	190.00	0.0%	0.00
Annual fee Band B	180.00	N	0.00	180.00	0.0%	0.00	180.00	N	0.00	180.00	0.0%	0.00
App fee Band C	315.00	N	0.00	315.00	0.0%	0.00	315.00	N	0.00	315.00	0.0%	0.00
annual fee C	295.00	N	0.00	295.00	0.0%	0.00	295.00	N	0.00	295.00	0.0%	0.00
app fee band D	450.00	N	0.00	450.00	0.0%	0.00	450.00	N	0.00	450.00	0.0%	0.00
annual fee D	320.00	N	0.00	320.00	0.0%	0.00	320.00	N	0.00	320.00	0.0%	0.00
App Fee E	635.00	N	0.00	635.00	0.0%	0.00	635.00	N	0.00	635.00	0.0%	0.00
annual fee E	350.00	N	0.00	350.00	0.0%	0.00	350.00	N	0.00	350.00	0.0%	0.00
Application for the grant or renewal of a personal licence	37.00	N	0.00	37.00	0.0%	0.00	37.00	N	0.00	37.00	0.0%	0.00
Temporary event notice	21.00	N	0.00	21.00	0.0%	0.00	21.00	N	0.00	21.00	0.0%	0.00
Theft, loss etc. of premises licence or summary	10.00	N	0.00	10.00	0.0%	0.00	10.00	N	0.00	10.00	0.0%	0.00
Application for a provisional statement (where premises are being built)	315.00	N	0.00	315.00	0.0%	0.00	315.00	N	0.00	315.00	0.0%	0.00
Notification of change of name or address	10.50	N	0.00	10.50	0.0%	0.00	10.50	N	0.00	10.50	0.0%	0.00
Application to vary licence to specify individual as premises supervisor	23.00	N	0.00	23.00	0.0%	0.00	23.00	N	0.00	23.00	0.0%	0.00
Application for transfer of premises licence	23.00	N	0.00	23.00	0.0%	0.00	23.00	N	0.00	23.00	0.0%	0.00
Interim authority notice following death etc. of licence holder	23.00	N	0.00	23.00	0.0%	0.00	23.00	N	0.00	23.00	0.0%	0.00
Theft, loss etc. of certificate or summary	10.50	N	0.00	10.50	0.0%	0.00	10.50	N	0.00	10.50	0.0%	0.00
Notice of change of name or alteration of rules of club	10.50	N	0.00	10.50	0.0%	0.00	10.50	N	0.00	10.50	0.0%	0.00
Change of relevant registered address of club	10.50	N	0.00	10.50	0.0%	0.00	10.50	N	0.00	10.50	0.0%	0.00
Theft, loss etc. of temporary event notice	10.50	N	0.00	10.50	0.0%	0.00	10.50	N	0.00	10.50	0.0%	0.00
Theft, loss etc. of personal licence	10.50	N	0.00	10.50	0.0%	0.00	10.50	N	0.00	10.50	0.0%	0.00
Duty to notify change of name or address	10.50	N	0.00	10.50	0.0%	0.00	10.50	N	0.00	10.50	0.0%	0.00
Right of freeholder etc. to be notified of licensing matters	10.50	N	0.00	10.50	0.0%	0.00	10.50	N	0.00	10.50	0.0%	0.00
Minor Variation	89.00	N	0.00	89.00	0.0%	0.00	89.00	N	0.00	89.00	0.0%	0.00
<b>Gambling Act</b>												
<b>Adult Gaming Centre</b>												
Application Fee: New Application	2,000.00	N	0.00	2,000.00	0.0%	0.00	2,000.00	N	0.00	2,000.00	0.0%	0.00
Annual/ Renewal Fee: Annual Fee	1,000.00	N	0.00	1,000.00	0.0%	0.00	1,000.00	N	0.00	1,000.00	0.0%	0.00
Application to vary	1,000.00	N	0.00	1,000.00	0.0%	0.00	1,000.00	N	0.00	1,000.00	0.0%	0.00
Application to transfer	1,200.00	N	0.00	1,200.00	0.0%	0.00	1,200.00	N	0.00	1,200.00	0.0%	0.00
Application for reinstatement of licence	1,200.00	N	0.00	1,200.00	0.0%	0.00	1,200.00	N	0.00	1,200.00	0.0%	0.00
Application for provisional statement	2,000.00	N	0.00	2,000.00	0.0%	0.00	2,000.00	N	0.00	2,000.00	0.0%	0.00
Application for a premises licence which already has a provisional statement	1,076.00	N	0.00	1,076.00	0.0%	0.00	1,076.00	N	0.00	1,076.00	0.0%	0.00
<b>Licensed FECs (Cat C&amp;D machines)</b>												
Application Fee: New Application	2,000.00	N	0.00	2,000.00	0.0%	0.00	2,000.00	N	0.00	2,000.00	0.0%	0.00
Annual/Renewal Fee: Annual Fee	750.00	N	0.00	750.00	0.0%	0.00	750.00	N	0.00	750.00	0.0%	0.00
Application to vary	1,000.00	N	0.00	1,000.00	0.0%	0.00	1,000.00	N	0.00	1,000.00	0.0%	0.00
Application to transfer	950.00	N	0.00	950.00	0.0%	0.00	950.00	N	0.00	950.00	0.0%	0.00
Application for reinstatement of a licence	950.00	N	0.00	950.00	0.0%	0.00	950.00	N	0.00	950.00	0.0%	0.00
Application for provisional statement	2,000.00	N	0.00	2,000.00	0.0%	0.00	2,000.00	N	0.00	2,000.00	0.0%	0.00
Application for a premises licence which already has a provisional statement	950.00	N	0.00	950.00	0.0%	0.00	950.00	N	0.00	950.00	0.0%	0.00
<b>Betting Premises (other) (off-course i.e. Betting shops) (equiv. Betting Office Licence, Bookmakers Permits)</b>												
Application Fee: New Application	3,000.00	N	0.00	3,000.00	0.0%	0.00	3,000.00	N	0.00	3,000.00	0.0%	0.00
Annual/Renewal Fee: Annual Fee	600.00	N	0.00	600.00	0.0%	0.00	600.00	N	0.00	600.00	0.0%	0.00

Description of Fee	2019/20			2019/20			2020/21			2020/21		
	Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	% Changes	2019/20 £ Changes	Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	% Changes	2020/21 £ Changes
Application to vary	1,500.00	N	0.00	1,500.00	0.0%	0.00	1,500.00	N	0.00	1,500.00	0.0%	0.00
Application to transfer	1,200.00	N	0.00	1,200.00	0.0%	0.00	1,200.00	N	0.00	1,200.00	0.0%	0.00
Application for reinstatement of a licence	1,200.00	N	0.00	1,200.00	0.0%	0.00	1,200.00	N	0.00	1,200.00	0.0%	0.00
Application for provisional statement	3,000.00	N	0.00	3,000.00	0.0%	0.00	3,000.00	N	0.00	3,000.00	0.0%	0.00
Application for a premises licence which already has a provisional statement	1,200.00	N	0.00	1,200.00	0.0%	0.00	1,200.00	N	0.00	1,200.00	0.0%	0.00
<b>Betting Premises (tracks) (equiv. Bookmakers Permits)</b>												
Application Fee: New Application	2,500.00	N	0.00	2,500.00	0.0%	0.00	2,500.00	N	0.00	2,500.00	0.0%	0.00
Annual/Renewal Fee: Annual Fee	1,000.00	N	0.00	1,000.00	0.0%	0.00	1,000.00	N	0.00	1,000.00	0.0%	0.00
Application to vary	1,250.00	N	0.00	1,250.00	0.0%	0.00	1,250.00	N	0.00	1,250.00	0.0%	0.00
Application to transfer	950.00	N	0.00	950.00	0.0%	0.00	950.00	N	0.00	950.00	0.0%	0.00
Application for reinstatement of a licence	950.00	N	0.00	950.00	0.0%	0.00	950.00	N	0.00	950.00	0.0%	0.00
Application for provisional statement	2,500.00	N	0.00	2,500.00	0.0%	0.00	2,500.00	N	0.00	2,500.00	0.0%	0.00
Application for a premises licence which already has a provisional statement	950.00	N	0.00	950.00	0.0%	0.00	950.00	N	0.00	950.00	0.0%	0.00
<b>Bingo Premises (Bingo Licence)</b>												
Statutory prescribed maximum charge has been set. Only exception is the annual fee which is capped at £1,000.		N	0.00	0.00		0.00		N	0.00	0.00		0.00
Application Fee: New Application	3,500.00	N	0.00	3,500.00	0.0%	0.00	3,500.00	N	0.00	3,500.00	0.0%	0.00
Annual/Renewal Fee: Annual Fee	1,000.00	N	0.00	1,000.00	0.0%	0.00	1,000.00	N	0.00	1,000.00	0.0%	0.00
Application to vary	1,750.00	N	0.00	1,750.00	0.0%	0.00	1,750.00	N	0.00	1,750.00	0.0%	0.00
Application to transfer	1,200.00	N	0.00	1,200.00	0.0%	0.00	1,200.00	N	0.00	1,200.00	0.0%	0.00
Application for reinstatement of a licence	1,200.00	N	0.00	1,200.00	0.0%	0.00	1,200.00	N	0.00	1,200.00	0.0%	0.00
Application for provisional statement	3,500.00	N	0.00	3,500.00	0.0%	0.00	3,500.00	N	0.00	3,500.00	0.0%	0.00
Application for a premises licence which already has a provisional statement	1,200.00	N	0.00	1,200.00	0.0%	0.00	1,200.00	N	0.00	1,200.00	0.0%	0.00
<b>New Casinos</b>												
<b>Regional Casino</b>												
Application Fee	15,000.00	N	0.00	15,000.00	0.0%	0.00	15,000.00	N	0.00	15,000.00	0.0%	0.00
Annual Fee	15,000.00	N	0.00	15,000.00	0.0%	0.00	15,000.00	N	0.00	15,000.00	0.0%	0.00
Application to vary	7,500.00	N	0.00	7,500.00	0.0%	0.00	7,500.00	N	0.00	7,500.00	0.0%	0.00
Application to transfer	6,500.00	N	0.00	6,500.00	0.0%	0.00	6,500.00	N	0.00	6,500.00	0.0%	0.00
Application for reinstatement of licence	6,500.00	N	0.00	6,500.00	0.0%	0.00	6,500.00	N	0.00	6,500.00	0.0%	0.00
Application for provisional statement	15,000.00	N	0.00	15,000.00	0.0%	0.00	15,000.00	N	0.00	15,000.00	0.0%	0.00
Application for a premises licence which already has a provisional statement	8,000.00	N	0.00	8,000.00	0.0%	0.00	8,000.00	N	0.00	8,000.00	0.0%	0.00
<b>Large Casinos</b>												
Application Fee	15,000.00	N	0.00	15,000.00	0.0%	0.00	15,000.00	N	0.00	15,000.00	0.0%	0.00
Annual Fee	15,000.00	N	0.00	15,000.00	0.0%	0.00	15,000.00	N	0.00	15,000.00	0.0%	0.00
Application to vary	7,500.00	N	0.00	7,500.00	0.0%	0.00	7,500.00	N	0.00	7,500.00	0.0%	0.00
Application to transfer	6,500.00	N	0.00	6,500.00	0.0%	0.00	6,500.00	N	0.00	6,500.00	0.0%	0.00
Application for reinstatement of licence	6,500.00	N	0.00	6,500.00	0.0%	0.00	6,500.00	N	0.00	6,500.00	0.0%	0.00
Application for provisional statement	15,000.00	N	0.00	15,000.00	0.0%	0.00	15,000.00	N	0.00	15,000.00	0.0%	0.00
Application for a premises licence already with provisional statement	8,000.00	N	0.00	8,000.00	0.0%	0.00	8,000.00	N	0.00	8,000.00	0.0%	0.00
Application Fee	8,000.00	N	0.00	8,000.00	0.0%	0.00	8,000.00	N	0.00	8,000.00	0.0%	0.00
Annual Fee	5,000.00	N	0.00	5,000.00	0.0%	0.00	5,000.00	N	0.00	5,000.00	0.0%	0.00
Application to vary	4,000.00	N	0.00	4,000.00	0.0%	0.00	4,000.00	N	0.00	4,000.00	0.0%	0.00
Application to transfer	1,800.00	N	0.00	1,800.00	0.0%	0.00	1,800.00	N	0.00	1,800.00	0.0%	0.00
Application for reinstatement of licence	1,800.00	N	0.00	1,800.00	0.0%	0.00	1,800.00	N	0.00	1,800.00	0.0%	0.00
Application for provisional statement	8,000.00	N	0.00	8,000.00	0.0%	0.00	8,000.00	N	0.00	8,000.00	0.0%	0.00
Application for a premises licence which already has a provisional statement	3,000.00	N	0.00	3,000.00	0.0%	0.00	3,000.00	N	0.00	3,000.00	0.0%	0.00
Application for FEC Gaming Machine Permit	300.00	N	0.00	300.00	0.0%	0.00	300.00	N	0.00	300.00	0.0%	0.00
Renewal Fee every 10 years	300.00	N	0.00	300.00	0.0%	0.00	300.00	N	0.00	300.00	0.0%	0.00
Fee for Change of Name	25.00	N	0.00	25.00	0.0%	0.00	25.00	N	0.00	25.00	0.0%	0.00
Fee for Copy of Permit	15.00	N	0.00	15.00	0.0%	0.00	15.00	N	0.00	15.00	0.0%	0.00
Temporary Use Notice	470.00	N	0.00	470.00	0.0%	0.00	470.00	N	0.00	470.00	0.0%	0.00
Replacement of Endorsed copy of Notice	25.00	N	0.00	25.00	0.0%	0.00	25.00	N	0.00	25.00	0.0%	0.00

Description of Fee	2019/20			2019/20			2020/21			2020/21		
	Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	% Changes	2019/20 £ Changes	Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	% Changes	2020/21 £ Changes
Occasional Use Notice	0.00	N	0.00	0.00		0.00	0.00	N	0.00	0.00		0.00
Copy of the Premises Licence	25.00	N	0.00	25.00	0.0%	0.00	25.00	N	0.00	25.00	0.0%	0.00
Notification of change of circumstances for premises Licence	50.00	N	0.00	50.00	0.0%	0.00	50.00	N	0.00	50.00	0.0%	0.00
Application for Prize Gaming Permit	300.00	N	0.00	300.00	0.0%	0.00	300.00	N	0.00	300.00	0.0%	0.00
Application for Prize Gaming Permit (existing operator)	100.00	N	0.00	100.00	0.0%	0.00	100.00	N	0.00	100.00	0.0%	0.00
Renewal of Prize gaming Permit	300.00	N	0.00	300.00	0.0%	0.00	300.00	N	0.00	300.00	0.0%	0.00
Change of name on Prize Gaming Permit	25.00	N	0.00	25.00	0.0%	0.00	25.00	N	0.00	25.00	0.0%	0.00
Copy of Prize gaming Permit	15.00	N	0.00	15.00	0.0%	0.00	15.00	N	0.00	15.00	0.0%	0.00
Application for Club Gaming or Machine Permit	200.00	N	0.00	200.00	0.0%	0.00	200.00	N	0.00	200.00	0.0%	0.00
Application for Club Gaming or Machine Permit (existing holder)	100.00	N	0.00	100.00	0.0%	0.00	100.00	N	0.00	100.00	0.0%	0.00
Application for Club Gaming or Machine Permit (who holds a Club Premises Certificate under Licensing Act 2003)	100.00	N	0.00	100.00	0.0%	0.00	100.00	N	0.00	100.00	0.0%	0.00
Renewal of a Club Gaming or Machine Permit	200.00	N	0.00	200.00	0.0%	0.00	200.00	N	0.00	200.00	0.0%	0.00
Renewal of a Club Gaming or Machine Permit (who holds a Club Premises Certificate under Licensing Act 2003)	100.00	N	0.00	100.00	0.0%	0.00	100.00	N	0.00	100.00	0.0%	0.00
Annual fee for Club Gaming or Machine Permit	50.00	N	0.00	50.00	0.0%	0.00	50.00	N	0.00	50.00	0.0%	0.00
Application to vary club Gaming or Machine Permit	100.00	N	0.00	100.00	0.0%	0.00	100.00	N	0.00	100.00	0.0%	0.00
Copy of Club Gaming or Machine Permit	15.00	N	0.00	15.00	0.0%	0.00	15.00	N	0.00	15.00	0.0%	0.00
Notification of intention by licence holder to make available up to 2 gaming machines on premises which hold on-premises alcohol licence	50.00	N	0.00	50.00	0.0%	0.00	50.00	N	0.00	50.00	0.0%	0.00
Application for a Gaming Machine Permit (more than 2 machines) on premises which hold on-premises alcohol licence (existing holder of permit)	100.00	N	0.00	100.00	0.0%	0.00	100.00	N	0.00	100.00	0.0%	0.00
Application for a Gaming Machine Permit (more than 2 machines) on premises which hold on-premises alcohol licence (new application)	150.00	N	0.00	150.00	0.0%	0.00	150.00	N	0.00	150.00	0.0%	0.00
Annual fee for a Gaming Machine Permit (more than 2 machines) on premises which hold on-premises alcohol licence	50.00	N	0.00	50.00	0.0%	0.00	50.00	N	0.00	50.00	0.0%	0.00
Application to vary a Gaming Machine Permit (more than 2 machines) on premises which hold on-premises alcohol licence	100.00	N	0.00	100.00	0.0%	0.00	100.00	N	0.00	100.00	0.0%	0.00
Application to transfer a Gaming Machine Permit (more than 2 machines) on premises which hold on-premises alcohol licence	25.00	N	0.00	25.00	0.0%	0.00	25.00	N	0.00	25.00	0.0%	0.00
Change of name on a Gaming Machine Permit (more than 2 machines) on premises which hold on-premises alcohol licence	25.00	N	0.00	25.00	0.0%	0.00	25.00	N	0.00	25.00	0.0%	0.00
Copy of a Gaming Machine Permit (more than 2 machines) on premises which hold on-premises alcohol licence	15.00	N	0.00	15.00	0.0%	0.00	15.00	N	0.00	15.00	0.0%	0.00
Registration	40.00	N	0.00	40.00	0.0%	0.00	40.00	N	0.00	40.00	0.0%	0.00
Renewal	20.00	N	0.00	20.00	0.0%	0.00	20.00	N	0.00	20.00	0.0%	0.00
<b>Business Compliance</b>												
Buy with Confidence - No. of Employees 1-5	100.00	N	0.00	100.00	0.0%	0.00	100.00	N	0.00	100.00	0.0%	0.00
Buy with Confidence - No. of Employees 6-20	200.00	N	0.00	200.00	0.0%	0.00	200.00	N	0.00	200.00	0.0%	0.00
Buy with Confidence - No. of Employees 21-49	300.00	N	0.00	300.00	0.0%	0.00	300.00	N	0.00	300.00	0.0%	0.00
Export Certificates (per hour)	79.00	N	0.00	79.00	58.0%	29.00	81.00	N	0.00	81.00	2.5%	2.00
Pre-Inspection							125.00	Y	25.00	150.00		150.00
FHRS Re-rating Inspection	179.00	N	0.00	179.00			175.00	N	0.00	175.00	-2.2%	-4.00
Food Safety Advice (per hour)	79.00	N	0.00	79.00		79.00	81.00	N	0.00	81.00	2.5%	2.00
Primary Authority Partnership (per hour)	95.00	N	0.00	95.00	0.0%	0.00	95.00	N	0.00	95.00	0.0%	0.00
Food Safety and Health and Safety Training (per person)	45.00	N	0.00	45.00	0.0%	0.00	45.00	N	0.00	45.00	0.0%	0.00
Weights and Measures Verification and Testing (per hour)	79.00	N	0.00	79.00	5.0%	3.76	79.00	N	0.00	79.00	0.0%	0.00
Trading Standards Advice (per hour)	79.00	N	0.00	79.00		79.00	79.00	N	0.00	79.00	0.0%	0.00

Description of Fee	2019/20	Subject to VAT	VAT £	2019/20	2019/20 % Changes	2019/20 £ Changes	2020/21	Subject to VAT	VAT £	2020/21	2020/21 % Changes	2020/21 £ Changes
	Charge (Excl VAT) £			Total (inc VAT) £			Proposed Charge (Excl VAT) £			Total (inc VAT) £		
<b>Fixed Penalty Notices</b>												
Dog Fouling Fixed Penalty Notice	80.00	N	0.00	80.00	0.0%	0.00	80.00	N	0.00	80.00	0.0%	0.00
Dog Exclusion Fixed Penalty Notice	80.00	N	0.00	80.00	0.0%	0.00	80.00	N	0.00	80.00	0.0%	0.00
Dog off Lead Fixed Penalty Notice	80.00	N	0.00	80.00	0.0%	0.00	80.00	N	0.00	80.00	0.0%	0.00
Fly Tipping Fixed Penalty Notice	80.00	N	0.00	80.00	0.0%	0.00	80.00	N	0.00	80.00	0.0%	0.00
Litter Fixed Penalty Notice	80.00	N	0.00	80.00	0.0%	0.00	80.00	N	0.00	80.00	0.0%	0.00
<b>Environmental Permitting Regulations - set by DEFRA</b>												
<b>Part B Permits</b>												
Application Fee - Standard Process		N						N				0.00
Additional Fee for Operating without a permit		N						N				0.00
Application Fee - PVRI & Dry Cleaners		N						N				0.00
Application Fee - PVR I & II combined		N						N				0.00
Application Fee - VRs and other Reduced Fee Activities		N						N				0.00
Reduced Fee Activities - Additional Fee for Operating without a permit		N						N				0.00
Application Fee - Mobile Plant - not simplified permit		N						N				0.00
Application Fee - Mobile Plant - for 3rd to 7th applications - not simplified permit		N						N				0.00
Application fee - Mobile Plant - for 8th and subsequent applications - not simplified permit		N						N				0.00
Where an application for any of the above is for a combined Part B and waste application, add an extra £310 to the above amounts		N						N				0.00
Annual Subsistence Charge - Standard Process - Low*		N						N				0.00
* additional amounts must be charged where a permit is for a combined Part B and waste installation		N						N				0.00
Annual Subsistence Charge - Standard Process - Medium*		N						N				0.00
* additional amounts must be charged where a permit is for a combined Part B and waste installation		N						N				0.00
Annual Subsistence Charge - Standard Process - High*		N						N				0.00
* additional amounts must be charged where a permit is for a combined Part B and waste installation		N						N				0.00
Annual Subsistence Charge - PVRI & Dry Cleaners - Low		N						N				0.00
Annual Subsistence Charge - PVRI & Dry Cleaners - Medium		N						N				0.00
Annual Subsistence Charge - PVRI & Dry Cleaners - High		N						N				0.00
Annual Subsistence Charge - PVRI & II Combined - Low		N						N				0.00
Annual Subsistence Charge - PVRI & II Combined - Medium		N						N				0.00
Annual Subsistence Charge - PVRI & II Combined - High		N						N				0.00
Annual Subsistence Charge - VRs and other Reduced Fees Activities - Low		N						N				0.00
Annual Subsistence Charge - VRs and other Reduced Fees Activities - Medium		N						N				0.00
Annual Subsistence Charge - VRs and other Reduced Fees Activities - High		N						N				0.00
Annual Subsistence Charge - Mobile Plant - 1st & 2nd Permits - Low - not simplified Permits		N						N				0.00
Annual Subsistence Charge - Mobile Plant - 1st & 2nd Permits - Medium - not simplified Permits		N						N				0.00
Annual Subsistence Charge - Mobile Plant - 1st & 2nd Permits - High - not simplified Permits		N						N				0.00
Annual Subsistence Charge - Mobile Plant - 3rd & 7th Permits - Low - not simplified Permits		N						N				0.00
Annual Subsistence Charge - Mobile Plant - 3rd & 7th Permits - Medium - not simplified Permits		N						N				0.00
Annual Subsistence Charge - Mobile Plant - 3rd & 7th Permits - High - not simplified Permits		N						N				0.00
Annual Subsistence Charge - Mobile Plant - 8th & above permits - Low - not simplified Permits		N						N				0.00

Description of Fee	2019/20	Subject to VAT	VAT £	2019/20	2019/20 % Changes	2019/20 £ Changes	2020/21	Subject to VAT	VAT £	2020/21	2020/21 % Changes	2020/21 £ Changes
	Charge (Excl VAT) £			Total (inc VAT) £			Proposed Charge (Excl VAT) £			Total (inc VAT) £		
Annual Subsistence Charge - Mobile Plant - 8th & above permits - Medium - not simplified Permits		N					N					0.00
Annual Subsistence Charge - Mobile Plant - 8th & above permits - High - not simplified Permits		N					N					0.00
Annual Subsistence Charge - Late Payment Fee		N					N					0.00
* additional amounts in brackets must be charged where a permit is for a combined Part B and waste installation		N					N					0.00
Transfer and Surrender - Standard Process Transfer		N					N					0.00
Transfer and Surrender - Standard Process Partial Transfer		N					N					0.00
Transfer and Surrender - New operator at low risk reduced fee activity (extra one-off subsistence charge)		N					N					0.00
Transfer and Surrender - All Part B activities		N					N					0.00
Transfer and Surrender - Reduced Fee Activities - transfer		N					N					0.00
Transfer and Surrender - Reduced Fee Activities - partial transfer		N					N					0.00
Temporary Transfer for Mobile Plant - First Transfer		N					N					0.00
Temporary Transfer for Mobile Plant - Repeat following enforcement or warning		N					N					0.00
Substantial Change - Standard Process		N					N					0.00
Substantial Change - Standard Process where the substantial change results in a new PPC activity		N					N					0.00
Substantial Change - Reduced Fee Activity		N					N					0.00
<b>Part A2 Permits</b>												0.00
Application Fee		N					N					0.00
Application Fee for operating without a permit		N					N					0.00
Annual Subsistence Charge - Low		N					N					0.00
Annual Subsistence Charge - Medium		N					N					0.00
Annual Subsistence Charge - High		N					N					0.00
Late Payment Fee		N					N					0.00
Substantial Variation		N					N					0.00
Transfer		N					N					0.00
Partial Transfer		N					N					0.00
Surrender		N					N					0.00

Description of Fee	2019/20						2020/21					
	Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	% Changes	2019/20 £ Changes	Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	% Changes	2020/21 £ Changes
<b>Growth</b>												
<b>Planning and Building Control</b>												
Planning Decision Notices, Listed Building Approvals, Enforcement Notices. Order Copies and Pay Online.	20.00	N	0.00	20.00	0.0%	0.00	20.00	N	0.00	20.00	0.0%	0.00
Copies of Tree Preservation Orders - Whole Document. Order Copies and Pay Online. Building Regulation Approval Notices and Completion Certificates. Order Copies and Pay Online.	20.00	N	0.00	20.00	0.0%	0.00	20.00	N	0.00	20.00	0.0%	0.00
We can supply photocopies of letters/reports etc. per page. However we cannot supply copies of submitted architects drawings or building plans. Nor can we supply copies of Ordnance Survey Plans. Both these items are the copyright property of the originator. We can undertake an informal search of our records for your property and copy certain documents but there will be a charge for this service. You can Request a search of the Planning records or order a list of documents.	1.00	N	0.00	1.00	0.0%	0.00	1.00	N	0.00	1.00	0.0%	0.00
You can request a manual search of the Building Regulations records by using the Building Regulations Online Form or sending a written request to Building Control. This service will take approximately 1 week for a response to be returned.	20.00	N	0.00	20.00	0.0%	0.00	20.00	N	0.00	20.00	0.0%	0.00
For urgently required information a written application for information can be sent in, together with a £35 charge payment and a response will be provided within 3 working days from receipt of the request.	35.00	N	0.00	35.00	0.0%	0.00	35.00	N	0.00	35.00	0.0%	0.00
*For more complicated or multiple record searches these will be subject to the minimum charge and additional hourly rate to be agreed before the search commences, depending upon the search complexity.	agreed on job by job basis	N	0.00	agreed on job by job basis			agreed on job by job basis	N	0.00	agreed on job by job basis		
Provision of late completion inspections and issue of completion certificates – please refer to the restrictions on the main Building Control pages in respect of Completion Certification. Note: Completion Certificates were not and cannot be issued on projects prior to 1st January 2000.	75.00	N	0.00	75.00	0.0%	0.00	75.00	N	0.00	75.00	0.0%	0.00
Administration fee for building control refunds and adjustment of paperwork	35.00	N	0.00	35.00	0.0%	0.00	35.00	N	0.00	35.00	0.0%	0.00
Dangerous building callout rates as each case has an individual set of circumstances and actions taken - individual charges will be due based upon the amount of time spent on the callout. All costs incurred by the council and its contractors will recovered off the building owner:	based on time		0.00	based on time			based on time		0.00	based on time		
minimum callout rate (allows for up to 1hr spent on the call out) and our standard hourly rate there - after. Additional charges for contractors used to make safe the situation will also be charged												
Callout during normal working week hours Minimum callout rate (allows for up to 1hr spent on the callout) and our standard out of hours hourly rate there-after.	75.00	N	0.00	75.00	0.0%	0.00	75.00	N	0.00	75.00	0.0%	0.00
out of hours callouts. Additional charges for contractors used to make safe the situation will also be charged	150.00	N	0.00	150.00	0.0%	0.00	150.00	N	0.00	150.00	0.0%	0.00
For the processing of Demolition Notices under Section 80 of the Building Act 1984	90.00	N	0.00	90.00			90.00	N	0.00	90.00	0.0%	0.00
For providing letter of Confirmation of exemption status under Building Regulations for proposed works	35.00	Y	7.00	42.00			35.00	Y	7.00	42.00	0.0%	0.00

Description of Fee	2019/20			2019/20 Total (inc VAT) £	2019/20 % Changes	2019/20 £ Changes	2020/21			2020/21 Total (inc VAT) £	2020/21 % Changes	2020/21 £ Changes
	Charge (Excl VAT) £	Subject to VAT	VAT £				Proposed Charge (Excl VAT) £	Subject to VAT	VAT £			
<b>Pre-planning application advice</b>												
<u>DEVELOPMENT TEAM SERVICE</u>												
Over 9,999 square metres of commercial floorspace												
Over 49 dwellings												
1,000 - 2,500 square metres retail floorspace												
Major infrastructure projects												
Sites in excess of 1.5 hectares												
Drilling Operations and Wind Turbines												
Meeting and written advice												
Follow up meetings												
Written advice only												
	833.33	Y	166.67	1,000.00			833.33	Y	166.67	1,000.00	0.0%	0.00
	416.67	Y	83.33	500.00			416.67	Y	83.33	500.00	0.0%	0.00
	500.00	Y	100.00	600.00			500.00	Y	100.00	600.00	0.0%	0.00
<u>MAJOR DEVELOPMENT SERVICE</u>												
1,000 - 9,999 square metres of commercial floorspace												
100 - 999 square metres retail floorspace												
10 - 49 dwellings												
Sites between 1 - 1.5ha												
Meeting and written advice												
Follow up meetings												
Written advice only												
	625.00	Y	125.00	750.00			625.00	Y	125.00	750.00	0.0%	0.00
	312.50	Y	62.50	375.00			312.50	Y	62.50	375.00	0.0%	0.00
	333.33	Y	66.67	400.00			333.33	Y	66.67	400.00	0.0%	0.00
<u>MINOR ADVICE SERVICE</u>												
100 - 999 square metres of commercial floorspace												
Upto 100 square metres of retail floorspace												
1 - 9 dwellings												
Telecommunications developments												
s73 -Variation of conditions (excluding retail with floorspace over 1000 square metres)												
Public realm / engineering works												
Minerals, waste and energy projects (on sites up to 1 hectare)												
Small scale proposals not within above categories												
Meeting and written advice												
Follow up meetings												
Written advice only												
	208.33	Y	41.67	250.00			208.33	Y	41.67	250.00	0.0%	0.00
	104.17	Y	20.83	125.00			104.17	Y	20.83	125.00	0.0%	0.00
	125.00	Y	25.00	150.00			125.00	Y	25.00	150.00	0.0%	0.00

Description of Fee	2019/20 Charge (Excl VAT) £	Subject to VAT	VAT £	2019/20 Total (inc VAT) £	2019/20 % Changes	2019/20 £ Changes	2020/21 Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2020/21 % Changes	2020/21 £ Changes
<b>Planning Performance Agreements</b>												
Arranged on a bespoke basis when deemed appropriate with the agreement of developers with planning officer time charged at hourly rate of £100 for a Principal Planning Officer involvement.	83.33	Y	16.67	100.00			83.33	Y	16.67	100.00	0.0%	0.00
Where such agreements exist to recover costs of required external consultancy fees (such as Retail Impact Assessment specialists) plus an admin fee of 10%.				agreed on job by job basis						agreed on job by job basis		
<b>Planning Applications</b>												
Operations												
The erection of dwelling-houses (other than development in category 6):												
where the application is for outline planning permission and the site does not exceed 2.5 hectares, for each 0.1 hectare of the site area	462.00	N	0.00	462.00	0.0%	0.00	462.00	N	0.00	462.00	0.0%	0.00
where the application is for outline planning permission and the site area exceeds 2.5 hectares,	11,432.00	N	0.00	11,432.00	0.0%	0.00	11,432.00	N	0.00	11,432.00	0.0%	0.00
additional 0.1 hectare in excess of 2.5 hectares subject to a maximum £125,000	138.00	N	0.00	138.00	0.0%	0.00	138.00	N	0.00	138.00	0.0%	0.00
In other cases where the number of dwelling-houses to be created by the development is 50 or fewer, for each dwelling house	462.00	N	0.00	462.00	0.0%	0.00	462.00	N	0.00	462.00	0.0%	0.00
In other cases where the number of dwelling-houses to be created by the development exceeds 50	22,859.00	N	0.00	22,859.00	0.0%	0.00	22,859.00	N	0.00	22,859.00	0.0%	0.00
additional for each dwelling house in excess of 50 dwelling house subject to a maximum total of £250k	138.00	N	0.00	138.00	0.0%	0.00	138.00	N	0.00	138.00	0.0%	0.00
The erection of buildings (other than buildings in categories 1,3,4,5 or 7):												
where the application is for outline planning permission, and the site area does not exceed 2.5 hectares, for each 0.1 hectare of the site area	462.00	N	0.00	462.00	0.0%	0.00	462.00	N	0.00	462.00	0.0%	0.00
where the application is for outline planning permission, and the site area exceeds 2.5 hectares,		N	0.00	0.00		0.00		N	0.00	0.00		0.00
additional 0.1 hectare in excess of 2.5 hectares subject to a maximum £125,000	138.00	N	0.00	138.00	0.0%	0.00	138.00	N	0.00	138.00	0.0%	0.00
In other cases where no floor space is to be created by the development		N	0.00	0.00		0.00		N	0.00	0.00		0.00
In other cases where the area of gross floor space to be created by the development exceeds 40 sq metres	234.00	N	0.00	234.00	0.0%	0.00	234.00	N	0.00	234.00	0.0%	0.00
where the area of the gross floor space to be created by the development exceed 40 sq metres, but does not exceed 75 sq meters	462.00	N	0.00	462.00	0.0%	0.00	462.00	N	0.00	462.00	0.0%	0.00
where the area of the gross floor space to be created by the development exceed 75 sq metres, but does not exceed 3750 sq meters, for each 75 sq metres of that area	462.00	N	0.00	462.00	0.0%	0.00	462.00	N	0.00	462.00	0.0%	0.00
where the area of the gross floor space to be created by the development exceed 3750 sq metres	22,859.00	N	0.00	22,859.00	0.0%	0.00	22,859.00	N	0.00	22,859.00	0.0%	0.00
additional for each 75 square metres in excess of 3750 sq metres subject to a maximum in total of £250k	138.00	N	0.00	138.00	0.0%	0.00	138.00	N	0.00	138.00	0.0%	0.00
The erection, on land used for the purposes of agriculture, of buildings to be used for agricultural purposes (other than buildings in category 4):												
where the application is for outline planning permission, and the site area does not exceed 2.5 hectares, for each 0.1 hectare of the site area	462.00	N	0.00	462.00	0.0%	0.00	462.00	N	0.00	462.00	0.0%	0.00
where the application is for outline planning permission, and the site area exceeds 2.5 hectares,	11,432.00	N	0.00	11,432.00	0.0%	0.00	11,432.00	N	0.00	11,432.00	0.0%	0.00
additional for each additional 0.1 hectare in excess of 2.5 hectares, subject to a maximum in total of £125k	138.00	N	0.00	138.00	0.0%	0.00	138.00	N	0.00	138.00	0.0%	0.00
in other cases where the area of gross floor space to be created by the development does not exceed 465 sq metres	96.00	N	0.00	96.00	0.0%	0.00	96.00	N	0.00	96.00	0.0%	0.00
in other cases where the area of gross floor space to be created by the development does not exceed 465 sq metres does not exceed 540 sq metres	462.00	N	0.00	462.00	0.0%	0.00	462.00	N	0.00	462.00	0.0%	0.00

Description of Fee	2019/20						2020/21					
	Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	2019/20 % Changes	2019/20 £ Changes	Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	2020/21 % Changes	2020/21 £ Changes
in other cases where the area of the gross floor space to be created by the development exceeds 540 sq metres but does not exceed 4215 sq metres, for the first 540 sq metres additional 75 square metres in excess of 540 sq metres	462.00	N	0.00	462.00	0.0%	0.00	462.00	N	0.00	462.00	0.0%	0.00
in other cases where the area of gross floor space to be created by the development exceeds 4215 sq metres	462.00	N	0.00	462.00	0.0%	0.00	462.00	N	0.00	462.00	0.0%	0.00
additional for each 75 square metres in excess of 4215 sq metres subject to a maximum in total of £250k	22,859.00	N	0.00	22,859.00	0.0%	0.00	22,859.00	N	0.00	22,859.00	0.0%	0.00
The erection of glasshouses on land used for the purpose of agriculture: where the area of gross floor space to be created by the development does not exceed 465 sq metres	138.00	N	0.00	138.00	0.0%	0.00	138.00	N	0.00	138.00	0.0%	0.00
where the area of gross floor space to be created by the development exceeds 465 sq metres	96.00	N	0.00	96.00	0.0%	0.00	96.00	N	0.00	96.00	0.0%	0.00
The erection, alteration or replacement of plant or machinery	2,580.00	N	0.00	2,580.00	0.0%	0.00	2,580.00	N	0.00	2,580.00	0.0%	0.00
where the site area does not exceed 5 hectares, for each 0.1 hectare of the site area			0.00	462.00	0.0%	0.00	462.00	N	0.00	462.00	0.0%	0.00
where the site area exceeds 5 hectares	22,589.00	N	0.00	22,589.00	0.0%	0.00	22,589.00	N	0.00	22,589.00	0.0%	0.00
additional for each 0.1 hectare in excess of 5 hectares subject to maximum in total of £250k	138.00	N	0.00	138.00	0.0%	0.00	138.00	N	0.00	138.00	0.0%	0.00
The enlargement, alteration or replacement of plant or machinery:												
where the site area does not exceed 5 hectares, 0.1 hectare of the site area	462.00	N	0.00	462.00	0.0%	0.00	462.00	N	0.00	462.00	0.0%	0.00
where the site exceeds 5 hectares	22,859.00	N	0.00	22,859.00	0.0%	0.00	22,859.00	N	0.00	22,859.00	0.0%	0.00
an additional for each 0.1 hectare in excess of 5 hectares subject to a maximum in total of £250k	138.00	N	0.00	138.00	0.0%	0.00	138.00	N	0.00	138.00	0.0%	0.00
The enlargement, improvement or other alteration of existing dwelling houses			0.00	0.00	0.0%	0.00			0.00	0.00	0.0%	0.00
where the application relates to one dwelling-house	206.00	N	0.00	206.00	0.0%	0.00	206.00	N	0.00	206.00	0.0%	0.00
where the application relates to 2 or more dwelling houses	407.00	N	0.00	407.00	0.0%	0.00	407.00	N	0.00	407.00	0.0%	0.00
The enlargement, improvement or other alteration of existing dwelling houses:												
the carrying out of operations (including the erection of a building) within the curtilage of an existing dwelling-house for purposes ancillary to the enjoyment of the dwelling - house as such, the erection or construction of gates, fences, walls or other mean of enclosure along a boundary of the curtilage for an existing dwelling- house including construction of a new vehicular access to a dwelling house	206.00	N	0.00	206.00	0.0%	0.00	206.00	N	0.00	206.00	0.0%	0.00
Access, car park etc for existing uses:												
the construction of car parks, service roads and other means of access on land used for the purposes of a single undertaking, where the development is required for a purpose incidental to the existing use of the land (not householder)	234.00	N	0.00	234.00	0.0%	0.00	234.00	N	0.00	234.00	0.0%	0.00
The carrying out of any operations connected with explanatory drilling for oil or natural gas:												
where the site area does not exceed 7.5 hectares, 0.1 hectare of the site area	508.00	N	0.00	508.00	0.0%	0.00	508.00	N	0.00	508.00	0.0%	0.00
where the site area exceeds 7.5 hectares	38,070.00	N	0.00	38,070.00	0.0%	0.00	38,070.00	N	0.00	38,070.00	0.0%	0.00
additional for each 0.1 hectare in excess of 7.5 hectares, subject to a maximum in total of £250k	151.00	N	0.00	151.00	0.0%	0.00	151.00	N	0.00	151.00	0.0%	0.00
The carrying out of any operations not coming within any of the above categories:												
in the case of the operations for the winning and working of minerals where the site area does not exceed 15 hectares for each 0.1 hectare of the site area	257.00	N	0.00	257.00	0.0%	0.00	257.00	N	0.00	257.00	0.0%	0.00
in the case of the operations for the winning and working of minerals where the site area exceeds 15 hectares	38,520.00	N	0.00	38,520.00	0.0%	0.00	38,520.00	N	0.00	38,520.00	0.0%	0.00
additional for each 0.1 hectare in excess of 15 hectares, subject to a maximum in total of £65k	151.00	N	0.00	151.00	0.0%	0.00	151.00	N	0.00	151.00	0.0%	0.00
in any other case for each 0.1 hectare of the site area, subject to a maximum of £1690	234.00	N	0.00	234.00	0.0%	0.00	234.00	N	0.00	234.00	0.0%	0.00

Description of Fee	2019/20 Charge (Excl VAT) £	Subject to VAT	VAT £	2019/20 Total (inc VAT) £	2019/20 % Changes	2019/20 £ Changes	2020/21 Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2020/21 % Changes	2020/21 £ Changes
<b>Uses of Land</b>												
The change of use of a building to use as one or more separate dwelling - houses:												
where the change of use is from a previous use as a single dwelling-house to use as two or more single dwelling houses- where the change of use is as 50 or fewer dwelling-houses	462.00	N	0.00	462.00	0.0%	0.00	462.00	N	0.00	462.00	0.0%	0.00
where the change of use is from a previous use as a single dwelling-house to use as two or more single dwelling houses- where the change of use is to use as more than 50 dwelling houses	22,859.00	N	0.00	22,859.00	0.0%	0.00	22,859.00	N	0.00	22,859.00	0.0%	0.00
additional for each dwelling house in excess of 50 dwelling house subject to a maximum total of £250k	138.00	N	0.00	138.00	0.0%	0.00	138.00	N	0.00	138.00	0.0%	0.00
In all other cases where the change of use is to use as 50 or fewer dwelling-houses- each dwelling house	462.00	N	0.00	462.00	0.0%	0.00	462.00	N	0.00	462.00	0.0%	0.00
In all other cases where the change of use is to use as more than 50 dwelling-houses additional for each dwelling-house in excess of 50 dwelling-houses subject to a maximum in total of £250k	22,859.00	N	0.00	22,859.00	0.0%	0.00	22,859.00	N	0.00	22,859.00	0.0%	0.00
	138.00	N	0.00	138.00	0.0%	0.00	138.00	N	0.00	138.00	0.0%	0.00
Waste disposal, and deposit and storage of minerals												
a) the use of land for the disposal of refuse or waste materials												
b) the deposit of material remaining after minerals have been extracted from land;or												
c) the storage of minerals in the open:												
where the site area does not exceed 15 hectares each 0.1 hectare of the site area	234.00	N	0.00	234.00	0.0%	0.00	234.00	N	0.00	234.00	0.0%	0.00
where the site area exceeds 15 hectares	34,934.00	N	0.00	34,934.00	0.0%	0.00	34,934.00	N	0.00	34,934.00	0.0%	0.00
additional for 0.1 hectare in excess of 15 hectares, subject to a maximum in total of £65k	138.00	N	0.00	138.00	0.0%	0.00	138.00	N	0.00	138.00	0.0%	0.00
The making of a material change in the use of building or land (other than a material change of use coming within any of the above categories)	462.00	N	0.00	462.00	0.0%	0.00	462.00	N	0.00	462.00	0.0%	0.00
ADVERTISEMENTS												
a) advertisements displayed externally on business premises, the forecourt of business premises or other land within the curtilage of business premises, wholly with reference to all or any of the following matters:												
i) the nature of the business or other activity carried on the premises												
ii) the goods sold or the services provided on the premises												
iii) the name and qualifications of the person carrying on such business or activity or supplying such goods or services	132.00	N	0.00	132.00	0.0%	0.00	132.00	N	0.00	132.00	0.0%	0.00
b)advertisements for the purpose of directing members of the public to, or otherwise drawing attention to the existence of business premises which are in the same locality as the site on which the advertisement is to be displayed but which are not visible from that site	132.00	N	0.00	132.00	0.0%	0.00	132.00	N	0.00	132.00	0.0%	0.00
c) all other advertisements	462.00	N	0.00	462.00	0.0%	0.00	462.00	N	0.00	462.00	0.0%	0.00
ALL OTHER APPLICATIONS												
Lawful Development Certificates												
a) application relating to an existing use or development. The fee is the amount that would be payable in respect of an application for planning permission	462.00	N	0.00	462.00	0.0%	0.00	462.00	N	0.00	462.00	0.0%	0.00
b) application relating to a proposed use or development. Half the amount that would be payable in respect of an application for planning permission	231.00	N	0.00	231.00	0.0%	0.00	231.00	N	0.00	231.00	0.0%	0.00
c) application relating to failure to comply with any condition or limitation attached to a planning permission	234.00	N	0.00	234.00	0.0%	0.00	234.00	N	0.00	234.00	0.0%	0.00
d) where an existing use specified in an application (section 191(1)(a) is used as one or more dwellings. The fee payable shall be for each dwelling subject to a maximum of £250k	462.00	N	0.00	462.00	0.0%	0.00	462.00	N	0.00	462.00	0.0%	0.00

Description of Fee	2019/20						2020/21					
	Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	% Changes	2019/20 £ Changes	Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	% Changes	2020/21 £ Changes
Prior Approval Applications:												
a) Part 3, change of use of buildings or land	96.00	N	0.00	96.00	0.0%	0.00	96.00	N	0.00	96.00	0.0%	0.00
b) part 6, agricultural buildings and operations	96.00	N	0.00	96.00	0.0%	0.00	96.00	N	0.00	96.00	0.0%	0.00
c) part 7, forestry buildings and operations	96.00	N	0.00	96.00	0.0%	0.00	96.00	N	0.00	96.00	0.0%	0.00
d) part 31, demolition of buildings	96.00	N	0.00	96.00	0.0%	0.00	96.00	N	0.00	96.00	0.0%	0.00
e) part 24, development by telecommunications code system operators	462.00	N	0.00	462.00	0.0%	0.00	462.00	N	0.00	462.00	0.0%	0.00
Variation of condition:												
application for removal or variation of a condition following grant of planning permission	234.00	N	0.00	234.00	0.0%	0.00	234.00	N	0.00	234.00	0.0%	0.00
Discharge of condition												
request for confirmation that one or more planning conditions have been complied with -												
householder application per request	34.00	N	0.00	34.00	0.0%	0.00	34.00	N	0.00	34.00	0.0%	0.00
other applications per request	116.00	N	0.00	116.00	0.0%	0.00	116.00	N	0.00	116.00	0.0%	0.00
Application for a non-material amendment following a grant of planning permission-												
a) if the application is a householder application	34.00	N	0.00	34.00	0.0%	0.00	34.00	N	0.00	34.00	0.0%	0.00
b) in any other case	234.00	N	0.00	234.00	0.0%	0.00	234.00	N	0.00	234.00	0.0%	0.00

Description of Fee	2019/20 Charge (Excl VAT) £	Subject to VAT	VAT £	2019/20 Total (inc VAT) £	2019/20 % Changes	2019/20 £ Changes	2020/21 Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2020/21 % Changes	2020/21 £ Changes
<b>Building Control</b>												
Plan Charge for - Single storey extension floor area not exceeding 10m2	336.00	Y	67.20	403.20	0.0%	0.00	370.00	Y	74.00	444.00	10.1%	40.80
Building Notice Charge for - Single storey extension floor area not exceeding 10m2	396.00	Y	79.20	475.20	0.0%	0.00	436.00	Y	87.20	523.20	10.1%	48.00
Plan Charge for - Single storey extension floor area not exceeding 10m2	180.00	Y	36.00	216.00	0.0%	0.00	198.00	Y	39.60	237.60	10.0%	21.60
Inspection Charge for - Single storey extension floor area exceeding 10m2 but not exceeding 40m2	288.00	Y	57.60	345.60	0.0%	0.00	317.00	Y	63.40	380.40	10.1%	34.80
Building Notice Charge for - Single storey extension floor area exceeding 10m2 but not exceeding 40m2	528.00	Y	105.60	633.60	0.0%	0.00	581.00	Y	116.20	697.20	10.0%	63.60
Plan Charge for - Single storey extension floor area not exceeding 10m2	180.00	Y	36.00	216.00	0.0%	0.00	198.00	Y	39.60	237.60	10.0%	21.60
Inspection Charge for - Single storey extension floor area exceeding 40m2 but not exceeding 80m2	360.00	Y	72.00	432.00	0.0%	0.00	396.00	Y	79.20	475.20	10.0%	43.20
Building Notice Charge for - Single storey extension floor area exceeding 40m2 but not exceeding 80m2	600.00	Y	120.00	720.00	0.0%	0.00	660.00	Y	132.00	792.00	10.0%	72.00
Plan Charge for - Single storey extension floor area exceeding 10m2 but not exceeding 40m2	180.00	Y	36.00	216.00	0.0%	0.00	198.00	Y	39.60	237.60	10.0%	21.60
Inspection Charge for - Two storey extension floor area not exceeding 40m2	360.00	Y	72.00	432.00	0.0%	0.00	396.00	Y	79.20	475.20	10.0%	43.20
Building Notice Charge for - Two storey extension floor area not exceeding 40m2	600.00	Y	120.00	720.00	0.0%	0.00	660.00	Y	132.00	792.00	10.0%	72.00
Plan Charge for - Single storey extension floor area exceeding 10m2 but not exceeding 40m2	180.00	Y	36.00	216.00	0.0%	0.00	198.00	Y	39.60	237.60	10.0%	21.60
Inspection Charge for - Two storey extension floor area exceeding 40m2 but not exceeding 100m2	402.00	Y	80.40	482.40	0.0%	0.00	442.00	Y	88.40	530.40	10.0%	48.00
Building Notice Charge for - Two storey extension floor area exceeding 40m2 but not exceeding 100m2	642.00	Y	128.40	770.40	0.0%	0.00	706.00	Y	141.20	847.20	10.0%	76.80
Plan Charge for - Single storey extension floor area exceeding 10m2 but not exceeding 40m2	360.00	Y	72.00	432.00	0.0%	0.00	396.00	Y	79.20	475.20	10.0%	43.20
Building Notice Charge for - Loft Conversion that does not increase the volume of the dwelling (max floor area 50m2)	396.00	Y	79.20	475.20	0.0%	0.00	436.00	Y	87.20	523.20	10.1%	48.00
Plan Charge for - Single storey extension floor area exceeding 40m2 but not exceeding 80m2	180.00	Y	36.00	216.00	0.0%	0.00	198.00	Y	39.60	237.60	10.0%	21.60
Inspection Charge for - Loft conversion that increases the volume of the dwelling (max floor area 50m2)	216.00	Y	43.20	259.20	0.0%	0.00	238.00	Y	47.60	285.60	10.2%	26.40
Building Notice Charge for - Loft conversion that increases the volume of the dwelling (max floor area 50m2)	432.00	Y	86.40	518.40	0.0%	0.00	475.00	Y	95.00	570.00	10.0%	51.60
Plan Charge for - Single storey extension floor area exceeding 40m2 but not exceeding 80m2	216.00	Y	43.20	259.20	0.0%	0.00	238.00	Y	47.60	285.60	10.2%	26.40
Building Notice Charge for - Erection or extension of a non exempt detached garage or carport up to 100m2	252.00	Y	50.40	302.40	0.0%	0.00	277.00	Y	55.40	332.40	9.9%	30.00
Plan Charge for - Single storey extension floor area exceeding 40m2 but not exceeding 80m2	288.00	Y	57.60	345.60	0.0%	0.00	317.00	Y	63.40	380.40	10.1%	34.80
Building Notice Charge for - Erection of a non exempt attached single storey extension of a garage or carport up to 100m2	324.00	Y	64.80	388.80	0.0%	0.00	356.00	Y	71.20	427.20	9.9%	38.40
Plan Charge for - Two storey extension floor area not exceeding 40m2	216.00	Y	43.20	259.20	0.0%	0.00	238.00	Y	47.60	285.60	10.2%	26.40
Building Notice Charge for - Attached Garage Conversion to a create a habitable room / kitchen or utility space	252.00	Y	50.40	302.40	0.0%	0.00	277.00	Y	55.40	332.40	9.9%	30.00
Plan Charge for - Two storey extension floor area not exceeding 40m2	288.00	Y	57.60	345.60	0.0%	0.00	317.00	Y	63.40	380.40	10.1%	34.80
Building Notice Charge for - Erection of a multi storey detached ancillary building upto 100m2 floor area	324.00	Y	64.80	388.80	0.0%	0.00	356.00	Y	71.20	427.20	9.9%	38.40
Plan Charge for - Two storey extension floor area not exceeding 40m2	326.00	Y	65.20	391.20	0.1%	0.21	359.00	Y	71.80	430.80	10.1%	39.60
Building Notice Charge for - Creation of a Basement up to 100m2 - add charge when an extension includes a basebent extension there is an additional charge to the extension charge of £200 plus vat	362.00	Y	72.40	434.40	0.1%	0.46	398.00	Y	79.60	477.60	9.9%	43.20
Plan Charge for - Two storey extension floor area exceeding 40m2 but not exceeding 100m2	318.00	Y	63.60	381.60	0.0%	0.00	350.00	Y	70.00	420.00	10.1%	38.40

Description of Fee	2019/20						2020/21					
	Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	% Changes	2019/20 £ Changes	Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	% Changes	2020/21 £ Changes
Building Notice Charge for - Domestic alterations to a single building: underpinning (up to 20 linear metres)	318.00	Y	63.60	381.60	0.0%	0.00	350.00	Y	70.00	420.00	10.1%	38.40
Plan Charge for - Two storey extension floor area exceeding 40m2 but not exceeding 100m2	129.00	Y	25.80	154.80	0.0%	0.00	142.00	Y	28.40	170.40	10.1%	15.60
Building Notice Charge for - Domestic alterations to a single building:Renovation of a thermal element to a single dwelling	129.00	Y	25.80	154.80	0.0%	0.00	142.00	Y	28.40	170.40	10.1%	15.60
Plan Charge for - Loft Conversion that does not increase the volume of the dwelling (max floor area 50m2)	185.00	Y	37.00	222.00	0.0%	0.00	204.00	Y	40.80	244.80	10.3%	22.80
Building Notice Charge for - Estimated cost less than £2,000	185.00	Y	37.00	222.00	0.0%	0.00	204.00	Y	40.80	244.80	10.3%	22.80
Plan Charge for - Loft Conversion that does not increase the volume of the dwelling (max floor area 50m2)	249.00	Y	49.80	298.80	0.0%	0.00	274.00	Y	54.80	328.80	10.0%	30.00
Building Notice Charge for - Estimated cost over £2,000 up to £5000	249.00	Y	49.80	298.80	0.0%	0.00	274.00	Y	54.80	328.80	10.0%	30.00
Plan Charge for - Loft conversion that increases the volume of the dwelling (max floor area 50m2)	307.00	Y	61.40	368.40	0.0%	0.00	338.00	Y	67.60	405.60	10.1%	37.20
Building Notice Charge for - Estimated cost exceeding £5,000 up to £25,000	307.00	Y	61.40	368.40	0.0%	0.00	338.00	Y	67.60	405.60	10.1%	37.20
Plan Charge for - Loft conversion that increases the volume of the dwelling (max floor area 50m2)	128.00	Y	25.60	153.60	0.0%	0.00	141.00	Y	28.20	169.20	10.2%	15.60
Inspection Charge for - Estimated cost exceeding £25,001 and up to £50,000	281.00	Y	56.20	337.20	0.0%	0.00	309.00	Y	61.80	370.80	10.0%	33.60
Building Notice Charge for - Estimated cost exceeding £25,001 and up to £50,000	409.00	Y	81.80	490.80	0.0%	0.00	450.00	Y	90.00	540.00	10.0%	49.20
Plan Charge for - Loft conversion that increases the volume of the dwelling (max floor area 50m2)	128.00	Y	25.60	153.60	0.0%	0.00	141.00	Y	28.20	169.20	10.2%	15.60
Inspection Charge for - Estimated cost exceeding £50,001 and up to £75,000	383.00	Y	76.60	459.60	0.0%	0.00	421.00	Y	84.20	505.20	9.9%	45.60
Building Notice Charge for - Estimated cost exceeding £50,001 and up to £75,000	511.00	Y	102.20	613.20	0.0%	0.00	562.00	Y	112.40	674.40	10.0%	61.20
Plan Charge for - Erection or extension of a non exempt detached garage or carport up to 100m2	216.00	Y	43.20	259.20	0.0%	0.00	238.00	Y	47.60	285.60	10.2%	26.40
Building Notice Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification. - Any electrical works other than rewiring of a dwelling	216.00	Y	43.20	259.20	0.0%	0.00	238.00	Y	47.60	285.60	10.2%	26.40
Plan Charge for - Erection or extension of a non exempt detached garage or carport up to 100m2	288.00	Y	57.60	345.60	0.0%	0.00	317.00	Y	63.40	380.40	10.1%	34.80
Building Notice Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification. - Rewiring or new installation in a dwelling	288.00	Y	57.60	345.60	0.0%	0.00	317.00	Y	63.40	380.40	10.1%	34.80
Plan Charge for - Erection or extension of a non exempt detached garage or carport up to 100m2	180.00	Y	36.00	216.00	0.0%	0.00	198.00	Y	39.60	237.60	10.0%	21.60
Building Notice Charge for - Domestic Electrical Works: Additional charge for 'notifiable' electrical works carried out at the same time as the other work categories above. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification.	180.00	Y	36.00	216.00	0.0%	0.00	198.00	Y	39.60	237.60	10.0%	21.60
Plan Charge for - Erection of a non exempt attached single storey extension of a garage or carport up to 100m2	306.00	Y	61.20	367.20	-0.1%	-0.40	337.00	Y	67.40	404.40	10.1%	37.20
Building Notice Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work (carried out by a non qualified person) - Any electrical works other than rewiring of a dwelling	306.00	Y	61.20	367.20	-0.1%	-0.40	337.00	Y	67.40	404.40	10.1%	37.20
Plan Charge for - Erection of a non exempt attached single storey extension of a garage or carport up to 100m2	409.00	Y	81.80	490.80	0.1%	0.48	450.00	Y	90.00	540.00	10.0%	49.20

Description of Fee	2019/20	Subject to VAT	VAT £	2019/20	2019/20 % Changes	2019/20 £ Changes	2020/21	Subject to VAT	VAT £	2020/21	2020/21 % Changes	2020/21 £ Changes
	Charge (Excl VAT) £			Total (inc VAT) £			Proposed Charge (Excl VAT) £			Total (inc VAT) £		
Building Notice Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work (carried out by a non qualified person) - Rewiring or new installation in a dwelling	409.00	Y	81.80	490.80	0.1%	0.48	450.00	Y	90.00	540.00	10.0%	49.20
Plan Charge for - Erection of a non exempt attached single storey extension of a garage or carport up to 100m2	240.00	Y	48.00	288.00	0.0%	0.00	264.00	Y	52.80	316.80	10.0%	28.80
Building Notice Charge for - Domestic Electrical Works: Additional charge for 'notifiable' electrical works carried out at the same time as the other work categories above (carried out by a non qualified person)	240.00	Y	48.00	288.00	0.0%	0.00	264.00	Y	52.80	316.80	10.0%	28.80
Plan Charge for - Attached Garage Conversion to a create a habitable room / kitchen or utility space	144.00	Y	28.80	172.80	0.0%	0.00	158.00	Y	31.60	189.60	9.7%	16.80
Inspection Charge for - Solid fuel appliances: Installation of a solid fuel appliance by non-competent person scheme member e.g. not HETAS registered	332.00	Y	66.40	398.40	0.0%	0.08	365.00	Y	73.00	438.00	9.9%	39.60
Building Notice Charge for - Solid fuel appliances: Installation of a solid fuel appliance by non-competent person scheme member e.g. not HETAS registered	475.00	Y	95.00	570.00	0.0%	-0.20	523.00	Y	104.60	627.60	10.1%	57.60
Plan Charge for - Attached Garage Conversion to a create a habitable room / kitchen or utility space	108.00	Y	21.60	129.60	0.0%	0.00	119.00	Y	23.80	142.80	10.2%	13.20
Building Notice Charge for - Domestic Window Replacements: Window replacements (non competent persons scheme member) - per installation up to 10 windows	108.00	Y	21.60	129.60	0.0%	0.00	119.00	Y	23.80	142.80	10.2%	13.20
Plan Charge for - Attached Garage Conversion to a create a habitable room / kitchen or utility space	204.00	Y	40.80	244.80	-0.1%	-0.26	224.00	Y	44.80	268.80	9.8%	24.00
Building Notice Charge for - Domestic Window Replacements: Window replacements (non competent persons scheme member) - per installation upto 11 to 20 windows	204.00	Y	40.80	244.80	-0.1%	-0.26	224.00	Y	44.80	268.80	9.8%	24.00
Plan Charge for - Erection of a multi storey detached ancillary building upto 100m2 floor area	273.00	Y	54.60	327.60	0.0%	0.00	300.00	Y	60.00	360.00	9.9%	32.40
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 1 dwelling	390.00	Y	78.00	468.00	0.0%	0.00	429.00	Y	85.80	514.80	10.0%	46.80
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 1 dwelling	807.00	Y	161.40	968.40	0.0%	0.00	888.00	Y	177.60	1,065.60	10.0%	97.20
Plan Charge for - Erection of a multi storey detached ancillary building upto 100m2 floor area	351.00	Y	70.20	421.20	0.0%	0.00	386.00	Y	77.20	463.20	10.0%	42.00
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 2 dwellings	546.00	Y	109.20	655.20	0.0%	0.00	601.00	Y	120.20	721.20	10.1%	66.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 2 dwellings	1,041.00	Y	208.20	1,249.20	0.0%	0.00	1,145.00	Y	229.00	1,374.00	10.0%	124.80
Plan Charge for - Erection of a multi storey detached ancillary building upto 100m2 floor area	429.00	Y	85.80	514.80	0.0%	0.00	472.00	Y	94.40	566.40	10.0%	51.60
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 3 dwellings	663.00	Y	132.60	795.60	0.0%	0.00	729.00	Y	145.80	874.80	10.0%	79.20
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 3 dwellings	1,236.00	Y	247.20	1,483.20	0.0%	0.00	1,360.00	Y	272.00	1,632.00	10.0%	148.80
Plan Charge for - Creation of a Basement up to 100m2 - add charge when an extension includes a basebent extension there is an additional charge to the extension charge of £200 plus vat	516.00	Y	103.20	619.20	0.0%	0.00	568.00	Y	113.60	681.60	10.1%	62.40
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 4 dwellings	780.00	Y	156.00	936.00	0.0%	0.00	858.00	Y	171.60	1,029.60	10.0%	93.60
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 4 dwellings	1,440.00	Y	288.00	1,728.00	0.0%	0.00	1,584.00	Y	316.80	1,900.80	10.0%	172.80
Plan Charge for - Creation of a Basement up to 100m2 - add charge when an extension includes a basebent extension there is an additional charge to the extension charge of £200 plus vat	585.00	Y	117.00	702.00	0.0%	0.00	644.00	Y	128.80	772.80	10.1%	70.80
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 5 dwellings	897.00	Y	179.40	1,076.40	0.0%	0.00	987.00	Y	197.40	1,184.40	10.0%	108.00

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Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 5 dwellings	1,626.00	Y	325.20	1,951.20	0.0%	0.00	1,789.00	Y	357.80	2,146.80	10.0%	195.60
Plan Charge for - Creation of a Basement up to 100m2 - add charge when an extension includes a basebent extension there is an additional charge to the extension charge of £200 plus vat	589.00	Y	117.80	706.80	0.1%	0.40	648.00	Y	129.60	777.60	10.0%	70.80
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 6 dwellings	1,048.00	Y	209.60	1,257.60	0.0%	-0.20	1,153.00	Y	230.60	1,383.60	10.0%	126.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 6 dwellings	1,781.00	Y	356.20	2,137.20	0.0%	0.20	1,959.00	Y	391.80	2,350.80	10.0%	213.60
Plan Charge for - Individually determined charges - mainly relates to larger schemes	592.00	Y	118.40	710.40	0.0%	-0.16	651.00	Y	130.20	781.20	10.0%	70.80
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 7 dwellings	1,072.00	Y	214.40	1,286.40	0.0%	0.40	1,179.00	Y	235.80	1,414.80	10.0%	128.40
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 7 dwellings	1,808.00	Y	361.60	2,169.60	0.0%	0.24	1,989.00	Y	397.80	2,386.80	10.0%	217.20
Plan Charge for - Individually determined charges - mainly relates to larger schemes	596.00	Y	119.20	715.20	0.0%	0.29	656.00	Y	131.20	787.20	10.1%	72.00
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 8 dwellings	1,231.00	Y	246.20	1,477.20	0.0%	-0.20	1,354.00	Y	270.80	1,624.80	10.0%	147.60
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 8 dwellings	1,971.00	Y	394.20	2,365.20	0.0%	0.09	2,168.00	Y	433.60	2,601.60	10.0%	236.40
Plan Charge for - Individually determined charges - mainly relates to larger schemes	599.00	Y	119.80	718.80	0.0%	-0.26	659.00	Y	131.80	790.80	10.0%	72.00
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 9 dwellings	1,402.00	Y	280.40	1,682.40	0.0%	0.40	1,542.00	Y	308.40	1,850.40	10.0%	168.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 9 dwellings	2,145.00	Y	429.00	2,574.00	0.0%	0.14	2,360.00	Y	472.00	2,832.00	10.0%	258.00
Plan Charge for - Domestic alterations to a single building: underpinning (up to 20 linear metres)	603.00	Y	120.60	723.60	0.0%	0.19	663.00	Y	132.60	795.60	10.0%	72.00
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 10 dwellings	1,561.00	Y	312.20	1,873.20	0.0%	-0.20	1,717.00	Y	343.40	2,060.40	10.0%	187.20
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 10 dwellings	2,308.00	Y	461.60	2,769.60	0.0%	-0.01	2,539.00	Y	507.80	3,046.80	10.0%	277.20
Plan Charge for - Domestic alterations to a single building: underpinning (up to 20 linear metres)	606.00	Y	121.20	727.20	-0.1%	-0.36	667.00	Y	133.40	800.40	10.1%	73.20
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 11 dwellings	1,706.00	Y	341.20	2,047.20	0.0%	-0.40	1,877.00	Y	375.40	2,252.40	10.0%	205.20
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 11 dwellings	2,457.00	Y	491.40	2,948.40	0.0%	0.24	2,703.00	Y	540.60	3,243.60	10.0%	295.20
Plan Charge for - Domestic alterations to a single building: underpinning (up to 20 linear metres)	610.00	Y	122.00	732.00	0.0%	0.08	671.00	Y	134.20	805.20	10.0%	73.20
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 12 dwellings	1,858.00	Y	371.60	2,229.60	0.0%	0.40	2,044.00	Y	408.80	2,452.80	10.0%	223.20
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 12 dwellings	2,612.00	Y	522.40	3,134.40	0.0%	0.48	2,873.00	Y	574.60	3,447.60	10.0%	313.20
Plan Charge for - Domestic alterations to a single building:Renovation of a thermal element to a single dwelling	613.00	Y	122.60	735.60	-0.1%	-0.47	674.00	Y	134.80	808.80	10.0%	73.20
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings -13 dwellings	2,009.00	Y	401.80	2,410.80	0.0%	0.20	2,210.00	Y	442.00	2,652.00	10.0%	241.20
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings -13 dwellings	2,766.00	Y	553.20	3,319.20	0.0%	-0.27	3,043.00	Y	608.60	3,651.60	10.0%	332.40
Plan Charge for - Domestic alterations to a single building:Renovation of a thermal element to a single dwelling	617.00	Y	123.40	740.40	0.0%	-0.02	679.00	Y	135.80	814.80	10.0%	74.40

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Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 14 dwellings	2,160.00	Y	432.00	2,592.00	0.0%	0.00	2,376.00	Y	475.20	2,851.20	10.0%	259.20
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 14 dwellings	2,921.00	Y	584.20	3,505.20	0.0%	-0.02	3,213.00	Y	642.60	3,855.60	10.0%	350.40
Plan Charge for - Domestic alterations to a single building:Renovation of a thermal element to a single dwelling	621.00	Y	124.20	745.20	0.1%	0.43	683.00	Y	136.60	819.60	10.0%	74.40
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 15 dwellings	2,311.00	Y	462.20	2,773.20	0.0%	-0.20	2,542.00	Y	508.40	3,050.40	10.0%	277.20
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 15 dwellings	3,076.00	Y	615.20	3,691.20	0.0%	0.23	3,384.00	Y	676.80	4,060.80	10.0%	369.60
Plan Charge for - Domestic alterations to a single building: Alterations, installation of fittings (not electrical) and / or, structural alterations:	624.00	Y	124.80	748.80	0.0%	-0.12	686.00	Y	137.20	823.20	9.9%	74.40
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 16 dwellings	2,462.00	Y	492.40	2,954.40	0.0%	-0.40	2,708.00	Y	541.60	3,249.60	10.0%	295.20
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 16 dwellings	3,231.00	Y	646.20	3,877.20	0.0%	0.48	3,554.00	Y	710.80	4,264.80	10.0%	387.60
Plan Charge for - Domestic alterations to a single building: Alterations, installation of fittings (not electrical) and / or, structural alterations:	628.00	Y	125.60	753.60	0.1%	0.32	691.00	Y	138.20	829.20	10.0%	75.60
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 17 dwellings	2,614.00	Y	522.80	3,136.80	0.0%	0.40	2,875.00	Y	575.00	3,450.00	10.0%	313.20
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 17 dwellings	3,385.00	Y	677.00	4,062.00	0.0%	-0.28	3,724.00	Y	744.80	4,468.80	10.0%	406.80
Plan Charge for - Domestic alterations to a single building: Alterations, installation of fittings (not electrical) and / or, structural alterations:	631.00	Y	126.20	757.20	0.0%	-0.23	694.00	Y	138.80	832.80	10.0%	75.60
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 18 dwellings	2,765.00	Y	553.00	3,318.00	0.0%	0.20	3,042.00	Y	608.40	3,650.40	10.0%	332.40
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 18 dwellings	3,540.00	Y	708.00	4,248.00	0.0%	-0.03	3,894.00	Y	778.80	4,672.80	10.0%	424.80
Plan Charge for - Estimated cost less than £2,000	635.00	Y	127.00	762.00	0.0%	0.22	699.00	Y	139.80	838.80	10.1%	76.80
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 19 dwellings	2,916.00	Y	583.20	3,499.20	0.0%	0.00	3,208.00	Y	641.60	3,849.60	10.0%	350.40
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 19 dwellings	3,695.00	Y	739.00	4,434.00	0.0%	0.22	4,065.00	Y	813.00	4,878.00	10.0%	444.00
Plan Charge for - Estimated cost less than £2,000	216.00	Y	43.20	259.20	0.0%	0.00	238.00	Y	47.60	285.60	10.2%	26.40
Inspection Charge for - Floor area not exceeding 10m squared: - other residential (institution and Other)	546.00	Y	109.20	655.20	0.0%	0.00	601.00	Y	120.20	721.20	10.1%	66.00
Plan Charge for - Estimated cost over £2,000 up to £5000	216.00	Y	43.20	259.20	0.0%	0.00	238.00	Y	47.60	285.60	10.2%	26.40
Inspection Charge for - Floor area not exceeding 10m squared: - Assembly and Recreational use	468.00	Y	93.60	561.60	0.0%	0.00	515.00	Y	103.00	618.00	10.0%	56.40
Plan Charge for - Estimated cost over £2,000 up to £5000	216.00	Y	43.20	259.20	0.0%	0.00	238.00	Y	47.60	285.60	10.2%	26.40
Inspection Charge for - Floor area not exceeding 10m squared: - Industrial and storage usage	312.00	Y	62.40	374.40	0.0%	0.00	343.00	Y	68.60	411.60	9.9%	37.20
Plan Charge for - Estimated cost over £2,000 up to £5000	216.00	Y	43.20	259.20	0.0%	0.00	238.00	Y	47.60	285.60	10.2%	26.40
Inspection Charge for - Floor area not exceeding 10m squared: - All other use classes	468.00	Y	93.60	561.60	0.0%	0.00	515.00	Y	103.00	618.00	10.0%	56.40
Plan Charge for - Estimated cost exceeding £5,000 up to £25,000	288.00	Y	57.60	345.60	0.0%	0.00	317.00	Y	63.40	380.40	10.1%	34.80
Inspection Charge for - Floor area exceeding 10m squared but not exceeding 40m squared: - other residential (institution and Other)	624.00	Y	124.80	748.80	0.0%	0.00	686.00	Y	137.20	823.20	9.9%	74.40
Plan Charge for - Estimated cost exceeding £5,000 up to £25,000	288.00	Y	57.60	345.60	0.0%	0.00	317.00	Y	63.40	380.40	10.1%	34.80
Inspection Charge for - Floor area exceeding 10m squared but not exceeding 40m squared: -Assembly and Recreational use	546.00	Y	109.20	655.20	0.0%	0.00	601.00	Y	120.20	721.20	10.1%	66.00
Plan Charge for - Estimated cost exceeding £5,000 up to £25,000	288.00	Y	57.60	345.60	0.0%	0.00	317.00	Y	63.40	380.40	10.1%	34.80
Inspection Charge for - Floor area exceeding 10m squared but not exceeding 40m squared: -Industrial and storage usage	390.00	Y	78.00	468.00	0.0%	0.00	429.00	Y	85.80	514.80	10.0%	46.80

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Plan Charge for - Estimated cost exceeding £25,001 and up to £50,000	288.00	Y	57.60	345.60	0.0%	0.00	317.00	Y	63.40	380.40	10.1%	34.80
Inspection Charge for - Floor area exceeding 10m squared but not exceeding 40m squared: -All other use classes	546.00	Y	109.20	655.20	0.0%	0.00	601.00	Y	120.20	721.20	10.1%	66.00
Plan Charge for - Estimated cost exceeding £25,001 and up to £50,000	360.00	Y	72.00	432.00	0.0%	0.00	396.00	Y	79.20	475.20	10.0%	43.20
Inspection Charge for - Floor area exceeding 40m squared but not exceeding 100m squared: -other residential (institution and Other)	702.00	Y	140.40	842.40	0.0%	0.00	772.00	Y	154.40	926.40	10.0%	84.00
Plan Charge for - Estimated cost exceeding £25,001 and up to £50,000	288.00	Y	57.60	345.60	0.0%	0.00	317.00	Y	63.40	380.40	10.1%	34.80
Inspection Charge for - Floor area exceeding 40m squared but not exceeding 100m squared: -Assembly and Recreational use	624.00	Y	124.80	748.80	0.0%	0.00	686.00	Y	137.20	823.20	9.9%	74.40
Plan Charge for - Estimated cost exceeding £50,001 and up to £75,000	288.00	Y	57.60	345.60	0.0%	0.00	317.00	Y	63.40	380.40	10.1%	34.80
Inspection Charge for - Floor area exceeding 40m squared but not exceeding 100m squared: -Industrial and storage usage	468.00	Y	93.60	561.60	0.0%	0.00	515.00	Y	103.00	618.00	10.0%	56.40
Plan Charge for - Estimated cost exceeding £50,001 and up to £75,000	288.00	Y	57.60	345.60	0.0%	0.00	317.00	Y	63.40	380.40	10.1%	34.80
Inspection Charge for - Floor area exceeding 40m squared but not exceeding 100m squared: -All other use classes	624.00	Y	124.80	748.80	0.0%	0.00	686.00	Y	137.20	823.20	9.9%	74.40
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification. - Any electrical works other than rewiring of a dwelling	317.00	Y	63.40	380.40	0.1%	0.40	349.00	Y	69.80	418.80	10.1%	38.40
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification. - Any electrical works other than rewiring of a dwelling	102.00	Y	20.40	122.40	-0.1%	-0.12	112.00	Y	22.40	134.40	9.8%	12.00
Inspection Charge for - Underpinning: -estimated cost exceeding £50k and up to £100k	306.00	Y	61.20	367.20	-0.1%	-0.39	337.00	Y	67.40	404.40	10.1%	37.20
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification. - Rewiring or new installation in a dwelling	153.00	Y	30.60	183.60	-0.1%	-0.20	168.00	Y	33.60	201.60	9.8%	18.00
Inspection Charge for - Underpinning: -estimated cost exceeding £100k and up to £250k	357.00	Y	71.40	428.40	-0.1%	-0.45	393.00	Y	78.60	471.60	10.1%	43.20
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification. - Rewiring or new installation in a dwelling	108.00	Y	21.60	129.60	0.0%	0.00	119.00	Y	23.80	142.80	10.2%	13.20
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification. - Rewiring or new installation in a dwelling	204.00	Y	40.80	244.80	-0.1%	-0.26	224.00	Y	44.80	268.80	9.8%	24.00
Plan Charge for - Domestic Electrical Works: Additional charge for 'notifiable' electrical works carried out at the same time as the other work categories above. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification.	174.00	Y	34.80	208.80	0.0%	0.00	191.00	Y	38.20	229.20	9.8%	20.40

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Plan Charge for - Domestic Electrical Works: Additional charge for 'notifiable' electrical works carried out at the same time as the other work categories above. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification.	210.00	Y	42.00	252.00	0.0%	0.00	231.00	Y	46.20	277.20	10.0%	25.20
Plan Charge for - Domestic Electrical Works: Additional charge for 'notifiable' electrical works carried out at the same time as the other work categories above. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification.	306.00	Y	61.20	367.20	0.0%	0.00	337.00	Y	67.40	404.40	10.1%	37.20
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work (carried out by a non qualified person) - Any electrical works other than rewiring of a dwelling	156.00	Y	31.20	187.20	0.0%	0.00	172.00	Y	34.40	206.40	10.3%	19.20
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work (carried out by a non qualified person) - Any electrical works other than rewiring of a dwelling	210.00	Y	42.00	252.00	0.0%	0.00	231.00	Y	46.20	277.20	10.0%	25.20
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work (carried out by a non qualified person) - Any electrical works other than rewiring of a dwelling	174.00	Y	34.80	208.80	0.0%	0.00	191.00	Y	38.20	229.20	9.8%	20.40
Inspection Charge for - Alterations not described elsewhere including structural alterations and installation of controlled fittings -estimated cost exceeding £25k and up to £50k	240.00	Y	48.00	288.00	0.0%	0.00	264.00	Y	52.80	316.80	10.0%	28.80
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work (carried out by a non qualified person) - Rewiring or new installation in a dwelling	174.00	Y	34.80	208.80	0.0%	0.00	191.00	Y	38.20	229.20	9.8%	20.40
Inspection Charge for - Alterations not described elsewhere including structural alterations and installation of controlled fittings -estimated cost exceeding £50k and up to £100k	318.00	Y	63.60	381.60	0.0%	0.00	350.00	Y	70.00	420.00	10.1%	38.40
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work (carried out by a non qualified person) - Rewiring or new installation in a dwelling	174.00	Y	34.80	208.80	0.0%	0.00	191.00	Y	38.20	229.20	9.8%	20.40
Inspection Charge for - Alterations not described elsewhere including structural alterations and installation of controlled fittings -estimated cost exceeding £100k and up to £150k	446.00	Y	89.20	535.20	-0.1%	-0.40	491.00	Y	98.20	589.20	10.1%	54.00
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work (carried out by a non qualified person) - Rewiring or new installation in a dwelling	271.00	Y	54.20	325.20	0.0%	0.00	298.00	Y	59.60	357.60	10.0%	32.40
Inspection Charge for - Installation of Mezzanine floor up to 250m squared	496.00	Y	99.20	595.20	0.0%	0.00	546.00	Y	109.20	655.20	10.1%	60.00
Plan Charge for - Domestic Electrical Works: Additional charge for 'notifiable' electrical works carried out at the same time as the other work categories above (carried out by a non qualified person)	174.00	Y	34.80	208.80	0.0%	0.00	191.00	Y	38.20	229.20	9.8%	20.40
Inspection Charge for - office or shop fit out up to 250m squared	343.00	Y	68.60	411.60	0.0%	0.00	377.00	Y	75.40	452.40	9.9%	40.80
Plan Charge for - Domestic Electrical Works: Additional charge for 'notifiable' electrical works carried out at the same time as the other work categories above (carried out by a non qualified person)	294.00	Y	58.80	352.80	0.0%	0.00	323.00	Y	64.60	387.60	9.9%	34.80
Inspection Charge for - office or shop fit out over 250m squared up to 2000m squared	478.00	Y	95.60	573.60	0.0%	0.00	526.00	Y	105.20	631.20	10.0%	57.60
Plan Charge for - Domestic Electrical Works: Additional charge for 'notifiable' electrical works carried out at the same time as the other work categories above (carried out by a non qualified person)	306.00	Y	61.20	367.20	-0.1%	-0.39	337.00	Y	67.40	404.40	10.1%	37.20

Description of Fee	2019/20 Charge (Excl VAT) £	Subject to VAT	VAT £	2019/20 Total (inc VAT) £	2019/20 % Changes	2019/20 £ Changes	2020/21 Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2020/21 % Changes	2020/21 £ Changes
<b>Greater Manchester Ecology Unit</b>												
For the provision of ecological information an administrative charge is levied for any data search undertaken. There are exceptions for academic data searches and landowners or occupiers for SBI information that relates to their land.												
Charge for first hour	100.00	Y	20.00	120.00			100.00	Y	20.00	120.00	0.0%	0.00
Charge for each hour after the first hour	50.00	Y	10.00	60.00			50.00	Y	10.00	60.00	0.0%	0.00
<b>Housing Services/Adaptions</b>												
An Agency Service is provided to disabled people in order to assist them with the application process for a DFG or other grant for adaptation, procurement of works and supervise it on their behalf. The fee is a percentage based upon the value of the works. This is currently 12.5%												
	12.5%	Y		12.5%	0.0%	0.00	12.5%	Y		12.5%	0.0%	0.00
Plan Drawing charge for bathrooms and ramped access	150.00	Y	30.00	180.00			150.00	Y	30.00	180.00	0.0%	0.00
Plan Drawing charge for garage conversions/ single storey extensions	450.00	Y	90.00	540.00			450.00	Y	90.00	540.00	0.0%	0.00
Agency Service fee to provide assistance with the application process, procurement of works and supervise on their behalf for those vulnerable people who qualify for assistance for Staying Put Grant and Home Repair Assistance. This is currently 12.5%												
	12.5%	Y		12.5%			12.5%	Y		12.5%	0.0%	0.00
Agency Service to provide assistance with the procurement of works and supervise on behalf for client for Private Works where applicants fail the Test of Resources or where no grant assistance is available. This is currently 12.5%												
	12.5%	Y		12.5%			12.5%	Y		12.5%	0.0%	0.00
<b>Corporate Landlord</b>												
External Room Hire - Ashton Town Hall - Civic Hall - Weekday	45.00	N	0.00	45.00	0.0%	0.00	45.00	N	0.00	45.00	0.0%	0.00
External Room Hire - Ashton Town Hall - Civic Hall - Evening/Saturday	60.00	N	0.00	60.00	0.0%	0.00	60.00	N	0.00	60.00	0.0%	0.00
External Room Hire - Ashton Town Hall - Civic Hall - Sunday	80.00	N	0.00	80.00	0.0%	0.00	80.00	N	0.00	80.00	0.0%	0.00
External Room Hire - Ashton Town Hall - Medlock Suite - Weekday	30.00	N	0.00	30.00	0.0%	0.00	30.00	N	0.00	30.00	0.0%	0.00
External Room Hire - Ashton Town Hall - Medlock Suite - Evening/Saturday	50.00	N	0.00	50.00	0.0%	0.00	50.00	N	0.00	50.00	0.0%	0.00
External Room Hire - Ashton Town Hall - Medlock Suite - Sunday	70.00	N	0.00	70.00	0.0%	0.00	70.00	N	0.00	70.00	0.0%	0.00
External Room Hire - Ashton Town Hall - Etherow Lounge - Weekday	30.00	N	0.00	30.00	0.0%	0.00	30.00	N	0.00	30.00	0.0%	0.00
External Room Hire - Ashton Town Hall - Etherow Lounge - Evening/Saturday	45.00	N	0.00	45.00	0.0%	0.00	45.00	N	0.00	45.00	0.0%	0.00
External Room Hire - Ashton Town Hall - Etherow Lounge - Sunday	65.00	N	0.00	65.00	0.0%	0.00	65.00	N	0.00	65.00	0.0%	0.00
External Room Hire - Denton Festival Hall - Main Hall - Weekday	35.00	N	0.00	35.00	0.0%	0.00	35.00	N	0.00	35.00	0.0%	0.00
External Room Hire - Denton Festival Hall - Main Hall - Evening/Saturday	45.00	N	0.00	45.00	0.0%	0.00	45.00	N	0.00	45.00	0.0%	0.00
External Room Hire - Denton Festival Hall - Main Hall - Sunday	65.00	N	0.00	65.00	0.0%	0.00	65.00	N	0.00	65.00	0.0%	0.00
External Room Hire - Denton Festival Hall - Community Room - Weekday	25.00	N	0.00	25.00	0.0%	0.00	25.00	N	0.00	25.00	0.0%	0.00
External Room Hire - Denton Festival Hall - Community Room - Evening/Saturday	35.00	N	0.00	35.00	0.0%	0.00	35.00	N	0.00	35.00	0.0%	0.00
External Room Hire - Denton Festival Hall - Community Room - Sunday	60.00	N	0.00	60.00	0.0%	0.00	60.00	N	0.00	60.00	0.0%	0.00
External Room Hire - Denton Festival Hall - Pennine Lounge - Weekday	20.00	N	0.00	20.00	0.0%	0.00	20.00	N	0.00	20.00	0.0%	0.00
External Room Hire - Denton Festival Hall - Pennine Lounge - Evening/Saturday	30.00	N	0.00	30.00	0.0%	0.00	30.00	N	0.00	30.00	0.0%	0.00
External Room Hire - Denton Festival Hall - Pennine Lounge - Sunday	60.00	N	0.00	60.00	0.0%	0.00	60.00	N	0.00	60.00	0.0%	0.00
External Room Hire - Dukinfield Town Hall - Jubilee Hall - Weekday	45.00	N	0.00	45.00	0.0%	0.00	45.00	N	0.00	45.00	0.0%	0.00
External Room Hire - Dukinfield Town Hall - Jubilee Hall - Evening/Saturday	60.00	N	0.00	60.00	0.0%	0.00	60.00	N	0.00	60.00	0.0%	0.00
External Room Hire - Dukinfield Town Hall - Jubilee Hall - Sunday	80.00	N	0.00	80.00	0.0%	0.00	80.00	N	0.00	80.00	0.0%	0.00
External Room Hire - Dukinfield Town Hall - George Hatton or both Lesser Halls (as a single venue) - Weekday	30.00	N	0.00	30.00	0.0%	0.00	30.00	N	0.00	30.00	0.0%	0.00
External Room Hire - Dukinfield Town Hall - George Hatton or both Lesser Halls (as a single venue) - Evening/Saturday	50.00	N	0.00	50.00	0.0%	0.00	50.00	N	0.00	50.00	0.0%	0.00
External Room Hire - Dukinfield Town Hall - George Hatton or both Lesser Halls (as a single venue) - Sunday	70.00	N	0.00	70.00	0.0%	0.00	70.00	N	0.00	70.00	0.0%	0.00

Description of Fee	2019/20			2019/20			2020/21			2020/21		
	Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	% Changes	2019/20 £ Changes	Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	% Changes	2020/21 £ Changes
External Room Hire - Dukinfield Town Hall - Lesser Hall 1, Lesser Hall 2 or the Gallery - Weekday	30.00	N	0.00	30.00	0.0%	0.00	30.00	N	0.00	30.00	0.0%	0.00
External Room Hire - Dukinfield Town Hall - Lesser Hall 1, Lesser Hall 2 or the Gallery - Evening/Saturday	45.00	N	0.00	45.00	0.0%	0.00	45.00	N	0.00	45.00	0.0%	0.00
External Room Hire - Dukinfield Town Hall - Lesser Hall 1, Lesser Hall 2 or the Gallery - Sunday	65.00	N	0.00	65.00	0.0%	0.00	65.00	N	0.00	65.00	0.0%	0.00
External Room Hire - Dukinfield Town Hall - Conference Rooms - Weekday	15.00	N	0.00	15.00	0.0%	0.00	15.00	N	0.00	15.00	0.0%	0.00
External Room Hire - Dukinfield Town Hall - Conference Rooms - Evening/Saturday	30.00	N	0.00	30.00	0.0%	0.00	30.00	N	0.00	30.00	0.0%	0.00
External Room Hire - Dukinfield Town Hall - Conference Rooms - Sunday	45.00	N	0.00	45.00	0.0%	0.00	45.00	N	0.00	45.00	0.0%	0.00
External Room Hire - George Lawton Hall - Main Hall - Weekday	40.00	N	0.00	40.00	0.0%	0.00	40.00	N	0.00	40.00	0.0%	0.00
External Room Hire - George Lawton Hall - Main Hall - Evening/Saturday	60.00	N	0.00	60.00	0.0%	0.00	60.00	N	0.00	60.00	0.0%	0.00
External Room Hire - George Lawton Hall - Main Hall - Sunday	80.00	N	0.00	80.00	0.0%	0.00	80.00	N	0.00	80.00	0.0%	0.00
External Room Hire - George Lawton Hall - Community Room - Weekday	25.00	N	0.00	25.00	0.0%	0.00	25.00	N	0.00	25.00	0.0%	0.00
External Room Hire - George Lawton Hall - Community Room - Evening/Saturday	35.00	N	0.00	35.00	0.0%	0.00	35.00	N	0.00	35.00	0.0%	0.00
External Room Hire - George Lawton Hall - Community Room - Sunday	45.00	N	0.00	45.00	0.0%	0.00	45.00	N	0.00	45.00	0.0%	0.00
External Room Hire - Hyde Town Hall - Hyde Hall - Weekday	40.00	N	0.00	40.00	0.0%	0.00	40.00	N	0.00	40.00	0.0%	0.00
External Room Hire - Hyde Town Hall - Hyde Hall - Evening/Saturday	55.00	N	0.00	55.00	0.0%	0.00	55.00	N	0.00	55.00	0.0%	0.00
External Room Hire - Hyde Town Hall - Hyde Hall - Sunday	75.00	N	0.00	75.00	0.0%	0.00	75.00	N	0.00	75.00	0.0%	0.00
External Room Hire - Hyde Town Hall - Rutherford Suite - Weekday	30.00	N	0.00	30.00	0.0%	0.00	30.00	N	0.00	30.00	0.0%	0.00
External Room Hire - Hyde Town Hall - Rutherford Suite - Evening/Saturday	45.00	N	0.00	45.00	0.0%	0.00	45.00	N	0.00	45.00	0.0%	0.00
External Room Hire - Hyde Town Hall - Rutherford Suite - Sunday	65.00	N	0.00	65.00	0.0%	0.00	65.00	N	0.00	65.00	0.0%	0.00
External Room Hire - Hyde Town Hall - Newton Suite - Weekday	30.00	N	0.00	30.00	0.0%	0.00	30.00	N	0.00	30.00	0.0%	0.00
External Room Hire - Hyde Town Hall - Newton Suite - Evening/Saturday	45.00	N	0.00	45.00	0.0%	0.00	45.00	N	0.00	45.00	0.0%	0.00
External Room Hire - Hyde Town Hall - Newton Suite - Sunday	65.00	N	0.00	65.00	0.0%	0.00	65.00	N	0.00	65.00	0.0%	0.00
External Room Hire - Ryecroft Hall - Ball Room - Evening/Saturday/Sunday	50.00	N	0.00	50.00	0.0%	0.00	50.00	N	0.00	50.00	0.0%	0.00
External Room Hire - Ryecroft Hall - Banquet Room - Evening/Saturday/Sunday	40.00	N	0.00	40.00	0.0%	0.00	40.00	N	0.00	40.00	0.0%	0.00
External Room Hire - Ryecroft Hall - Lounge - Evening/Saturday/Sunday	40.00	N	0.00	40.00	0.0%	0.00	40.00	N	0.00	40.00	0.0%	0.00
External Room Hire - Ryecroft Hall - Conference Room (ceremonies) - Evening/Saturday/Sunday	50.00	N	0.00	50.00	0.0%	0.00	50.00	N	0.00	50.00	0.0%	0.00
External Room Hire - Stalybridge Civic Hall - DA Room - Weekday	30.00	N	0.00	30.00	0.0%	0.00	30.00	N	0.00	30.00	0.0%	0.00
External Room Hire - Stalybridge Civic Hall - DA Room - Evening/Saturday	45.00	N	0.00	45.00	0.0%	0.00	45.00	N	0.00	45.00	0.0%	0.00
External Room Hire - Stalybridge Civic Hall - DA Room - Sunday	65.00	N	0.00	65.00	0.0%	0.00	65.00	N	0.00	65.00	0.0%	0.00
External Room Hire - Stalybridge Civic Hall - Community Rooms - Weekday	30.00	N	0.00	30.00	0.0%	0.00	30.00	N	0.00	30.00	0.0%	0.00
External Room Hire - Stalybridge Civic Hall - Community Rooms - Evening/Saturday	45.00	N	0.00	45.00	0.0%	0.00	45.00	N	0.00	45.00	0.0%	0.00
External Room Hire - Stalybridge Civic Hall - Community Rooms - Sunday	65.00	N	0.00	65.00	0.0%	0.00	65.00	N	0.00	65.00	0.0%	0.00
External Room Hire - Stalybridge Civic Hall - Victoria Market Hall - Weekday	40.00	N	0.00	40.00	0.0%	0.00	40.00	N	0.00	40.00	0.0%	0.00
External Room Hire - Stalybridge Civic Hall - Victoria Market Hall - Evening/Saturday	55.00	N	0.00	55.00	0.0%	0.00	55.00	N	0.00	55.00	0.0%	0.00
External Room Hire - Stalybridge Civic Hall - Victoria Market Hall - Sunday	75.00	N	0.00	75.00	0.0%	0.00	75.00	N	0.00	75.00	0.0%	0.00
External Room Hire - Stamford Park or Dukinfield Park - Function Room - Weekday	25.00	N	0.00	25.00	0.0%	0.00	25.00	N	0.00	25.00	0.0%	0.00
External Room Hire - Stamford Park or Dukinfield Park - Function Room - Weekend	25.00	N	0.00	25.00	0.0%	0.00	25.00	N	0.00	25.00	0.0%	0.00
<b>PSC</b>												
Pupil Meal	2.30	N	0.00	2.30	2.2%	0.05	will be reviewed ↓	N	0.00			
Adult Meal	3.40	Y	0.68	4.08	4.0%	0.13	will be reviewed ↓	N	0.00			

Description of Fee	2019/20	Subject to VAT	VAT £	2019/20	2019/20 % Changes	2019/20 £ Changes	2020/21	Subject to VAT	VAT £	2020/21	2020/21 % Changes	2020/21 £ Changes
	Charge (Excl VAT) £			Total (inc VAT) £			Proposed Charge (Excl VAT) £			Total (inc VAT) £		

**Governance**

**Registrars**

Approved Premises Marriage fees	304.50	N	0.00	304.50	0.2%	0.50	312.11	N	0.00	312.11	2.5%	7.61
Private Citizenship ceremony	102.50	N	0.00	102.50	0.0%	0.00	105.06	N	0.00	105.06	2.5%	2.56
Postage	2.00	N	0.00	2.00	0.0%	0.00	2.00	N	0.00	2.00	0.0%	0.00
S38/S106/S278 Legal Fees	0.00	N	0.00	0.00	0.0%	0.00	0.00	N	0.00	0.00	0.0%	0.00
SR certificate	11.00	N	0.00	11.00	0.0%	0.00	11.00	N	0.00	11.00	0.0%	0.00
Registrar certificate	11.00	N	0.00	11.00	0.0%	0.00	11.00	N	0.00	11.00	0.0%	0.00
Registrar certificate (after reg)	11.00	N	0.00	11.00	0.0%	0.00	11.00	N	0.00	11.00	0.0%	0.00
SR fee attend housbound marriage notice	47.00	N	0.00	47.00	0.0%	0.00	47.00	N	0.00	47.00	0.0%	0.00
SR notice of marriage	35.00	N	0.00	35.00	0.0%	0.00	35.00	N	0.00	35.00	0.0%	0.00
SR notice for RG licence	3.00	N	0.00	3.00	0.0%	0.00	3.00	N	0.00	3.00	0.0%	0.00
Attending marriage housbound	84.00	N	0.00	84.00	0.0%	0.00	84.00	N	0.00	84.00	0.0%	0.00
Attending marriage by Registrar at housebound	84.00	N	0.00	84.00	0.0%	0.00	84.00	N	0.00	84.00	0.0%	0.00
Attending marriage RO	46.00	N	0.00	46.00	0.0%	0.00	46.00	N	0.00	46.00	0.0%	0.00
Attending marriage at registered building	84.00	N	0.00	84.00	0.0%	0.00	84.00	N	0.00	84.00	0.0%	0.00
Certification of place of meeting for religious worship	29.00	N	0.00	29.00	0.0%	0.00	29.00	N	0.00	29.00	0.0%	0.00
Registration of a building for the solemnization of marriages (man and woman)	123.00	N	0.00	123.00	0.0%	0.00	123.00	N	0.00	123.00	0.0%	0.00
Registration of a building for the solemnization of marriages - building previously registered(same sex)	64.00	N	0.00	64.00	0.0%	0.00	64.00	N	0.00	64.00	0.0%	0.00
Registration of a building for the solemnization of marriages of man and woman (building not previously registered for solemnization of marriage between same sex couples)	123.00	N	0.00	123.00	0.0%	0.00	123.00	N	0.00	123.00	0.0%	0.00
Registration of a building for the solemnization of marriages of man and woman (building previously registered for solemnization of marriage between same sex couples)	64.00	N	0.00	64.00	0.0%	0.00	64.00	N	0.00	64.00	0.0%	0.00
Consideration by SR of a divorce obtained outside of the British Isles	50.00	N	0.00	50.00	0.0%	0.00	50.00	N	0.00	50.00	0.0%	0.00
Consideration by RG of a divorce obtained outside of the British Isles (payable to GRO LA % triage fee)	75.00	N	0.00	75.00	0.0%	0.00	75.00	N	0.00	75.00	0.0%	0.00
Conversion of a CP into a marriage completing declaration	27.00	N	0.00	27.00	0.0%	0.00	27.00	N	0.00	27.00	0.0%	0.00
Conversion of a CP into a marriage in a religious building registered for the marriage of same sex couples	91.00	N	0.00	91.00	0.0%	0.00	91.00	N	0.00	91.00	0.0%	0.00
Change forename added within 12 months of registration	40.00	N	0.00	40.00	0.0%	0.00	40.00	N	0.00	40.00	0.0%	0.00
Consideration fee by Registrar/SR for a correction	75.00	N	0.00	75.00	0.0%	0.00	75.00	N	0.00	75.00	0.0%	0.00
Consideration fee by RG for a correction payable to GRO LA % triage fee	90.00	N	0.00	90.00	0.0%	0.00	90.00	N	0.00	90.00	0.0%	0.00

Description of Fee	2019/20			2019/20			2020/21			2020/21			
	Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	% Changes	£ Changes	Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	% Changes	£ Changes	
<b>Legal Services</b>													
Property Fees		N	0.00	0.00				N	0.00	0.00		0.00	
<b>Exchequer</b>													
Cost of Summons/Liability Order - CTAX	Increases subject to court agreement						Increases subject to court agreement						0.00
Cost of Summons/Liability Order - NNDR	Increases subject to court agreement						Increases subject to court agreement						0.00
Deputyship Fee (greater than 16k assets) - Set up fee	775.00	N	0.00	775.00			775.00	N	0.00	775.00	0.0%	0.00	
Deputyship Fee (greater than 16k assets) - annual cost after year one	650.00	N	0.00	650.00			650.00	N	0.00	650.00	0.0%	0.00	
Deputyship Fee - Office of the Public Guardian (OPG) annual report - one off if requested	216.00	N	0.00	216.00			216.00	N	0.00	216.00	0.0%	0.00	
Deputyship Fee (less than 16k assets) cannot charge greater than 3.5% of net assets	various	N	0.00				various	N	0.00			0.00	
Appointeeship Fee - per quarter	90.02	N	0.00	90.02	2.5%	2.20	92.27	N	0.00	92.27	2.5%	2.25	
County Court Fees	various	N	0.00				various	N	0.00				

Description of Fee	2019/20			2019/20			2020/21			2020/21		
	Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	% Changes	2019/20 £	Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	% Changes	2020/21 £
<b>Adult Services</b>												
DAY CARE MEALS - per day	3.17	N	0.00	3.17	2.5%	0.08	3.25	N	0.00	3.25	2.5%	0.08
DAYCARE DRINKS - per day	0.98	N	0.00	0.98	2.5%	0.02	1.01	N	0.00	1.01	2.5%	0.02
DAYCARE ATTENDANCE - per day	2.57	N	0.00	2.57	2.5%	0.06	2.64	N	0.00	2.64	2.5%	0.06
DAYCARE TRANSPORT - each week	1.80	N	0.00	1.80	2.5%	0.04	1.85	N	0.00	1.85	2.5%	0.05
LUNCHEON CLUBS - per day		N	0.00	0.00		0.00		N	0.00	0.00		0.00
COMMUNITY ALARMS - per week	6.49	N	0.00	6.49	2.5%	0.16	6.65	N	0.00	6.65	2.5%	0.16
RESPIRE CARE – CUMBERLAND ST - per night	11.62	N	0.00	11.62	2.5%	0.28	11.91	N	0.00	11.91	2.5%	0.29
HEMECARE - per hour	14.24	N	0.00	14.24	2.5%	0.35	14.59	N	0.00	14.59	2.5%	0.36
HEMECARE - per half hour		N	0.00	0.00		0.00		N	0.00	0.00		0.00
HEMECARE - sleep in	50.20	N	0.00	50.20	2.5%	1.22	51.46	N	0.00	51.46	2.5%	1.26
HEMECARE - Night Sit	85.36	N	0.00	85.36	2.5%	2.08	87.50	N	0.00	87.50	2.5%	2.13
MAXIMUM CHARGE - Maximum weekly charge for non-residential services	451.22	N	0.00	451.22	2.5%	11.01	462.50	N	0.00	462.50	2.5%	11.28
SHARED LIVES - RESPIRE - per night	46.70	N	0.00	46.70	2.5%	1.14	47.87	N	0.00	47.87	2.5%	1.17
SHARED LIVES - LONG TERM - per week	415.68	N	0.00	415.68	2.5%	10.14	426.07	N	0.00	426.07	2.5%	10.39
SHARED LIVES - DAY SUPPORT - per 5 hrs of part thereof	36.18	N	0.00	36.18	2.5%	0.88	37.09	N	0.00	37.09	2.5%	0.90
<b>RESIDENTIAL CARE</b>												
Residential & Dementia - standard	511.78	N	0.00	511.78	3.2%	15.78	511.78	N	0.00	511.78	0.0%	0.00
Residential & Dementia - enhanced	546.70	N	0.00	546.70	3.5%	18.50	546.70	N	0.00	546.70	0.0%	0.00
Residential - shared		N	0.00	0.00	-100.0%	-441.60		N	0.00	0.00		0.00
Specialist dementia - standard	554.77	N	0.00	554.77	3.1%	16.77	554.77	N	0.00	554.77	0.0%	0.00
Specialist dementia - enhanced	592.70	N	0.00	592.70	3.5%	19.80	592.70	N	0.00	592.70	0.0%	0.00
Nursing - standard	699.33	N	0.00	699.33	3.9%	26.22	699.33	N	0.00	699.33	0.0%	0.00
Nursing - enhanced	747.90	N	0.00	747.90	4.4%	31.29	747.90	N	0.00	747.90	0.0%	0.00
Nursing - shared		N	0.00	0.00	-100.0%	-586.16		N	0.00	0.00		0.00
Nursing & demnetia - standard	741.47	N	0.00	741.47	3.5%	25.36	741.47	N	0.00	741.47	0.0%	0.00
Nursing & dementia - enhanced	792.80	N	0.00	792.80	4.0%	30.39	792.80	N	0.00	792.80	0.0%	0.00
RESIDENTIAL PROPERTY RENT		N	0.00	0.00		0.00		N	0.00	0.00		0.00
<b>DIRECT PAYMENTS</b>												
Personal assistant	11.37	N	0.00	11.37	2.5%	0.28	11.65	N	0.00	11.65	2.5%	0.28
Provider	17.60	N	0.00	17.60	19.2%	2.83	17.60	N	0.00	17.60	0.0%	0.00
Sleep in	59.27	N	0.00	59.27	2.5%	1.45	60.75	N	0.00	60.75	2.5%	1.48
Night sit	100.73	N	0.00	100.73	2.5%	2.46	103.24	N	0.00	103.24	2.5%	2.52
Respite- weekly rate	445.03	N	0.00	445.03	2.5%	10.85	456.16	N	0.00	456.16	2.5%	11.13
Managed Account	29.42	N	0.00	29.42	2.5%	0.72	30.15	N	0.00	30.15	2.5%	0.74
Day care	32.15	N	0.00	32.15	2.5%	0.78	32.96	N	0.00	32.96	2.5%	0.80

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# Agenda Item 8

## DEMOCRATIC PROCESSES WORKING GROUP

17 February 2020

Commenced: 4.00pm

Terminated: 5.05pm

**Present:** Councillors Cooney (In the Chair), Billington, Fairfoull, J. Fitzpatrick, Ryan and Warrington.

**Apologies:** Councillors Feeley, Kitchen, Reid, M Smith and Ward.

### 9. MINUTES OF PREVIOUS MEETING

#### RESOLVED:

That the minutes of the meeting of the Working Group held on 30 September 2020 be approved as a correct record.

### 10. 2019 GENERAL ELECTION

Consideration was given to a report of the Director (Governance and Pensions), which outlined the administrative issues which arose during the 2019 General Election. It was explained that although there had been speculation for some time the General Election had been called with minimum legal notice. It was also explained that much of the planning and preparatory work had been undertaken during the annual canvass of electors.

- Members considered the following matters:
- Communications;
- Nominations process;
- Polling Stations;
- Postal Votes;
- Campaign issues; and
- Arrangements for the Count.

#### RESOLVED:

- (i) That the update be noted;
- (ii) That all staff who worked on the elections be thanked for their contribution to the efficient running of the elections and their contribution to the democratic process.

### 11. 2020 ELECTIONS

Consideration was given to a report of the Director (Governance and Pensions), which updated Members on the statutory timetable for the 7 May 2020 Combined Borough Council and GM Mayoral Election and the on-going arrangements for the elections.

It was explained that delivery of nominations papers for the Borough Council elections would be from the day after the publication of the Notice of Election, which would be published on 31 March until 4pm on Wednesday 8 April 2020.

Members considered the most appropriate venue in which to administer the elections, including where to undertake the nominations process, postal vote processing and arrangements for the Count.

With regard to postal votes Members considered whether postal votes should be dispatched as combined pack, if so the dispatch date would have to be 23 April 2020.

The Working Group also considered the arrangements for polling stations. A request had been received to move the polling station for St Peters 5 polling district from St Stephen's Primary School to St Stephens Church in order to enable the more efficient running of the school and enable them to stay open.

The Count for the Local Elections is normally held at Dukinfield Town Hall and it is proposed that this should continue to be the case. Also, as is normally the case, it is intended to begin the verification and count immediately after close of poll at 10.00pm.

Verification of both ballot papers will be undertaken at Dukinfield Town Hall and will commence immediately following the close of poll at 10pm. The verification will be conducted on a ward basis and will be undertaken for both elections at the same time. Following verification GM Mayoral ballot papers will be securely stored and the counting of votes for the Borough Council elections will begin immediately.

The Borough Election count will be completed on Thursday night / Friday morning. With regard to the GM Mayoral election following verification these ballot papers will be securely stored and transported to Manchester Conference Centre (formerly GMEX). As Friday 8 May is a Bank Holiday it is intended to count the GM Mayoral Election ballot papers on Saturday 9 May, with the Count starting at 11am.

The count will also be conducted on a ward basis. The count will take the form of the counting of first preference votes and, unless a candidate receives more than 50% of first preference votes then for the candidates remaining in the contest the second preference votes must be counted. If a second count does take place this is likely to take less time than the first count due to the reduced number of candidates remaining in the contest and the need to only count the second preference votes of voters whose first preference votes were cast for an eliminated candidate.

**RESOLVED:**

- (i) Note the timetable for 2020 Combined Borough Council and GM Mayoral Election (see Appendix 1);**
- (ii) Consider the arrangements for postal vote dispatch and the timetable for postal vote opening;**
- (iii) Note that all polling stations with more than 1750 polling station electors will be double polling stations;**
- (iv) Recommend to Council the change the polling station for STP5;**
- (v) Note that the arrangements for verification and counting of vote.**

**12. LOCAL GOVERNMENT BOUNDARY REVIEW**

The Working Group considered the next steps following the presentation to all Members by the Local Government Boundary Commission for England. Members were informed that Officers were preparing information for consideration by Members prior to any submission being made to the Boundary Commission. It was suggested that the Working Group should consider the information and determine the Council's approach to making a submission to the Commission, subject to any approval required by Council.

**RESOLVED:**

**That the Working Group consider information prior to June deadline to determine the approach the Council should take to making a submission to the Boundary Commission.**

### **13. ELECTORAL COMMISSION BULLETINS**

Consideration was given to a report of the Executive Director (Governance and Pensions) that provided Members with recent copies of the Electoral Commission news bulletin, which set out current issues affecting the democratic framework for local government.

**RESOLVED:**

**That the report be noted.**

**CHAIR**

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# Agenda Item 11

<b>Report To:</b>	<b>COUNCIL</b>
<b>Date:</b>	<b>25 February 2020</b>
<b>Executive Member / Reporting Officer:</b>	Cllr Brenda Warrington, Executive Leader Steven Pleasant, Chief Executive
<b>Subject:</b>	<b>CALENDAR OF MEETINGS 2020/21 AND 2021/22/2019</b>
<b>Report Summary:</b>	<p>Attached is a draft of the Calendar of Meetings for 2018/2019 Municipal Year.</p> <p>The calendar has been produced for a two year period to give Members more advance notification of meetings and each year the two year rolling programme will be updated at Annual Council.</p> <p>The final Calendar of Meetings for 2020/21 and 2021/22 will be submitted to the Annual Meeting of Council. Any suggested changes to the Calendar should be submitted to Robert Landon prior to the publication of the agenda and reports for Annual Council.</p>
<b>Recommendations:</b>	That Members note the draft Calendar of Meetings for the 2020/21 and 2021/22 Municipal Year.
<b>Links to Community Strategy:</b>	The Constitution and democratic framework provides an effective framework for implementing the Community Strategy.
<b>Policy Implications:</b>	There are no policy implications.
<b>Financial Implications: (Authorised by the Section 151 Officer)</b>	There are no budgetary implications.
<b>Legal Implications: (Authorised by the Borough Solicitor)</b>	Achieves compliance with Procedural Standing Orders.
<b>Risk Management:</b>	Publication of the Meetings Calendar allows for transparent and inclusive decision-making and complies with the Freedom of Information Act 2000.
<b>Access to Information</b>	<p>The background papers relating to this report can be inspected by contacting Robert Landon, Head of Democratic Services by:</p> <p> phone: 0161 342 2146</p> <p> e-mail: <a href="mailto:robert.landon@tameside.gov.uk">robert.landon@tameside.gov.uk</a></p>

**DRAFT CALENDAR OF MEETINGS 2020/21 AND 2021/2022 MUNICIPAL YEARS**

<b>MEETINGS</b>	<b>DATE/TIME</b>						
<b>Council</b>	<b>Tuesday 5.00pm</b>	26 May 2020	21 July 2020	6 October 2020	8 December 2020		23 February 2021
		25 May 2021	20 July 2021	5 October 2021	7 December 2021		21 February 2022
<b>Board</b>	<b>Wednesday 10.00am</b>	3 June 2020	8 July 2020	5 August 2020	2 September 2020	7 October 2020	4 November 2020
		2 December 2020	6 January 2021	3 February 2021	3 March 2021	7 April 2021	2 June 2021
		7 July 2021	4 August 2021	1 September 2021	6 October 2021	3 November 2021	1 December 2021
		5 January 2022	1 February 2022	2 March 2022	6 April 2022		
<b>Executive Cabinet</b>	<b>Wednesday 1.00pm</b>	24 June 2020	29 July 2020	26 August 2020	30 September 2020	28 October 2020	25 November 2020
		16 December 2020	27 January 2021	10 February 2021 (Jt meeting with Overview Panel)	24 March 2021	28 April 2021	23 June 2021
		28 July 2021	25 August 2021	29 September 2021	27 October 2021	24 November 2021	15 December 2021
		26 January 2022	9 February 2022	28 March 2022	27 April 2022		
<b>Strategic Commissioning Board</b>	<b>Wednesday 1.00pm</b>	24 June 2020	29 July 2020	26 August 2020	30 September 2020	28 October 2020	25 November 2020
		16 December 2020	27 January 2021	10 February 2021	24 March 2021	28 April 2021	23 June 2021
		28 July 2021	25 August 2021	29 September 2021	27 October 2021	24 November 2021	15 December 2021
		26 January 2022	9 February 2022	28 March 2022	27 April 2022		
<b>Overview Panel</b>	<b>Monday 2.00pm</b>	27 July 2020	7 September 2020	23 November 2020	10 February 2021 (Jt meeting with Executive Cabinet)		
		26 July 2021	27 September 2021	22 November 2021	9 February 2022 (Jt meeting with Executive Cabinet)		
<b>Audit Panel</b>	<b>Tuesday 2.00pm</b>	9 June 2020	28 July 2020	10 November 2021	16 March 2021		
		8 June 2021	26 July 2021	9 November 2021	13 March 2022		
<b>Planning Committee</b>	<b>Wednesday 10.00am</b>	27 May 2020	17 June 2020	22 July 2020	23 September 2020	21 October 2020	18 November 2020
		16 December 2020	20 January 2021	24 February 2021	17 March 2021	21 April 2021	19 May 2021
		16 June 2021	21 July 2021	15 September 2021	20 October 2021	17 November 2021	15 December 2021
		19 January 2022	15 February 2022	21 March 2022	20 April 2022		
<b>Liquor Licensing Panel</b>	<b>Monday 10.00am</b>	1 June 2020	2 July 2018	3 August 2020	7 September 2020	5 October 2020	2 November 2020

		7 December 2020	11 January 2021	8 February 2021	8 March 2021	12 April 2021	
		7 June 2021	5 July 2021	2 August 2021	6 September 2021	4 October 2021	1 November 2021
		6 December 2021	10 January 2022	7 February 2022	5 March 2022	4 April 2022	
<b>Licensing Panel</b>	<b>Tuesday 10.00am</b>	8 June 2020	20 July 2020	14 September 2020	16 November 2020	18 January 2021	15 March 2021
		14 June 2021	19 July 2021	20 September 2021	15 November 2021	17 January 2022	12 March 2022
<b>Scrutiny Panels:</b>							
<b>Place and External Relations</b>	<b>Tuesday at 6.00pm</b>	9 June 2020	28 July 2020	15 September 2020	3 November 2020	12 January 2021	9 March 2021
		8 June 2021	27 July 2021	7 September 2021	2 November 2021	11 January 2022	6 March 2022
<b>Integrated Care and Wellbeing</b>	<b>Thursday at 6.00pm</b>	11 June 2020	30 July 2020	10 September 2020	5 November 2020	16 January 2021	11 March 2021
		10 June 2021	29 July 2021	9 September 2021	4 November 2021	13 January 2022	8 March 2022
<b>Other Panels and Working Groups:</b>							
<b>Standards Committee</b>	<b>Tuesday 4.00pm</b>		1 September 2020	3 November 2020	6 April 2020		
			14 September 2021	2 November 2021	27 March 2022		
<b>Strategic Planning and Capital Monitoring Panel</b>	<b>Monday 2.00pm</b>	9 July 2018	3 September 2018	26 November 2018	11 March 2019		
		8 July 2019	2 September 2020	25 November 2019	9 March 2020		
<b>Democratic Processes Working Group</b>	<b>Monday 4.00pm</b>	6 July 2020	28 September 2020	14 December 2020	22 February 2021		
		5 July 2021	27 September 2021	13 December 2021	20 February 2022		
<b>Carbon and Waste Reduction Panel</b>	<b>WEDNESDAY 4.00pm</b>	8 July 2020	9 September 2020	29 November 2018	18 March 2021		
		24 June 2021	16 September 2021	18 November 2021	15 March 2022		
<b>Health and Wellbeing Board</b>	<b>Thursday at 10.00am</b>	25 June 2020	17 September 2020	12 November 2020	21 January 2021	18 March 2021	
		17 June 2021	16 September 2021	18 November 2021	20 January 2021	15 March 2022	
<b>Education Attainment Board</b>	<b>Tuesday at 3.30pm</b>	23 June 2020	20 October 2020	12 January 2020	16 March 2021		
		22 June 2021	19 October 2021	18 January 2022	13 March 2022		
<b>Corporate Parenting Board</b>	<b>Tuesday 5pm</b>	9 June 2020	13 October 2020	15 December 2020			
		15 June 2021	12 October 2021	14 December 2021			
<b>STRATEGIC NEIGHBOURHOOD FORUMS</b>							
<b>NORTH (Ashton)</b>	<b>Tuesday at 6.30pm</b>	23 June 2020	13 October 2020	19 January 2021	23 March 2021		
		22 June 2021	26 October 2021	18 January 2022	27 March 2022		
<b>SOUTH (Hyde/Longdendale)</b>	<b>Monday at 6.30pm</b>	22 June 2018	12 October 2020	18 January 2021	22 March 2021		

		21 June 2021	25 October 2021	17 January 2022	26 March 2022		
<b>EAST (Dukinfield/Mossley /Stalybridge)</b>	<b>Wednesday at 6.30pm</b>	24 June 2020	14 October 2020	20 January 2021	21 March 2021		
		23 June 2021	27 October 2021	19 January 2022	28 March 2022		
<b>WEST (Audenshaw/Denton Droylsden)</b>	<b>Thursday at 6.30pm</b>	25 June 2020	15 October 2020	21 January 2021	25 March 2021		
		24 June 2021	28 October 2021	20 January 2022	29 March 2022		

**GMPF MEETINGS 2020/21 & 2021/22**  
 (All meetings held at Guardsman Tony Downes House, Droylsden)

<b>Pension Fund and Working Groups calendar dates:</b>					
<b>Pension Fund Panel</b> (Conference Rooms 1 & 2)	<b>Friday</b> <b>10.00am</b>	<b>17 July 2020</b>	<b>18 Sept 2020</b>	<b>11 Dec 2020</b>	<b>19 Mar 2021</b>
		<b>16 July 2021</b>	<b>17 Sept 2021</b>	<b>10 Dec 2021</b>	<b>18 Mar 2022</b>
<b>Policy &amp; Development</b> (Conference Room 1)	<b>Thursday</b> <b>11.00am</b>	<b>25 June 2020</b>	<b>3 Sept 2020</b>	<b>26 Nov 2020</b>	<b>4 Mar 2021</b>
		<b>24 June 2021</b>	<b>2 Sept 2021</b>	<b>25 Nov 2021</b>	<b>3 Mar 2022</b>
<b>Investment Monitoring &amp; ESG</b> (Conference Room 1)	<b>Friday</b> <b>9.00am</b>	<b>31 July 2020</b>	<b>2 Oct 2020</b>	<b>22 Jan 2021</b>	<b>16 April 2021</b>
		<b>30 July 2021</b>	<b>1 Oct 2021</b>	<b>21 Jan 2022</b>	<b>8 April 2022</b>
<b>Administration &amp; Employer Funding Viability</b> (Conference Room 1)	<b>Friday</b> <b>11.00am</b>	<b>31 July 2020</b>	<b>2 Oct 2020</b>	<b>22 Jan 2021</b>	<b>16 April 2021</b>
		<b>30 July 2021</b>	<b>1 Oct 2021</b>	<b>21 Jan 2022</b>	<b>8 April 2022</b>
<b>Local Pensions Board</b> (Boardroom)	<b>Thursday</b> <b>3.00pm</b>	<b>30 July 2020</b>	<b>15 Oct 2020</b>	<b>14 Jan 2021</b>	<b>8 April 2021</b>
		<b>29 July 2021</b>	<b>14 Oct 2021</b>	<b>13 Jan 2022</b>	<b>7 April 2022</b>

<b>*Northern LGPS Joint Cttee (Conference Room 1)</b>	<b>Thursday 11.00am</b>	<b>9 July 2020</b>	<b>1 Oct 2020</b>	<b>4 Feb 2021</b>	<b>15 April 2021</b>
		<b>8 July 2021</b>	<b>7 Oct 2021</b>	<b>3 Feb 2022</b>	<b>14 April 2022</b>