

EXECUTIVE CABINET

Day: Wednesday
Date: 26 June 2019
Time: 2.00 pm
Place: Committee Room 2, Tameside One, Market Square, Ashton-Under-Lyne, OL6 6BH

Item No.	AGENDA	Page No
1.	APOLOGIES FOR ABSENCE To receive any apologies for the meeting from Members of the Executive Cabinet.	
2.	DECLARATIONS OF INTEREST To receive any declarations of interest from Members of Executive Cabinet.	
3.	URGENT ITEMS To consider any additional items the Chair is of the opinion shall be dealt with as a matter of urgency.	
4.	ITEMS FOR EXCLUSION OF PUBLIC AND PRESS To determine any items on the agenda, if any, where the public are to be excluded from the meeting	
5.	MINUTES	
a)	EXECUTIVE CABINET To consider the minutes of the Executive Cabinet meeting held on 24 April 2019.	1 - 8
b)	STRATEGIC COMMISSIONING BOARD To receive the minutes of the Strategic Commissioning Board meeting held on 24 April 2019.	9 - 14
c)	ENFORCEMENT CO-ORDINATION PANEL To receive the minutes of the Enforcement Co-ordination Panel meeting held on 17 April 2019 and the following recommendations to be agreed: Consideration was given to a report of the Head of Legal detailing a review of Regulation of Investigatory Powers legislation and guidance which, sought a recommendation to Cabinet that the revised Policy and guidance be adopted. .	15 - 22
	Recommendation: (i) That Cabinet be recommended to accept the revised policy.	

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	<p>The report can be viewed via the following link: http://tameside.moderngov.co.uk/documents/s57995/Draft%20RIPA%20Policy%20Procedure.pdf</p>	
d)	<p>GREATER MANCHESTER COMBINED AUTHORITY</p> <p>To receive the minutes of the Greater Manchester Combined Authority meeting held on 31 May 2019.</p>	23 - 36
6.	<p>RECOMMENDATIONS OF STRATEGIC COMMISSIONING BOARD</p> <p>To receive any recommendations made by the Strategic Commissioning Board previously considered at the earlier meeting at 1pm on 26 June 2019 in relation to the following:</p>	
a)	<p>ONE EQUALITY SCHEME ANNUAL REVIEW 2019</p> <p>To consider the attached report of the Executive Leader / Executive Member (Lifelong Learning, Culture and Heritage) / Assistant Director of Policy, Performance and Communications.</p>	37 - 72
7.	<p>CORPORATE RESOURCES ITEMS</p>	
a)	<p>2018/19 REVENUE OUTTURN REPORT</p> <p>To consider the attached report of the Executive Member (Finance and Economic Growth) and Director of Finance.</p>	73 - 124
b)	<p>CAPITAL OUTTURN 2018/19</p> <p>To consider the attached report of the Executive Member (Finance and Economic Growth) and Director of Finance.</p>	125 - 160
8.	<p>SERVICE OPERATION ITEMS</p>	
a)	<p>COOPERATIVE COUNCILS</p> <p>To consider the attached report of the Executive Leader / Assistant Director of Policy, Performance and Communications.</p>	161 - 170
b)	<p>CHARGING FOR PRE-APPLICATION ADVICE</p> <p>To consider the attached report of the Executive Member (Housing, Planning & Employment) / Director of Growth.</p>	171 - 180
c)	<p>REVIEW OF THE LEP</p> <p>To consider the attached report of the Executive Member (Finance and Economic Growth) / Director of Growth / Assistant Director of Finance.</p>	181 - 192
d)	<p>CAREERS SUPPORT SERVICE CONTRACT</p> <p>To consider the attached report of the Deputy Executive Leader & Executive Member (Children's & Families) / Director of Growth.</p>	193 - 204
e)	<p>STAMFORD PARK CONSERVATORY</p> <p>To consider the attached report of the Executive Member (Neighbourhoods, Community Safety & Environment) / Assistant Director of Operations &</p>	205 - 212

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

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Neighbourhoods.

- f) **PLOTS A & B HATTERSLEY INDUSTRIAL ESTATE, STOCKPORT ROAD, HATTERSLEY** 213 - 218

To consider the attached report of the Executive Member (Housing, Planning and Employment) / Director of Growth.

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EXECUTIVE CABINET

24 April 2019

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

In Attendance:	Steven Pleasant	Chief Executive
	Sandra Stewart	Director of Governance & Pensions
	Kathy Roe	Director of Finance
	Richard Hancock	Director of Children's Services
	Stephanie Butterworth	Director of Adult Services
	Ian Saxon	Director of Operations & Neighbourhoods
	Jayne Traverse	Director of Growth
	Alan Dow	Chair of NHS CCG Tameside & Glossop
	Tom Wilkinson	Assistant Director (Finance)

Apologies Councillor Gwynne

107 DECLARATIONS OF INTEREST

There were no declarations of interest.

108 EXECUTIVE CABINET

Consideration was given to the minutes of the meeting of Executive held on 27 March 2019.

RESOLVED

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

109 STRATEGIC COMMISSIONING BOARD

Consideration was given to the Minutes of the Strategic Commissioning Board meeting held on 27 March 2019.

RESOLVED

That the Minutes of the Strategic Commissioning Board held on 27 March 2019 be received.

110 GREATER MANCHESTER COMBINED AUTHORITY

Consideration was given to a report of the Executive Leader and Chief Executive, which informed Members of the issues considered at recent Greater Manchester Combined Authority meetings.

RESOLVED

That the content of the report be noted.

111 REVENUE BUDGET MONITORING 2018/19 PERIOD 10

Consideration was given to a report of the Director of Finance which stated that as at 28 February 2019 the Integrated Commissioning Fund was forecasting a net spend of £584.602M against an approved net budget of £584.626M, with a small underspend of £24,000. This forecast was a slightly improved position from the previous month but masked significant pressures in a number of areas including Continuing Healthcare, Growth, Operations and Neighbourhoods and in particular unprecedented levels of demand in Children's Social Care which continued to forecast expenditure to be almost £8M in excess of budget. Further details were provided in **Appendix 1** to the report.

In particular the Director of Finance made reference to a proposal from Active Tameside to set up a new defined contribution pension scheme for new employees in order to reduce future costs. Current Active Tameside staff would be unaffected and would remain with the Greater Manchester Pension Fund on the same terms and conditions. However, new employees would be enrolled on the Peoples Pension. Members were therefore recommended to approve the variation of an admission agreement with the Greater Manchester Pension Fund in order to close the Fund for new employees and reduce costs over the longer term and allow Active Tameside to remain financially sustainable.

Members were also advised that at the meeting held on 23 January 2019 Executive Cabinet considered a report relating to a review of sport and leisure provision within the Borough including the current financial position of Active Tameside together with interventions that had been implemented to improve and support the ongoing sustainability and performance of the organisation. The annual management fee payable to Active Tameside by the Council was currently payable in four equal instalments as an advance payment on the first day of each financial year quarter commencing 1 April 2019 and the first quarter (25%) of the 2019/20 management fee was paid on 1 April 2019. In order to provide continued support to the financial standing and associated cashflow of Active Tameside, Members were recommended to approve the payment of the remaining balance of the approved 2019/20 annual management fee (75%), £1,052,250, by 30 April 2019.

Members were also recommended to approve the payment of the total annual management fee value in subsequent financial years as an advance payment on 1 April 2020/21 and 2021/22. This arrangement would be reviewed alongside the new business case that would cover the period 2022/23 to 2023/24.

RESOLVED

- (i) That the significant level of savings required during 2018/19 to deliver a balanced recurrent economy budget together with the related risks contributing to the overall adverse forecast be acknowledged.**
- (ii) That the significant cost pressures facing the Strategic Commission, particularly in respect of Continuing Healthcare, Children's Social Care and Operations and Neighbourhoods and Growth be acknowledged.**
- (iii) That the variation of an admission agreement with the Greater Manchester Pension Fund, for which the Council was the guarantor for Active Tameside, who were to close access to the Greater Manchester Pension Fund Local Government Pension Scheme for new employees in order to reduce costs over the longer term as detailed in section 4 of the submitted report be approved.**
- (iv) That the remaining balance of the 2019/20 annual management fee (75%) payable to Active Tameside by 30 April 2019 to the value of £1,052,250 as explained in section 4 of the submitted report be approved.**
- (v) That the payment of the total annual management fee value payable to Active Tameside in subsequent financial years as an advance payment on 1 April for 2020/21 and 2021/22 be approved. This arrangement would be reviewed alongside the new business case covering the period 2022/23 to 2023/24.**

112 ESCALATED LAPTOP REPLACEMENT

Consideration was given to a report of the Deputy Executive Leader / Assistant Director of Digital Services which sought approval for funding for the purchase of 1,299 new laptops at a cost of £688k.

The Council had a fleet of 2,254 laptops which operated either Windows 7 or Windows 10 operating systems from Microsoft. The Council signed a 3 year licensing deal for the Windows10 operating system in May 2018. This agreement means all the Councils laptops can utilise this latest version of the software however a large number of existing devices are not capable of running this new operating system which requires more power and memory than its predecessor. The Windows 7 operating system was due to reach end of life on 11 January 2020. At this point it will no longer be supported by Microsoft which means no further security patches and updates will be produced. Systems still using this operating system will then become vulnerable to cyber-attack.

To date 691 laptops had been replaced with higher specification devices and Windows 10 operating system. A further 264 devices will be replaced using existing funding in 2019/20 leaving the balance of 1299 outstanding and requiring funding.

RESOLVED

- (i) That the funding for the purchase of 1,299 new laptops at a cost of £688k, as detailed within the submitted report, be approved.**
- (ii) That work is undertaken with Finance to identify appropriate funding for rolling laptop replacement programme beginning in 2020/21.**

113 DEFERRED PAYMENT POLICY REVIEW

Consideration was given to a report of the Executive Leader / Assistant Director of Adult Care which sought amendments to the existing policy within the powers and discretions the Care Act 2014 including changes to operating a Deferred Payment scheme and a revision of the administration costs for 2019-20 of £615.00.

Suggested amendments to the Scheme were proposed to improve transparency by detailing the intentions to offer members of the public a Deferred Payment according to the discretionary elements available to the Council within the Care Act. Further amendments were proposed to ensure clarity and transparency and not to materially change the Scheme.

The existing Deferred Payment Scheme had been in place since August 2015. Deferred Payments are considered to be a key element within the Care Act 2014 allowing people to make a choice as to when and how they wish to pay their care costs. If a person has capital and assets that they do not want to use immediately when they move into residential care, they can postpone making the payment to such a time as they feel able or on their death, when their estate will be used to pay off any outstanding debt the person may have accrued. The Council's interests are protected by way of a registered charge against the service user's property.

The proposed amendment to the administration fees were proposed to cover the increases in costs for the administration of the Scheme

Further amendments to the Scheme would be subject to a public consultation exercise, in accordance with the Care Act 2014, including a revision of the interest rate to be charged on a Deferred Payment Scheme and the methods of payment.

RESOLVED

- (i) That the updates and inclusions in the revised Deferred Payment Policy, as detailed within the submitted report, be approved;**

- (ii) That a consultation exercise be undertaken on the powers that require a decision on their implementation as identified in section 4.
- (iii) That the revised administration for 2019-20 of £615.00 as detailed in section 4.3 of the submitted report be approved.

114 SPECIAL GUARDIANSHIP ALLOWANCE POLICY

Executive Cabinet considered a report of the Executive Member for Children's Services / Director of Children's Services which sought approval to create a Special Guardianship Order Support Service including required financial funding.

The purpose for the creation of the Special Guardianship Allowance Policy was to actively encourage new Special Guardianship applications from family and friends and those Tameside Foster Carers and Foster Carers from Independent Fostering Agencies to convert to become Special Guardians for the children who they look after.

The estimated annual cash savings that could be realised in the initial years for the conversion of existing carers would contribute towards the financing of the team and the directorate annual budget savings. However, the report detailed that there would be additional capacity realised within the service establishment via this proposal. This may, in future years enable the service to then reduce the number of posts in the service to support the planned reduction to the ongoing directorate revenue budget as assumed within the Strategic Commission's medium term financial plan.

RESOLVED

That the creation of a Special Guardianship Order Support Service as set out in the report be approved.

115 CIVIC EVENTS 2019

Consideration was given to a report of the Executive Member for Lifelong Learning / Assistant Director of Operations & Neighbourhoods which sought approval of an annual programme of civic events for 2019/20.

It was explained that the Council supported and programmed a calendar of events, generally free at the point of delivery to mark significant dates within the calendar. Key parts of this annual programme include Whit Friday Brass Band Contests, Armed Forces Day, Remembrance Services and Parades and the Borough's Christmas celebrations. Significant national or local commemoration events compliment the programme, for 2019/20 this was to include the 200 year anniversary of the Peterloo Massacre. The proposed programme took into account the financial and organisational challenges facing the Council and the lessons learnt from staging/supporting civic events in the past

RESOLVED

- (i) That the proposals relating to Town Christmas events 2019 be approved.
- (ii) The new civic building Christmas lighting scheme be approved.
- (iii) The proposal relating to Tameside's Christmas Celebration event 2019 be approved.
- (iv) The dates for Whit Friday Brass Band Contest and Armed Forces Day be approved.
- (v) The programme relating to the bi-centenary of the Peterloo Massacre be approved.

116 REVISED GAMBLING ACT POLICY 2019-2022

Consideration was given to a report of the Executive Member for Neighbourhoods / Director of Operations and Neighbourhoods seeking a recommendation to Council for the adoption of a revised Gambling Policy.

As a Licensing Authority the Council is required to develop, consult on, and publish a Statement of Gambling Policy every three years that sets out the principles they propose to apply in exercising their functions under the Gambling Act 2005.

The Act is based on the promotion of 3 licensing objectives:

- Preventing gambling from being a source of crime and disorder;
- Ensuring that gambling is conducted in a fair and open way; and
- Protecting children and other vulnerable persons from being harmed or exploited by gambling.

The Act provides that Authorities should aim to permit gambling in so far as they think it is:

- in accordance with issued codes of practice;
- in accordance with guidance issued by the Gambling Commission;
- reasonably consistent with the licensing objectives; and
- in accordance with the Policy Statement.

The Council would refer to its policy, the Gambling Act 2005, promotion of the licensing objectives, and the Statutory Guidance to Licensing Authorities when considering applications in respect of the following:-

- Premises licences (this includes casinos, bingo halls, adult gaming centres, family entertainment centres, race tracks and betting shops)
- Permits (licensed premises gaming machine permits, club permits, prize gaming permits, notifications of two or less machines)
- Lotteries (small society lotteries, incidental non-commercial lotteries, private lotteries and customer lotteries)
- Temporary use notices and occasional use notices for short-term gambling events).

The Policy Statement was last reviewed in 2016 and must be updated in 2019. A comprehensive consultation exercise was carried out in accordance with the Act and Statutory Guidance. The 12 week consultation period took place between 12 October and 4 January 2018. The consultation was circulated widely, national trade bodies, interested parties and all premises licence holders were written to, directing them to a consultation page on the Council's website. In addition, the Council used its social media accounts to publicise the consultation. Two responses were received to the consultation

In response to Members questions the Director of Operations and Neighbourhoods advised Members that remote gambling operations were not regulated by Local Authorities.

RESOLVED

- (i) That Council be recommended to adopt the revised Gambling Policy.**
- (ii) That the Director of Operations and Neighbourhoods write to the Government on behalf of the Council for increased regulation regarding remote gambling in recognition of the fact that gambling affects the most deprived in our communities.**

117 SUICIDE PREVENTION STRATEGY 2019/23

Executive Cabinet considered the report of the Executive Leader / Head of Mental Health and Learning Disabilities & Public Health Intelligence Manager which sought approval of a suicide prevention strategy.

The strategy detailed steps the Council would undertake to prevent suicide in Tameside and Glossop. In order for this to be achieved, all partners in every organisation in Tameside and Glossop would be required to contribute to and support the strategy.

The number of deaths to suicide in Tameside and Glossop is significant, with 75 deaths occurring in 2015/17 alone. The strategy seeks to build on previous work and set out a five year plan for reducing and ultimately eliminating suicides in Tameside and Glossop.

RESOLVED

That the suicide prevention strategy be approved.

118 GREATER MANCHESTER CLEAN AIR PLAN- GREATER MANCHESTER'S CLEAN AIR PLAN – TACKLING NITROGEN DIOXIDE EXCEEDANCES AT THE ROADSIDE – SUPPLEMENTARY INFORMATION TO ACCOMPANY THE OUTLINE BUSINESS CASE

Executive Cabinet considered a report of the Executive Member for Neighbourhoods / .Director of Operations and Neighbourhoods which sought approval for the submission of supporting documentation to the government's Joint Air Quality Unit.

The Greater Manchester's feasibility study and its Outline Business Case was intended to reduce nitrogen dioxide exceedances in Tameside MBC and across Greater Manchester in the shortest possible time. The Outline Business Case had been developed by Tameside collectively with all Greater Manchester local authorities and the Greater Manchester Combined Authority, and co-ordinated by Transport for Greater Manchester in line with Government direction and guidance.

RESOLVED

That the following documents were approved for submission to the government's Joint Air Quality Unit:

- a) **T1: Local Plan Transport Modelling Tracking Table.**
- b) **T2: Local Plan Transport Highway Model Validation Report**
- c) **T3: Local Plan Transport Modelling Methodology Report (**
- d) **T4: Local Plan Transport Model Forecasting Report**
- e) **AQ1: Local Plan Air Quality Modelling Tracker Table.**
- f) **AQ2: Methodology Report.**
- g) **AQ3: Local Plan Air Quality Modelling Report.**
- h) **Analytical Assurance Statement.**
- i) **Economic model sensitivity analysis (supplied as an Appendix to the Analytical Assurance Statement).**

119 SKYLAKES EXTENSION

Executive Cabinet considered a report of the Director of Children's Services which sought approval for expenditure of £0.473 million via the 2019/20 Children's Social Care Directorate revenue budget, be allocated to the awarding of a second contract to Skylakes (through the Crown Commercial Services framework agreement: RM3711: Multi-disciplinary Temporary Healthcare Personnel) providing for provision of discreet Social Work capacity to manage 150 cases at any one time, for up to a further six months with a break clause at three months.

Executive Cabinet were informed that the Strategic Commissioning Board at its meeting on 24 April 2109, had approved the awarding of a contract extension and recommended approval of an estimated expenditure of £0.473 million be allocated to this proposal.

The Strategic Commissioning Board, Executive Cabinet and the Clinical Commissioning Group had previously approved a decision to enter into a contract with Skylakes to provide urgent support to Children's Services for 14 weeks to assist in the recovery programme required to improve the service to Ofsted's satisfaction.

The purpose of the proposed extension was to address the ongoing pressures in the children's social care system, the staffing and associated capacity issues.

RESOLVED

- (i) To agree the approach set out in the submitted report to deliver support to Children's Services.**
- (ii) The awarding of a second contract to Skylakes (through the Crown Commercial Services framework agreement: RM3711: Multi-disciplinary Temporary Healthcare Personnel) be approved, subject to satisfactory terms, to provide discreet Social Work capacity to manage 150 cases at any one time, for up to a further six months premised on a break clause at three months to enable a corporate review to be undertaken. Corporate reviews needs to be undertaken at the end of the First Contract (3 months) and if a second contract entered into at least every 2 months thereafter whilst that contract exists by the Statutory Officers (Head of Paid Service, S151, Monitoring Officer & Children's) in conjunction with the Executive Members for Finance and Children's and with support from STAR to determine whether the approach is achieving necessary outcomes and secondly whether there is a need for it to continue and if so in what form and what procurement process needs to be undertaken**
- (iii) That expenditure of £0.473 million be allocated to this proposal as explained in section 7 of the report.**

CHAIR

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STRATEGIC COMMISSIONING BOARD

24 April 2019

Commenced: 1.00 pm

Terminated: 3.00 pm

Present:

Dr Ashwin Ramachandra (Chair) – NHS Tameside and Glossop CCG
Councillor Brenda Warrington – Tameside MBC
Councillor Bill Fairfoull – Tameside MBC
Councillor Gerald Cooney – Tameside MBC
Councillor Warren Bray – Tameside MBC
Councillor Leanne Feeley – Tameside MBC
Councillor Oliver Ryan – Tameside MBC
Steven Pleasant – Tameside MBC Chief Executive and Accountable
Officer for NHS Tameside and Glossop CCG
Dr Jamie Douglas – NHS Tameside and Glossop CCG
Dr Asad Ali – NHS Tameside and Glossop CCG
Dr Vinny Khunger – NHS Tameside and Glossop CCG
Dr Christine Ahmed – NHS Tameside and Glossop CCG
Carol Prowse – NHS Tameside and Glossop CCG

In Attendance:

Stephanie Butterworth	Director of Adult Services
Richard Hancock	Director of Children's Services
Pat McKelvey	Head of Mental Health & Learning Disabilities
Ali Rehman	Integrated Performance & Intelligence Service Manager
Sandra Stewart	Director of Governance and Pensions
Jessica Williams	Interim Director of Commissioning

Apologies for Absence: Councillor Allison Gwynne – Tameside MBC
Councillor Jean Wharmby – Derbyshire CC

115 DECLARATIONS OF INTEREST

There were no declarations of interest submitted by members of the Strategic Commissioning Board.

116 MINUTES

The Minutes of the previous meeting held on 27 March 2019 were approved as a correct record.

117 TAMESIDE AND GLOSSOP STRATEGIC COMMISSION 2019/20 FINANCIAL PLAN

The Director of Finance presented a report providing a summary of the 2019/20 budget allocations of the Tameside and Glossop Integrated Commissioning Fund including the key assumptions underpinning the budget and commentary on any significant areas of risk. The Targeted Efficiency Programme (TEP) savings for the 2019/20 financial year were also summarised together with proposals for the risk share. The 2019/20 budgets and delivery of TEP would be closely monitored and reported in the monthly Integrated Commissioning Fund consolidated revenue monitoring reports.

The Director of Finance made reference to the Commissioning Improvement Scheme and the continuation of the of the approach in place for 2018/19 and the carrying forward of the two elements of the model – Invest to Save and Financial Management – as a two year offer covering

the period 1 April 2019 to 31 March 2021. She acknowledged that this approach came with challenges, particularly around perceived equity of budget and 'achievability' by practices and gave assurances that there would be engagement with the Primary Care Networks going forward.

RESOLVED

- (i) That the 2019/20 budget allocations for the Integrated Commissioning Fund be noted.**
- (ii) That the proposals for the rolling two year risk share be noted.**
- (iii) That the five year forecasts and projected funding gap for the Strategic Commission be noted.**
- (iv) To note that Tameside Council would continue to be the host organisation for the Section 75 pooled fund agreement.**
- (v) That the proposed construct of the Commissioning Improvement Scheme for 2019/20 and 2020/21 be noted.**

118 M11 CONSOLIDATED REVENUE MONITORING STATEMENT

Consideration was given to a report of the Director of Finance which stated that as at 28 February 2019 the Integrated Commissioning Fund was forecasting a net spend of £584.602M against an approved net budget of £584.626M, with a small underspend of £24,000. This forecast was a slightly improved position from the previous month but masked significant pressures in a number of areas including Continuing Healthcare, Growth, Operations and Neighbourhoods and in particular unprecedented levels of demand in Children's Social Care which continued to forecast expenditure to be almost £8M in excess of budget. Further details were provided in Appendix 1 to the report.

In particular the Director of Finance made reference to a proposal from Active Tameside to set up a new defined contribution pension scheme for new employees in order to reduce future costs. Current Active Tameside staff would be unaffected and would remain with the Greater Manchester Pension Fund on the same terms and conditions. However, new employees would be enrolled on the Peoples Pension. Members were therefore recommended to approve the variation of an admission agreement with the Greater Manchester Pension Fund in order to close the Fund for new employees and reduce costs over the longer term and allow Active Tameside to remain financially sustainable.

Members were also advised that in January 2019 the Council's Executive Cabinet considered a report relating to a review of sport and leisure provision within the Borough including the current financial position of Active Tameside together with interventions that had been implemented to improve and support the ongoing sustainability and performance of the organisation. The annual management fee payable to Active Tameside by the Council was currently payable in four equal instalments as an advance payment on the first day of each financial year quarter commencing 1 April 2019 and the first quarter (25%) of the 2019/20 management fee was paid on 1 April 2019. In order to provide continued support to the financial standing and associated cashflow of Active Tameside, Members were recommended to approve the payment of the remaining balance of the approved 2019/20 annual management fee (75%), £1,052,250, by 30 April 2019.

Members were also recommended to approve the payment of the total annual management fee value in subsequent financial years as an advance payment on 1 April 2020/21 and 2021/22. This arrangement would be reviewed alongside the new business case that would cover the period 2022/23 to 2023/24.

RESOLVED

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

- (iii) That it be **RECOMMENDED** to Executive Cabinet to approve the variation of an admission agreement with the Greater Manchester Pension Fund, for which the Council is the guarantor for Active Tameside, who intend to close access to the Greater Manchester Pension Fund Local Government Pension Scheme for new employees in order to reduce costs over the longer term as detailed in section 4 of the report.
- (iv) That the remaining balance of the 2019/20 annual management fee (75%) payable to Active Tameside by 30 April 2019 to the value of £1,052,250 as explained in section 4 of the report be approved.
- (v) That the payment of the total annual management fee value payable to Active Tameside in subsequent financial years as an advance payment on 1 April for 2020/21 and 2021/22 be approved. This arrangement would be reviewed alongside the new business case covering the period 2022/23 to 2023/24.

119 PERFORMANCE UPDATE

Consideration was given to a report of the Assistant Director (Policy, Performance and Communications) providing the Strategic Commissioning Board with a Health and Care performance update at April 2019. The Health and Social Care dashboard was attached at Appendix 1 to the report and the measures for exception reporting and those on watch were highlighted as follows:

EXCEPTIONS (areas of concern)	1	A&E- 4 hour Standard
	3	Referral To Treatment-18 Weeks
ON WATCH (monitored)	4	Diagnostic tests waiting times
	7	Cancer 31 day wait
	11	Cancer 62 day wait from referral to treatment
	17-20	IAPT
	41	Learning disability service users in paid employment
	40	Direct payments
	45	65+ at home 91 days

Reference was made to updates on issues raised by Members of the Board which were outside the Health and Care Dashboard and other data or performance issues that the Strategic Commissioning Board needed to be aware of relating to Elective Waiting Lists and 52 Week Waiters.

In relation to NHS 111, the Board was concerned that the data consistently showed deteriorating performance and how this impacted either directly or indirectly on other commissioned services. The Board was advised that this was a national issue and the implementation of an improvement plan continued with additional staffing alongside improving the technology within the call centres and collaboration with other 111 providers to identify efficiencies and better ways of working.

RESOLVED

That the content of the performance update report be noted.

120 QUALITY ASSURANCE REPORT

Consideration was given to a report of the Director of Quality and Safeguarding providing the Strategic Commissioning Board with assurance that robust quality assurance mechanisms were in place to monitor the quality of services they commissioned and actions being taken to address any quality concerns that had been highlighted.

Reference was made to the Care Quality Commission currently carrying out a full service inspection of the Integrated Care Foundation Trust and the outcome of the inspection would be reported once published. The Integrated Care Foundation Trust had been shortlisted for ten awards at this year's

HSJ Value Awards as well as two GM patient Safety Awards in the category for Improving Care for Older People Award.

A Care Quality Commission well-led inspection of the Pennine Care Foundation Trust was completed at the end of October with the final report published in January 2019 with an overall outcome of Requires Improvement. For Tameside and Glossop there was a significant improvement from Requires Improvement to Good for Older People's Mental Health Services.

It was reported that Waterloo Medical Centre was placed in special measures following a Care Quality Inspection on 9 January 2019. The actions taken to improve were outlined and the CCG had been working closely with the practice providing support on safeguarding issues and medicines management. The practice was now working to improve on other areas contained within the Care Quality Commission report. The CCG would continue to support on a multi-disciplinary team approach and had provided some additional funding to support the practice to pay for additional GP, pharmacist and practice manager support sessions.

In relation to care and nursing homes, the outcome of a re-inspection of The Vicarage was awaited, previously rated as Inadequate. At a recent Commissioner's meeting it was agreed the investment from the Quality Improvement Team would continue due to recent improvements being seen and improvement in leadership.

It was noted that the percentage of maternal smoking at delivery remained a local challenge. Unfortunately, despite recent improvement in performance, there had been a slight increase again from 16.5% in December to 18.3% in January. The Integrated Care Foundation Trust was working towards training for Risk Prevention Intervention in March and aimed to have a midwife and part time maternity support worker in post by April 2019.

RESOLVED

That the content of the quality assurance update be noted.

121 SUICIDE PREVENTION STRATEGY 2019/23

The Strategic Commissioning Board considered a report of the Executive Leader and the Head of Mental Health and Learning Disabilities and Public Health Intelligence Manager which sought approval of a suicide prevention strategy.

The strategy detailed steps the Council would undertake to prevent suicide in Tameside and Glossop. In order for this to be achieved, all partners in every organisation in Tameside and Glossop would be required to contribute to and support the strategy.

The Board heard that the number of deaths to suicide in Tameside and Glossop was significant, with 75 deaths occurring in 2015/17 alone. The Board welcomed the strategy building on previous work and setting out a five year plan for reducing and eliminating suicides in Tameside and Glossop through proactive intervention when needed and effectively responding to those in crisis.

RESOLVED

That the Suicide Prevention Strategy be approved.

122 PROVISION OF HOME SUPPORT AND EXTRA CARE HOUSING

Consideration was given to a report of the Executive Leader and Director of Adult Services explaining that the current six year contract for the provision of home care and extra housing was in its third year and due to end on 30 October 2019. There was provision within the contract to extend for up to an additional three years.

The service delivered support at home for all adults aged eighteen years and above, children and complex care and extra care support for older people with a learning disability and people with mental health needs (aged fifty five and over). It aimed to provide a good quality, personalised outcome focused service appropriate to the needs and outcomes identified in a service users support plan and to demonstrate this through assistance with personal, practical and social / emotional tasks associated with ordinary living and a fulfilling and meaningful life.

Given the significance of the service, the performance of the six contracted providers and the nature of the transformation work underway it was recommended that the option to extend the contract be taken up.

RESOLVED

That approval be given in accordance with Procurement Standing Orders to extend the provision of home support and extra care housing contract by up to three years from 31 October 2019.

123 NEIGHBOURHOOD MENTAL HEALTH TEAM: LEAD PROVIDER TENDER OUTCOME AND RECOMMENDATION

Consideration was given to a report of the Interim Director of Commissioning advising that in November 2018 the Strategic Commissioning Board agreed that, in line with the Living Life Well Mental Health Programme, a new Neighbourhood Mental Health Team would be established, bringing together a range of existing resources from Pennine Care, Tameside MBC and the Integrated Care Foundation Trust plus £1,048,831 of new investment. Central to creating an innovative and flexible team was the Lead Provider Organisation which, went out to tender on 15 February 2019.

It was reported that the tender was led by STAR Procurement supported by a Panel including staff from the Strategic Commission and Pennine Care NHS Trust plus people with lived experience who were working in the Living Life Well programme.

The post tender award report was attached outlining details of the process and outcome of the tender. An exemption request was also include as only two providers submitted a bid for the contract.

The Board commented favourably on this development providing a new provision to support a cohort of individuals who had struggled to access or receive any mental health support within the existing provision due to not meeting current thresholds.

RESOLVED

That approval be given to the award of the Neighbourhood Mental Health Team Lead Provider tender to the Big Life Company as detailed in the post tender award report.

124 GM RE-PROCUREMENT OF LEVEL 3 WEIGHT MANAGEMENT SERVICE

The Interim Director of Commissioning presented a report advising the Strategic Commissioning Board that NHS Tameside and Glossop CCG had been one of the associates to the Level 3 Weight Management led by Salford CCG since 2013. NICE guidance required this service provision before referring into Level 4 Bariatric surgery.

It was reported that the current was due to end in March 2019 and a procurement exercise had been undertaken on behalf of Manchester City Council, NHS Bury CCG, NHS Salford CCG, NHS Stockport CCG and NHS Tameside and Glossop CCG.

The specification for the new service remained fundamentally the same but had a stronger focus on achieving and maintaining weight loss within its outcomes. The eligibility for the service for Tameside and Glossop patients remained the same and the service would continue to integrate with other services within Tameside and Glossop and Salford Royal. The annual budget at £241,000 was the same as with the previous contract with around 244 people a year anticipated to receive support. Increasing the number of people in the area to have a healthier lifestyle would improve healthy life expectancy and reduce the cost of ill health both for individuals and the health and social care system.

RESOLVED

That the content of the report be noted and approval be given to the award of the contract to MoreLife (UK) Ltd as set out in the evaluation report.

125 SKYLAKES EXTENSION

The Director of Children's Services presented a report on a proposal to award a second contract for interim social work services with Skylakes, a specialist children's social care agency for up to a further six months. Authorisation was required from the Strategic Commissioning Board because the report firstly set out a different delivery model outside the usual Policy and Financial framework and secondly to agree an exception to Procurement Standing Order to direct award a contract to Skylakes because competition was absent for technical reasons.

The Strategic Commissioning Board, Executive Cabinet and the Clinical Commissioning Group had previously approved a decision to enter into a contract with Skylakes to provide urgent support to Children's Services for 14 weeks to assist in the recovery programme required to improve the service to Ofsted's specifications.

The purpose of the proposed extension was to address the ongoing pressures in the children's social care system, the staffing and associated capacity issues.

RESOLVED

- (i) That the approach set out in the report to deliver support to Children's Services be agreed.**
- (ii) That approval be given to award a second contract to Skylakes (through the Crown Commercial Services framework agreement RM3711: Multi-disciplinary Temporary Healthcare Personnel) providing for provision of discreet Social Work capacity to manage 150 cases at any one time, for up to a further six months with a break clause at three months to enable a corporate review to be undertaken. Corporate reviews need to be undertaken at the end of the First Contract (3 months) and if a second contract entered into – at least every 2 months thereafter whilst that contract exists by the Statutory Officers (Head of Paid Service, Section 151, Monitoring Officer and Director of Children's Services) in conjunction with the Executive Members for Finance and Childrens and with support from STAR to determine whether the approach was achieving necessary outcomes and secondly whether there was a need for it to continue and if so in what form and what procurement process needed to be undertaken.**
- (iii) That it be RECOMMENDED to Executive Cabinet and the Clinical Commissioning Group that an estimated expenditure of £0.473 million be allocated to this proposal as detailed in section 7 of the report.**

126 DATE OF NEXT MEETING

To note that the next meeting of the Strategic Commissioning Board would take place on Wednesday 26 June 2019.

CHAIR

ENFORCEMENT CO-ORDINATION PANEL

17 April 2019

Commenced: 10:35 am

Terminated: 11.40 am

Present: Councillors Bowerman, D Lane and Robinson

In Attendance:

Aileen Johnson	Head of Legal Services
Sharon Smith	Head of Public Protection
Khush Ahmed	Environmental Services Manager
Tracy Gallimore	Environmental Services Manager
Stephen Penning	Senior Planning Enforcement Officer
Mike Robinson	Regulatory Compliance Officer (Licensing)

Apologies for Absence: Councillors Quinn, Gwynne and Ward.

1 ELECTION OF CHAIR FOR THE MEETING

RESOLVED

That Councillor Bowerman be nominated Chair for the duration of the meeting.

2 MINUTES

The Minutes of the previous meeting of the Enforcement Co-ordination Panel held on 23 January 2019 were approved as a correct record.

3 ENFORCEMENT ACTIVITY UPDATE – STATISTICAL SUMMARY

The Assistant Director of Operations and Neighbourhoods submitted a report, updating the Panel on the Single Regulatory Service and provided information on enforcement activities undertaken by the service during the period 1 January 2019 to 31 March 2019.

The Environmental Services Manager reported during the period the service had received 1227 requests, the majority of which related to accumulation of refuse, general and noise. The team had visited 220 fly-tipping complaints and 34 Fixed Penalty Notices had been issued for littering offences, which had a potential income of £2,720.

It was reported that there had been 85 reports of abandoned vehicles, 66 scaffolding permits had been issued and 314 skip permits. Information was provided on the monthly income that was generated from issuing scaffolding and skip permits, which remained consistent. Statistical information was given with regard to Penalty Charge Notices issued in Pay and Display Car Parks, On-Street Car Parking and bus lane enforcement.

With regard to new roads and street works activities, Members were informed that the number of utility openings had increased to 1408 and there had been 519 defects. There had been a decrease in the number of banner permits issued and 18 illegal banners had been removed.

With regard to bus lane enforcement, there were 758 Penalty Charge Notices (PCN), 952 PCNs had been paid and 119 were unrecoverable. During the period 1 January 2019 to 30 March 2019 an income of £31,574.60 had been collected for bus lane fines.

Members were informed that on the 5 February 2019 officers carried out a Blue Badge Enforcement Day in areas of Tameside. During which the following actions were carried out:

- 2 PCNs were issued for no ticket on display;
- a PCN was issued for a vehicle parked in an area for permit areas only;
- a PCN was issued for parking on double yellow lines;
- a PCN was issued for parking in a no parking zone area;
- a PCN was issued for not parking in a designated bay;
- a PCN was issued for a blue badge infringement.

In Total approximately 80 blue badges were checked on the day and 15 personal checks were carried out.

Members enquired on a whether a banner was permitted to be fixed against a garden wall on Stockport Road. Members asked for total value of PCNs issued since Bus Lane enforcement began.

RESOLVED

- (i) That the content of the report be noted.**
- (ii) That the Environmental Services Manager report to members on the status of the Banner on Stockport Road.**
- (iii) That the Environmental Services Manager report to the next Panel meeting with the total value of PCN issued for Bus Lane enforcement.**

4 ENFORCEMENT ACTIVITY UPDATE – ENVIRONMENTAL ENFORCEMENT

The Assistant Director of Operations and Neighbourhoods submitted a report summarising the key enforcement activities undertaken by the Environmental Enforcement Team during the period 1 January to 31 March 2019.

The Regulatory Services Manager reported that five Hygiene Improvement Notices had been served during the quarter.

The Panel were informed that following a routine inspection a takeaway in Denton closed its business on a Voluntary basis because of a rodent Infestation. The business had attempted to tackle the issue themselves with aid of a sticky trap and a small sachet of bait. The sticky trap had trapped a mouse but it was evident that the infestation was severe and proper treatment measures were required. A revisit took place on the 18 February 2019 to ensure that enough work had been carried out to allow the business to reopen. The business is currently rated as a 1* and the FBO has work to do to make necessary improvements before submitting a request in writing for a rerating. The business is a category B and will be monitored and revisited between now and the next due inspection in 12 months

During a routine food hygiene inspection of a takeaway in Ashton-under-Lyne on the 13 March 2019, Business Compliance Officers found evidence of a rat infestation which resulted in voluntary closure of the premises. The business was covered by a pest control contract. The Pest Control Contractor was informed of the problem and visited the following day to commence a treatment programme. Several visits were carried out by Officers to monitor the progress. The business was allowed to re-open on the 18 March 2019 when Officers were satisfied that immediate risk had been removed.

Members were informed that a further 6 premises were visited in February which were believed to be involved in the sale of illicit and counterfeit tobacco products. This resulted in the seizure of counterfeit cigarettes and counterfeit nail clippers.

In March Officers searched a further 6 premises which were believed to be involved in the sale of illicit and counterfeit tobacco products. This resulted in the seizure of tobacco and a large quantity of Nitrous Oxide Canisters.

In total, 460 sticks of Cigarettes, 1 Empty Packet, 6 x 50g Amber Leaf Hand Rolling Tobacco and 912 Nitrous Oxide Gas Canisters (seized by Police) plus 2 Crackers (used to open Nitrous Oxide Canisters) were seized. Greater Manchester Police is dealing with the Nitrous Oxide Canisters and we shall be looking at Enforcement Action against the business for the Illicit tobacco.

Members were informed that in February 2019, 5 complaints were received regarding a Funeral Service. The complaints related to burials being delayed for up to two months, fraudulent payments taken from customer accounts, donations not being forwarded to charities, poor customer services, customers being misled and customers being overcharged.

Members were informed that following the execution of Warrants, two individuals were arrested and a large quantity of paperwork and four computers were seized. The individuals were later bailed and have since temporarily ceased trading.

RESOLVED

That the report be noted.

5 ENFORCEMENT ACTIVITY UPDATE – ENVIRONMENTAL PROTECTION AND HOUSING ENFORCEMENT

The Assistant Director of Operations and Neighbourhoods submitted a report summarising the key enforcement activities undertaken by the Environmental Enforcement Team during the period 1 January to 31 March 2019.

As part of the National Air Quality Plan 11 road links in seven of the Greater Manchester Authorities including a stretch of A635, from the motorway junctions at the Snipe Retail Park down to Park Parade in Ashton town centre, where further action is required to improve air quality.

Members were informed that an initial Strategic Outline Case (SOC) was submitted to and approved by the government earlier this year, outlining a list of potential measures that will be considered to improve air quality across Greater Manchester. The Greater Manchester approach will require significant government funding. Without full financial support, the package of measures is unlikely to deliver the intended results. In a scenario of inadequate government support, the most obvious outcomes are a failure to improve air quality as quickly as required, and economic damage, for example to local businesses who are left unsupported but required to upgrade their vehicle fleet.

The core goal of the GM Clean Air Plan is to address the legal requirement to remove ALL exceedances of concentrations of NO₂. A wide range of CAZ scenarios were modelled. The option that delivers compliance in the shortest possible time, at the lowest cost, least risk and with the least negative impacts is a GM wide class B CAZ initially, becoming a class C CAZ in phase 2. This will allow owners of light goods vehicles (i.e. vans) time to consider options and seek funding for replacing their vehicles. It is predicted that if phase one of this option is implemented at the start of 2021, with phase two following in 2023 compliance would be achieved across GM by 2024.

Members were informed that officers were notified of two vacant properties where vandals had attempted to gain access to the building. One property following contact from officers was immediately sealed off with metal shutters. The second site was unoccupied, a legal notice was served on the properties under section 29 of the Local Government Miscellaneous Provisions Act 1982 requiring the owner to secure the building. The notice was complied with and the houses secured.

The Panel were informed that officers in Housing Standards received an emergency request from Tameside Housing Advice service to inspect a property in Hyde, they felt was uninhabitable. An Emergency Prohibition Order was served on the property and the tenant and her four children were placed into temporary accommodation until the damage was repaired or is suitably re-housed.

RESOLVED

That the report be noted.

6 ENFORCEMENT ACTIVITY UPDATE – PLANNING ENFORCEMENT

The Assistant Director of Operations and Neighbourhoods submitted a report summarising the key enforcement activities undertaken by the Senior Planning Enforcement Officer during the period from 1 January to 30 March 2019.

Members were informed that during this period there were 94 requests for service which will require further investigation and possibly further action, with commentary, followed by the list of individual current cases. During this period no formal notices were issued. The Senior Planning Enforcement Officer is now in post and is working with the 10 Regulatory Compliance Officers dealing with both new cases and the large backlog of outstanding complaints.

Following complaints from neighbours, officer were called out to a property undergoing an extension. The building is clearly not built in accordance with the approved plans in that the height of the roof is over 2m taller than the planning permission granted. We have written to the owner explaining that the work is unauthorised and must be corrected. The owner of the property does have the right to apply for retrospective permission to rectify the breach, however, officers are of the opinion that planning permission would not be granted given the size of the development and feel it significantly affects the amenity of the neighbourhood. If works have not commenced by the twelve week timescale, the council will seek to take enforcement action.

Following complaints from neighbours regarding the construction of a car port and a fence, officers visited the property and confirmed both the structures would need planning permission. The owner of the property has so far ignored all attempts to contact them and enforcement notice will now be served for the removal of the car port and to lower the fence to 1m so they do not cause any harmful effects to the amenity of the surrounding area.

Complaints were received from residents regarding an empty residential property in Mottram where renovation works to the building had ceased for some time and that the property was not being properly maintained. An officer visited the site and could clearly see that development was not built in accordance with the approved plans. The roofline over the garage has been altered and the bedroom window above the garage had been bricked up. The Council has, subsequently, written to the landowner and explained the works carried out are not in accordance with the approved plans and the building is unauthorised and therefore would need a retrospective application submitting otherwise the Council will seek to take enforcement action. An application to regularise the works was received on the 15 February 2019.

Members of the Panel asked for a further update of this property at the next Panel meeting.

The Council received complaints from local residents about the untidy condition of land in Droylsden. All interested parties have now been identified and informed the land needs to be cleared. Officers have visited the site on several occasions and found that the area of land unfortunately is in the same condition. The Council will now be serving a Section 215 Notice on all landowners, formally requiring them to undertake all the necessary work.

RESOLVED

- (i) That the information provided be noted.**
- (ii) That an update on the Enforcement Action taken with reference to the property in Mottram be presented at the next Panel meeting.**

7 ENFORCEMENT ACTIVITY UPDATE – LICENSING

The Assistant Director of Operations and Neighbourhoods submitted a report summarising the key enforcement activities undertaken by Licensing during the period from 1 January 2019 to 31 March 2019.

The Panel were informed that following an application from the Licensing Department to review a premises in Hyde. The premises was visited by Greater Manchester Police in October 2018 and the premises licence holder was found to be serving alcohol beyond licensing hours and there were in excess of 20 customers drinking and smoking.

After hearing the evidence presented by the Licensing Authority, Greater Manchester Police and the Licensee, the Panel came to the decision to modify the conditions of the licence and a reduction in licensable hours to a terminal hour of 00:00.

A review application was submitted to the Speakers Panel (Liquor) by the Licencing Department following a long history of non-compliance at a premise in Dukinfield. The Panel determined that they had no confidence that the premises could be run in a compliant manner and felt it was appropriate to revoke the premises licence. The statutory period to appeal the decision has now lapsed and compliance officers have since visited the premises to ensure that no licensable activities are taking place.

Following a long period of non-compliance with the legislation and conditions of the premises licence, on 4 February 2019, the designated premises supervisor (DPS) voluntarily vacated premise in Denton. The brewery who own the premise have taken the decision to sell the premises and currently no licensable activities are taking place.

Members were informed that Under the Licensing Act 2003, the annual fee for a licensed premises becomes payable each year on the anniversary of the date the licence was initially granted. Following a review of annual fees that had been paid in 2017/2018 and 2018/2019, the Licensing Department identified a number of premises where payment of the fee was overdue. Between 30 January 2019 and 28 February 2019, a total of 168 premises were visited and served with a suspension notice.

On 25 January 2019 an application was submitted by Greater Manchester Police for a review of the premises licence for a Bar in Hyde. On 21 March 2019, the matter was heard by the Speaker's Panel (Liquor). The Panel heard evidence from the senior investigating officer on behalf of Greater Manchester Police and also officers from the Licensing Department. It was clear this premises had failed to promote the licensing objectives and clearly these convictions completely undermined the licensing objectives. The Panel decided that the only appropriate course of action was to revoke the licence.

Members were informed that on the 5 March 2019 a planned day of action was carried out to visit licensed gambling premises in the company of representatives of the Gambling Commission. In total 6 premises were visited in Hyde and Denton, 5 bookmakers and 1 adult gaming centre. The purpose of the visits was to check operator compliance in relation to social responsibility and local area risk assessments required under the Gambling Act and the Council's Gambling Policy. All premises achieved an acceptable level of compliance, some minor issues were identified relating to training of new employees.

The Regulatory Services Manager informed the Panel that on the 7 February 2019 a call was received from the Council's control room to report that a taxi driver had assaulted a member of the public. As a result of this incident, a decision was made by the Director for Operations and Neighbourhoods and the Borough Solicitor, in consultation with the Chair of the Speaker's Panel (Licensing) to revoke the drivers licence with immediate effect in the interest of public safety.

RESOLVED

That the information provided be noted.

8 NEIGHBOURHOOD SERVICES UPDATE

The Assistant Director (Operations and Neighbourhoods) submitted a report summarising the key activities undertaken by Neighbourhood Services

Members were informed that since the transfer of the CCTV function under the management of the Operations and Neighbourhoods Directorate a number of key events have taken place which have resulted in a rapid expansion of the CCTV camera network. These events include:

- The Opening of Open Plus libraries.
- Completion of the Tameside One building.
- Introduction of General Data Protection Regulations.
- A full internal audit of the CCTV system and all external CCTV systems.

As a result of the additional buildings and in order to become fully compliant with governing legislation, the CCTV control room will eventually need to be able to monitor and service in excess of 400 cameras

The Regulatory Services Manager informed the Panel of a case in Stalybridge where neighbours reported a range of Anti-Social Behaviours. The owner of the property where the issues stemmed from was contacted by Neighbourhood ASB officers and it was pointed out that his actions were causing distress and alarm to his neighbours. The visit was followed up with written confirmation of the discussions that took place, asking him to moderate his behaviour and manage the actions of his guests with more consideration. Following escalating tensions, an assault against a neighbour and a police report being filled an arrest was made and the resident was interviewed under caution.

On Monday 4 March 2019, the Neighbourhood Services Manager attended Tameside Magistrates' court with a colleague and with partners from GMP for the application to be heard. The panel of magistrates granted the Closure Order, placing a fixed 3 month term during which anyone entering the property would be liable to arrest.

Members were informed of a joint working plan to clear an area in Hurst Cross. It was a good example of a community working together with the council to improve their local environment and will hopefully empower them to take ownership of the issues and prevent further problems from arising.

Incidents of hate are monitored by Greater Manchester Police (GMP). The Panel were presented with the hate statistics which showed that Tameside is shown as the 4th lowest out of the 10 Divisions, giving it a very low number of recorded hate crimes during the period 2017-2018. From 1 December 2018 to 31 January 2019 the figures also show a slight increase, up from 42 to 44 incidents. Greater Manchester Police also record the motivation for each incident, using a much wider range of motivations than the traditional 6 strands of hate.

RESOLVED

That the information provided be noted.

9 REVIEW OF REGULATION OF INVESTIGATORY POWERS POLICY AND PROCEDURE (RIPA)

Consideration was given to a report of the Head of Legal detailing a review of Regulation of Investigatory Powers legislation and guidance, which sought a recommendation to Cabinet that the revised Policy and guidance be adopted.

The Council is required to review its policy in relation to surveillance on a regular basis, and ensure that all officers engaged in investigatory work understand the requirements of the Regulation of Investigatory Powers Act 2000 (RIPA).

The current policy was amended on 25 October 2017, and the previous one in 2016 following an inspection by the Office of Surveillance Commissioners (the OSC) in November 2015, where the Council's performance was rated as 'good'.

Rules, case law and guidance clearly change on a regular basis which is why it is important to keep under review. The case of AB and Hampshire Constabulary, the first case after the rules around the Investigatory Powers Tribunal changed in December 2018 was decided on 5 February 2019 on a preliminary point relating to the wearing of body cameras. Police officers didn't inform a person they were advising in his home that an officer was recording until part way through the interview. The Tribunal found this was covert surveillance and should have had a RIPA authorisation, which it did not. The case is attached at appendix 2.



RESOLVED

- (i) That Cabinet be recommended to accept the revised policy.**
- (ii) That Officers across the Council continue to engage in a corporate programme of refresher training led by the Director of Governance and Pensions in relation to the Regulation of Investigatory Powers legislation and guidance.**

10 URGENT ITEMS

There were no urgent items.

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Report To:	EXECUTIVE CABINET
Date:	26 June 2019
Executive Member/ Reporting Officer:	Cllr Brenda Warrington, Executive Leader Steven Pleasant, Chief Executive
Subject:	AGMA EXECUTIVE BOARD MEETINGS / GREATER MANCHESTER COMBINED AUTHORITY
Report Summary:	To inform Members of the issues considered at the recent meetings of the AGMA Executive Board and Greater Manchester Combined Authority meeting. Under the GMCA Constitution there are provisions to ensure that GMCA Executive deliberations and decisions are reported to the ten Greater Manchester Councils. In order to meet this requirement the minutes of AGMA Executive Board/Greater Manchester Combined Authority meetings are reported to Executive Cabinet on a regular basis. The minutes of recent meetings of the AGMA Executive Board and the Greater Manchester Combined Authority are appended for Members information.
Recommendations:	That Members note and comment on the appended minutes.
Links to Community Strategy:	The Constitution and democratic framework provides an effective framework for implementing the Community Strategy.
Policy Implications:	In line with council policies.
Financial Implications: (Authorised by the Section 151 Officer)	There are no budgetary implications other than any specific references made in the AGMA Executive Board/Greater Manchester Combined Authority minutes.
Legal Implications: (Authorised by the Borough Solicitor)	Consideration of the AGMA Executive Board/Greater Manchester Combined Authority minutes helps meet the requirements of the AGMA Constitution and helps to keep Members informed on sub-regional issues and enables effective scrutiny.
Risk Management:	There are no specific risks associated with consideration of the minutes.
Access to Information:	The background papers relating to this report can be inspected by contacting Michael Garraway, Democratic Services Business Manager by:  phone: 0161 342 3178  e-mail: michael.garraway@tameside.gov.uk

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**NOTICE OF DECISIONS AGREED AT THE GMCA MEETING
HELD ON 31 MAY 2019**

PRESENT:

Greater Manchester Mayor	Andy Burnham (In the Chair)
Bolton	Councillor David Greenhalgh
Manchester	Councillor Richard Leese
Oldham	Councillor Sean Fielding
Rochdale	Councillor Allen Brett
Salford	City Mayor Paul Dennett
Stockport	Councillor Elise Wilson
Tameside	Councillor Brenda Warrington
Trafford	Councillor Andrew Western
Wigan	Councillor David Molyneux

OTHER MEMBERS IN ATTENDANCE:

Manchester	Councillor Angeliki Stogia
Rochdale	Councillor Janet Emsley
Tameside	Councillor Leanne Feeley
Wigan	Councillor Peter Smith

OFFICERS IN ATTENDANCE:

GMCA – Chief Executive	Eamonn Boylan
GMCA - Deputy Chief Executive	Andrew Lightfoot
GMCA – Monitoring Officer	Liz Treacy
GMCA – Treasurer	Richard Paver
Office of the GM Mayor	Kevin Lee
Bolton	Sue Johnson
Bury	Geoff Little
Oldham	Rebekah Sutcliffe
Manchester	Joanne Roney
Rochdale	Steve Rumbelow
Salford	Ben Dolan
Stockport	Pam Smith
Tameside	Ian Saxon
Wigan	Alison McKenzie-Folan
GM HSCP	Jon Rouse
Growth Company	Mark Hughes
GMCA	Julie Connor
GMCA	Simon Nokes
GMCA	Claire Norman
GMCA	Sylvia Welsh
GMCA	Nicola Ward

BOLTON

MANCHESTER

ROCHDALE

STOCKPORT

TRAFFORD

BURY

OLDHAM

SALFORD

TAMESIDE

WIGAN

1. APOLOGIES

RESOLVED/-

That apologies were received from Steven Pleasant, Chief Executive Tameside Council and Tony Oakman, Chief Executive Bolton Council.

2. CHAIR'S ANNOUNCEMENTS AND URGENT BUSINESS

RESOLVED/-

1. That the GMCA and Mayor of GM formally welcome Councillor Elise Wilson, Leader of Stockport Council and Councillor David Greenhalgh, Leader of Stockport Council, as members of the GMCA.
2. That the GMCA and Mayor of GM record their thanks to Councillor Linda Thomas and Councillor Alex Ganotis for their contributions to GM.
3. That the GMCA record its gratitude to all staff at Manchester City Council for the organisation of the respectful commemorative events in recognition of the second anniversary of the Manchester Arena attack.

3. DECLARATIONS OF INTEREST

RESOLVED/-

That there were no declarations received in relation to any item on the agenda.

4. MINUTES OF THE GMCA MEETING HELD ON 29 MARCH 2019

RESOLVED/-

1. That the minutes of the GMCA meeting held on 29 March 2019 be approved as a correct record.
2. That it be noted that the letter to Government seeking an urgent reassessment of funding for frontline fire and rescue services would be sent imminently.

5. GMCA RESOURCES COMMITTEE - MINUTES OF THE MEETINGS HELD ON 29 MARCH 2019 & 31 MAY 2019

RESOLVED/-

That the minutes of the meetings of the GMCA Resources Committee held on 29 March 2019 and 31 May 2019 be approved and more specifically, the recommendations of the Committee relating to the Combined Chief Executive Officer – GMCA and TfGM be approved as follows:

1. That the combined role description for the Chief Executive Officer approved.
2. That the salary recommendation for the combined Chief Executive Officer role of £220,000 be approved, payable from the date of taking up the appointment.
3. That it be agreed that the new joint role include the statutory responsibilities of Director General TfGM.
4. That it be noted that savings in the region of £280,000 will be achieved through the implementation of this proposal.

6. GREATER MANCHESTER LOCAL ENTERPRISE PARTNERSHIP - MINUTES OF THE MEETING HELD ON 20 MAY 2019

RESOLVED/-

That the minutes of the Greater Manchester Local Enterprise Partnership held on 20 May 2019 be noted.

7. GMCA HOUSING, PLANNING & ENVIRONMENT OVERVIEW & SCRUTINY COMMITTEE – MINUTES OF THE MEETING HELD ON 11 APRIL 2019

RESOLVED/-

That the minutes of the GMCA Overview & Scrutiny Committees held on 11 April 2019 be noted.

8. GREATER MANCHESTER SERVICE FOR CHILDREN PROGRAMME

RESOLVED/-

1. That the progress made on the GM Children’s Programme of work following the announcement of £7.43m DfE funding be noted.
2. That the launch of the GM Children and Young People’s Plan 2019-2022 be endorsed.
3. That grants for £330,000 (Wigan Council to support for foster carers) and £160,000 (Salford Council to support a review of brokerage/placement models for Looked After Children) be approved.
4. That the work of Charlotte Ramsdem, in coordinating the work of the Children’s Programme be recognised.

5. That Oldham Council be invited to share further details on the care leaver prescription policy change with GMCA, with a view to assessing the potential to expand the policy across GM.

9. UPDATE ON ADDITIONAL FUNDING FOR THE ROUGH SLEEPING INITIATIVE PROGRAMME

RESOLVED/-

1. That the success of the bid to secure additional funding to tackle rough sleeping in Greater Manchester be acknowledged.
2. That the allocation of additional funding to districts at the following levels be agreed – Bolton MBC £83,375, Bury MBC £50,025, Oldham MBC £33,350, Stockport MBC £33,350, Rochdale MBC £33,350, Trafford MBC £33,350, in addition to further awards of £25,000 each to Trafford MBC and Stockport MBC for provision of personalisation funding.
3. That the retention of £40,000 by GMCA for the employment of a Co-ordinator and £150,000 for the commissioning of Dual Diagnosis support be approved.
4. That authority be delegated to the Treasurer of the GMCA to vary allocations where required, in consultation with the Mayor of GM.
5. That the GMCA support the proposed recruitment process which has been agreed between officers, the GMCA and MHCLG.
6. That the GMCA record its thanks to Government for the funding to support the Rough Sleeping Initiative, which was already seeing positive outcomes for each of the GM districts, recognising the support it has provided to the current the Housing First offer.

10. GREATER MANCHESTER GOOD EMPLOYMENT CHARTER

RESOLVED/-

1. That the allocation of funding from retained Business Rates for the implementation of the Charter at a cost of £230,000 per year for three years from 2019-2020 be agreed.
2. That GMCA record its thanks to Councillor Richard Leese and the team at the GMCA for their work in developing the Good Employment Charter which has already seen substantial commitments made from businesses due to a co-design approach to its development.

11. JUSTICE DEVOLUTION REFRESH

RESOLVED/-

1. That the progress made towards the Justice Devolution refresh be noted and the MoU in anticipation of the formal launch on the 31 May be acknowledged.

2. That the announcement by Government to review the proposals for probation services, in particular the potential for GM to be considered as a region in its own right be noted.

12. GREATER MANCHESTER SKILLS CAPITAL 2017 – 2020 PROGRAMME UPDATE: OLDHAM COLLEGE & BURY COLLEGE

RESOLVED/-

1. That the funding application for a total project cost £8,950,000, with a skills capital funding request of £6,950,000 by Oldham College be granted conditional approval and progress to due diligence.
2. That the re-commencement of Bury College Skills Capital be noted, recognising the total project cost of £6,745,782 with a skills capital grant of £2,250,000.
3. That authority be delegated to the GMCA Treasurer and GMCA Monitoring Officer to review the due diligence information and, subject to their satisfactory review and agreement of the due diligence information and the overall detailed commercial terms of the transactions, to sign of any outstanding conditions, issue final approvals and complete any necessary related documentation in respect of the grant at 1) and 2) above.
4. That the GMCA agree to launch the remaining Skills Capital allocation for a final round, details to be submitted to the GMCA in due course.
5. That it be noted that the increase of retro-fitting existing properties may provide a further training and employment opportunity for students under taking the advanced construction courses at Oldham College.

13. WILLIAMS REVIEW AND RAIL PROSPECTUS

RESOLVED/-

1. That the submission to the Williams Review of Rail to meet the review submission deadline of 31 May 2019 be approved.
2. That the emerging vision for GM rail as part of a city region integrated transport system be noted.
3. That it be noted the station at Hattersley in Tameside had been included in the list of stations (in paragraph 3.18 of the document) requiring significant changes.

14. NORTHERN AND TRANSPENNINE EXPRESS RAIL PERFORMANCE

RESOLVED/-

1. That the performance report be noted.

2. That it be noted that the Mayor of GM, together with the Mayor of Liverpool City Region had called for the termination of the current rail franchise arrangements following the failure to deliver adequate rail services.

15. TFGM EXECUTIVE BOARD MEMBERSHIP

RESOLVED/-

1. That the options considered in relation to the membership of the TfGM Executive Board, as set out in the report, be noted.
2. That the appointment of the GMCA Treasurer as an ex-officio member of the TfGM Board be approved.
3. That the extension of the appointments of Non-Executive Directors, Mr Edward Pysden and Mr Les Mosco for 1 year and 2 years respectively, as set out in Option B be approved.
4. That the recruitment of an additional Non-Executive Director, to replace the recently retired Non-Executive Advisor, as set out in Option D of the report, be approved.
5. That the GMCA record its thanks to the current TfGM's Non-Executive Board Directors for their invaluable support to the TfGM Board and gratitude that they were prepared to continue to work with GM .

16. BREXIT MONTHLY MONITOR

RESOLVED/-

That the report be noted.

17. WHOLE SYSTEM SMART ENERGY PLAN

RESOLVED/-

1. That the contents of the Energy Systems Catapult report, its recommendations and roadmap be noted.
2. That it be noted that the key recommendations of this plan have already been incorporated within the recently published GM 5 year Environment Plan.
3. That the GMCA record its thanks to the former Portfolio Leader, Alex Ganotis in developing the Plan alongside GMCA officers.

18. ENERGY COMPANY OBLIGATION (ECO) 3

RESOLVED/-

1. That the GMCA commend those GM district councils that wish to continue benefitting from a coordinated approach for the delivery of ECO funded heating and insulation measures at the homes of fuel poor, low income and vulnerable households in their area, do so to use the Warm Homes Oldham Framework Agreement.
2. That it be agreed to use the Warm Homes Oldham Framework Agreement for the installation of first time central heating systems at the homes of fuel poor, low income and vulnerable households across GM which can be used should additional Warm Homes Fund allocation for GM become available in the future.
3. That it be agreed that the GMCA would publish a revised version of the GM Local Authority Flexible Eligibility Statement of Intent, to come into force on 1 June 2019.
4. That the GMCA record its thanks to Councillor Sean Fielding, and colleagues at Oldham Council for their work in developing the Framework Agreement and the opportunity to share this work with other GM districts.

19. GREATER MANCHESTER STRATEGY IMPLEMENTATION PLAN UPDATE

RESOLVED/-

1. That the updated GM Strategy Implementation Plan and Performance Dashboard be agreed and noted.
2. That the overall progress towards the achievement of the GMS 2020 ambitions and targets be noted.
3. That the GMCA record its thanks to Simon Nokes and the team at the GMCA for their work on the GMS Implementation Plan Performance Dashboard.
4. That the GMCA record its thanks to Simon Nokes and the GMCA team for the work undertaken in progressing the Implementation Plan.

20. GREATER MANCHESTER INVESTMENT FRAMEWORK APPROVALS

RESOLVED/-

1. That the funding application for Tootoot Limited (equity investment of £240k) be given conditional approval and progress to due diligence.
2. That authority be delegated to the GMCA Treasurer and GMCA Monitoring Officer to review the due diligence information in respect of the company, and, subject to their satisfactory review and agreement of the due diligence information and the overall detailed commercial terms of the transaction, to sign off any outstanding conditions, issue final approvals and complete any necessary related documentation in respect of the investment at 1) above.

- That the investment to Shaping Cloud Limited and the amendments to the GM Business Support loan and the EON Reality Limited grant be agreed under delegated authority.

21. GREATER MANCHESTER HOUSING INVESTMENT LOANS FUND – INVESTMENT APPROVAL RECOMMENDATIONS

RESOLVED/-

- That the GM Housing Investment Loans Fund loans be approved as contained with the report below:

BORROWER		SCHEME	DISTRICT	LOAN
Splash Developments Ltd		Daisy Bank Mill	Manchester	£2.338m
Hazellock Ltd		Trafford Plaza	Trafford	£6.01m

- That authority be delegated to the GMCA Treasurer and in conjunction with the GMCA Monitoring Officer to prepare and effect the necessary legal agreements.

22. APPOINTMENTS TO THE GMCA OVERVIEW SCRUTINY COMMITTEES, GMCA AUDIT COMMITTEE & TRANSPORT FOR THE NORTH

RESOLVED/-

- That Cllr Mary Whitby (Bury), Cllr Colin McLaren (Oldham), Cllr Joanne Marshall (Wigan) and Cllr Chris Boyes (Trafford) be appointed to the Audit Committee for the period up to 20 April 2020. In addition, that Cllr Peter Malcolm (Rochdale) and Cllr James Grundy (Wigan) be appointed as substitutes to the GMCA Audit Committee.
- That it be noted that the GMCA in June 2017 appointed Gwyn Griffiths and Catherine Scivier as Independent Members of the GMCA Audit Committee for a term of office for three years.
- That the appointments to the three Overview & Scrutiny Committees, for the period up to 20 April 2020, be approved as follows:

Corporate Issues and Reform Overview & Scrutiny Committee		Economy, Business Growth & Skills Overview and Scrutiny Committee		Housing, Planning & Environment Overview and Scrutiny Committee	
Bolton	Bob Allen (Con)	Bolton	Mudasir Dean (Con) Susan Howarth (Lab)	Bolton	John Walsh (Con)
Bury	Stella Smith (Lab)	Bury	Mary Whitby (Lab)	Bury	Martin Hayes (Lab) Dorothy Gunther

	Tim Pickstone (Lib Dem)				(Con)
Manchester	Ben Clay (Lab)	Manchester	Luke Raikes (Lab) June Hitchen (Lab)	Manchester	Mandie Shilton-Godwin (Lab) Jon-Connor Lyons (Lab)
Oldham	Colin McClaren (Lab) Vacancy (Lab)	Oldham	George Hulme (Lab)	Oldham	Barbara Brownridge (Lab)
Rochdale	Kallum Nolan (Lab)	Rochdale	Daniel Meredith (Lab) Mike Holly (Con)	Rochdale	Linda Robinson (Lab)
Salford	Dave Jolley (Lab) Tanya Burch (Lab)	Salford	Vacancy (Lab)	Salford	Vacancy (Lab)
Stockport	Dena Ryness (Lab) John McGahan (Con)	Stockport	Kerry Waters (Lab) Colin MacAlister (Lib Dem)	Stockport	Janet Mobbs (Lab) Steve Gribbon (Lib Dem)
Tameside	Teresa Smith (Lab)	Tameside	Stephen Homer (Lab)	Tameside	Mike Glover (Lab) Liam Billington (Con)
Trafford	Anne Duffield (Lab) Dave Morgan (Cons)	Trafford	Barry Brotherton (Lab)	Trafford	Kevin Procter (Lab) Amy Whyte (Lab)
Wigan	Joanne Marshall (Lab)	Wigan	Charles Rigby (Lab) Michael Winstanley (Con)	Wigan	Fred Walker (Lab)

4. That the appointment of members to the GMCA Overview & Scrutiny Committee Pool of substitute member, for the period up to 20 April 2020, be approved as follows:

	LABOUR	CONSERVATIVE	LIBERAL DEMOCRAT
Bolton	Linda Thomas	Diane Parkinson	n/a
Bury	TBC	Roy Walker	n/a
Manchester	Jade Doswel		John Leech

Oldham	TBC		Hazel Gloster
Rochdale	Ray Dutton	Pat Sullivan	
Salford		Ali Leitner	
Stockport	n/a	n/a	n/a
Tameside	Adrian Pearce	Ruth Welsh	
Trafford	n/a	Sean Anstee	n/a
Wigan	TBC	Adam Marsh	n/a

5. That the appointment of the GM Mayor to the Transport for the North Board be noted.
6. That it be noted that 1 GMCA member will be appointed as a substitute member to the Transport for the North Board for the period up to 20 April 2020 at the GMCA Annual meeting in June.
7. That Councillor Mark Aldred (Wigan) be appointed from the nominations received from the GM Local Authorities, to the Transport for the North Board Scrutiny Committee and that Councillor Roger Jones (Salford) be appointed as the substitute Member.

23. EXCLUSION OF PRESS AND PUBLIC

RESOLVED/-

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

PART B

24. GREATER MANCHESTER SKILLS CAPITAL 2017 – 2020 PROGRAMME UPDATE: OLDHAM COLLEGE & BURY COLLEGE

CLERK'S NOTE: This item was considered in support of the report considered in Part A of the agenda (Item 12 above refers).

RESOLVED/-

That the contents of the report be noted.

25. GREATER MANCHESTER INVESTMENT FRAMEWORK APPROVALS

CLERK'S NOTE: This item was considered in support of the report considered in Part A of the agenda (Item 20 above refers).

RESOLVED/-

That the content of the report be noted.

26. GREATER MANCHESTER HOUSING INVESTMENT LOANS FUND – INVESTMENT APPROVAL RECOMMENDATIONS

CLERK'S NOTE: This item was considered in support of the report considered in Part A of the agenda (Item 21 above refers).

RESOLVED/-

That the contents of the report be noted.

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

https://www.gmcameetings.co.uk/meetings/meeting/701/greater_manchester_combined_authority

This decision notice was issued Wednesday 5 June 2019 on behalf of Eamonn Boylan, Secretary to the Greater Manchester Combined Authority, Churchgate House, 56 Oxford Street, Manchester M1 6EU. The deadline for call in of the attached decisions is 4.00pm on Wednesday 12 June 2019.

Call-In Process

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

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

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

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Agenda Item 6a

Report To:	EXECUTIVE CABINET
Date:	24 June 2019
Reporting Officer:	Councillor Brenda Warrington – Executive Leader Councillor Leanne Feeley – Executive Member (Lifelong Learning, Culture and Heritage) Sarah Dobson - Assistant Director, Policy, Performance and Communications
Subject:	ONE EQUALITY SCHEME ANNUAL REVIEW 2019
Report Summary:	One Equality Scheme (2018-22) is the joint organisational scheme for Tameside & Glossop Strategic Commission. The one year annual review has been informed by practical examples and related projects from the past 12 months Appendix A .
Recommendations:	It is recommended that Executive Cabinet approve the attached draft of the One Equality Scheme Annual Review 2019 for publication (Appendix A)
Links to Corporate Plan:	Equality and diversity work is relevant to all Corporate Plan priorities of the Strategic Commission.
Financial Implications:	There are no direct financial implications as a result of this report.
Legal Implications:	Implications as set out in the report. Non compliance with the public sector equality duty under section 149 of the Equality Act 2010 and related legislation is a statutory obligation.
Risk Management	This report fulfils the commitment for equality issues to be monitored on a regular basis. It also ensures awareness of the agenda across the Strategic Commission.
Access to Information:	The background papers relating to this report can be inspected by contacting Jody Smith, Policy and Strategy Service Manager by:  Telephone: 0161 342 3170  e-mail: jody.smith@tameside.gov.uk

1. PURPOSE OF REPORT

- 1.1 The report provides an update on the development of the One Equality Scheme one year annual review 2019. A number of case studies have been identified to evidence some of the work undertaken during the past 12 months, with a view to ensure such projects are aligned with the schemes agreed and measurable objectives.

2. BACKGROUND

- 2.1 The public sector equality duty is laid out in section 149 of the Equality Act 2010. It states that a public authority must, in the exercise of its functions, have due regard to:
- Eliminate discrimination, harassment, victimisation and any other conduct prohibited by or under the Act;
 - Advance equality of opportunity between people who share a protected characteristic and those who do not share it;
 - Foster good relations between people who share a protected characteristic and those who do not share it
- 2.2 The One Equality Scheme (2018-22) was launched in 2018 as the first joint equality scheme for Tameside & Glossop Strategic Commission. A number of joint equality objectives were developed to ensure we fulfil our obligations under the Equality Act 2010 regulations, in that equality objectives must be published at intervals not greater than four years from the date of last publication.
- 2.3 The Equality Act also states that public bodies must publish annual information to demonstrate compliance with the general duty, including information about the protected characteristic status of employees, and other persons affected by policies and practices.
- 2.4 Annual updates to the One Equality Scheme act as an ongoing position statement and our approach to equalities. The year one report builds upon the work outlined in the One Equality Scheme (2018-22), as well as providing new examples and evidence sources of achievements in respect of equality and diversity. Engagement, consultation and equality champions were invited to submit examples for inclusion.

3. RECOMMENDATIONS

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

ONE EQUALITY SCHEME

Annual Review 2019

We are pleased to introduce the one year annual review of our One Equality Scheme. The first joint equality scheme for Tameside & Glossop Strategic Commission was launched in 2018 and we have worked to ensure all our equality obligations continue to be met.

The update aims to provide a summary of activity taking place across Tameside and Glossop to improve service standards and outcomes for the local population. The Strategic Commission will continue to instil best practice and challenge discrimination by promoting equity of access to services.

Our One Equality Scheme recognises that true commitment to equality and diversity goes beyond the nine protected characteristics. The scheme underpins a number of local aspirations to improve the approach towards the identification and abolition of such prejudice.

During the past 12 months we have achieved great success in promoting equality through a number of projects and initiatives. With a number of agreed equality objectives it is important to monitor and review the work undertaken in each area.

Councillor Brenda Warrington

Executive Leader of Tameside Council

Dr Asad Ali

Co-Chair, NHS Tameside & Glossop Clinical Commissioning Group

Dr Ashwin Ramachandra

Co-Chair, NHS Tameside & Glossop Clinical Commissioning Group

One Equality Scheme 2018-22 is the first joint equality scheme of Tameside & Glossop Strategic Commission (Tameside Council and NHS Tameside and Glossop Clinical Commissioning Group). Such arrangements have enabled us to successfully establish a joint approach and shared vision for the equality and diversity of residents, patients and service users across Tameside and Glossop.

The scheme sets out how the Council and CCG strive to reduce the impact of inequality and improve the lives of the most vulnerable members of our communities. We are committed to ensure that our ethos towards equality and diversity is embedded within everything we do to design and deliver a range of services. This can only be achieved by listening to what our residents and patients tell us, supporting strong partnerships and corporate ownership.

The Tameside & Glossop Engagement Strategy provides a level of commitment required to ensure all stakeholders are central to shaping the way we commission and deliver the best possible services.

The success of how we do this is assessed by the extent to which:

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

The scheme will be reviewed on an annual basis to ensure that we make progress against the agreed objectives and statutory requirements, this being year one of the review process. The scheme delivers on a number of areas, which together provide a picture of the Strategic Commission's approach to improving equality and diversity at a local level.

One Equality Scheme 2018-22 can be accessed [here](#), where our legal obligations under the Equality Act and Public Sector Equality Duty are outlined in more detail.



OUR EQUALITY OBJECTIVES (2018-2022)

The Equality Act 2010 (Specific Duties) Regulations 2011 - replaced by The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 in March 2017 - state that we must publish one or more specific and measurable equality objectives, and subsequently at intervals of no more than four years. Tameside & Glossop Strategic Commission's equality objectives cover five key themes.

a. Reducing inequality and improving outcomes

- This theme lies at the heart of not just the One Equality Scheme, but at the heart of all our strategies and initiatives.
- The objectives under this focus on key areas of inequality where our work in developing this scheme highlighted as being in need of increased attention and focus.
- We know that in certain areas such as people's health, employment status and educational level, there are gaps that we need to address and attempt to narrow.

b. Meeting our obligations under the Equality Act 2010

- Our objectives for this theme are a combination of what the law requires us to do, and what we have decided needs to be done to meet the general Public Sector Equality Duty.
- The Equality Act 2010 is both very broad in its expectations of what public bodies must achieve, and also very specific regarding the information we must publish on equalities.
- Given how broad the requirements are, many actions in other area will nevertheless be connected to us fulfilling our obligations under this theme.

c. Equality training, development and awareness

- If we are to ensure that we meet our legal obligations, and deliver services that are fair and equitable, we need ensure that staff are aware of their responsibilities and that service users are aware of their rights.
- Fulfilling our objectives in this theme requires both internal measures such as staff training, and external ones, such as raising awareness of the support available for different groups and individuals to access services.

d. Consultation and engagement

- Without effective and meaningful consultation and engagement, we are unable to shape our services to meet customer need in the most efficient and service user friendly way.
- The objectives contained in this theme relate to how we maintain effective dialogue with our residents, patients, communities and businesses to make best use of our resources. There is a particular focus on ensuring that the needs of the most vulnerable and disadvantaged are heard.

e. Understanding Service Use and Access

- Once we know what our customers and service users need, and we are aware of any inequalities that exist, we need to make sure that those most in need and at a disadvantage can access services to improve their situations.
- Access to services is about, amongst other things, service availability, service location (both physical and virtual), and potential barriers. This theme requires us to think about how best to utilise our resources to ensure the maximum benefit for those most in need.

Reduce Inequalities & Improve Outcomes

- 1 Address key priority quality of life issues such as health inequalities, educational attainment, access to skills, training and employment opportunities, income levels, and health and wellbeing, across equality groups and the vulnerable and disadvantaged with a view to narrowing the gap.
- 2 Help people to continue to live independent lives, and assist the most vulnerable in our communities to access support and services that exist around this aim, through targeted interventions and tailored service provision. Work closely with partner organisations to most effectively facilitate this.
- 3 Aim to increase the level at which people believe that Tameside and Glossop is a place where people get on well together, amongst the population as a whole and by protected characteristic group. A key focus of this aim is to raise awareness and support the prevention of hate crime across the locality.

Meeting our obligations under the Equality Act 2010

- 4 Publish our equality objectives and ensure that they are published in a manner that is accessible.
- 5 Publish our workforce monitoring information by equality group (where known).
- 6 Undertake to produce and publish Equality Impact Assessments (EIAs) to support service delivery and commissioning decisions to be published with papers. These will help us to understand the impact of our policies and practices on persons sharing a relevant protected characteristic.

Equality Training, Development and Awareness

- 7 Ensure that employees are appropriately trained on equality legislation and their responsibilities under it - this includes Equality Act 2010, Equality Delivery System 2 (EDS2), Accessible Information Standard, Workforce Race Equality Scheme, Workforce Disability Equality Scheme and the requirements of the EDHR contract schedule. Staff are offered support and guidance through a range of methods and approaches such as briefing notes, training sessions and workshops.
- 8 Raise awareness and understanding of equality and diversity by working with partners (such as voluntary organisations, community groups and service providers) to ensure that the views of those from protected characteristic groups are represented and supported.

Consultation & Engagement

- 9 Engage (as early as possible to enable co-design and co-production processes) and consult with our communities through a broad range of methods and forums, such as surveys, events and customer feedback to ensure comprehensive and meaningful coverage. Ensure feedback is provided to participants following the engagement or consultation process.
- 10 Disaggregate the results of monitoring, surveys, feedback and consultation exercises by equality group (where appropriate and practical) to inform our understanding of the needs of different groups and individuals. When collecting demographic data as part of the engagement or consultation process ensure that respondents understand the importance of collecting this data and how it will be used.
- 11 Develop specifically tailored engagement and consultation activity where appropriate and when required for specific equality groups and disadvantaged / vulnerable people across Tameside and Glossop.

Information, Intelligence & Need - Understanding Service Use & Access

- 12 Use a range of intelligence gathering, customer monitoring and insight tools, together with specific pieces of analysis, to inform both our understanding of residents, service users, service delivery and design, and to develop services that provide a varied, flexible and accessible offer.

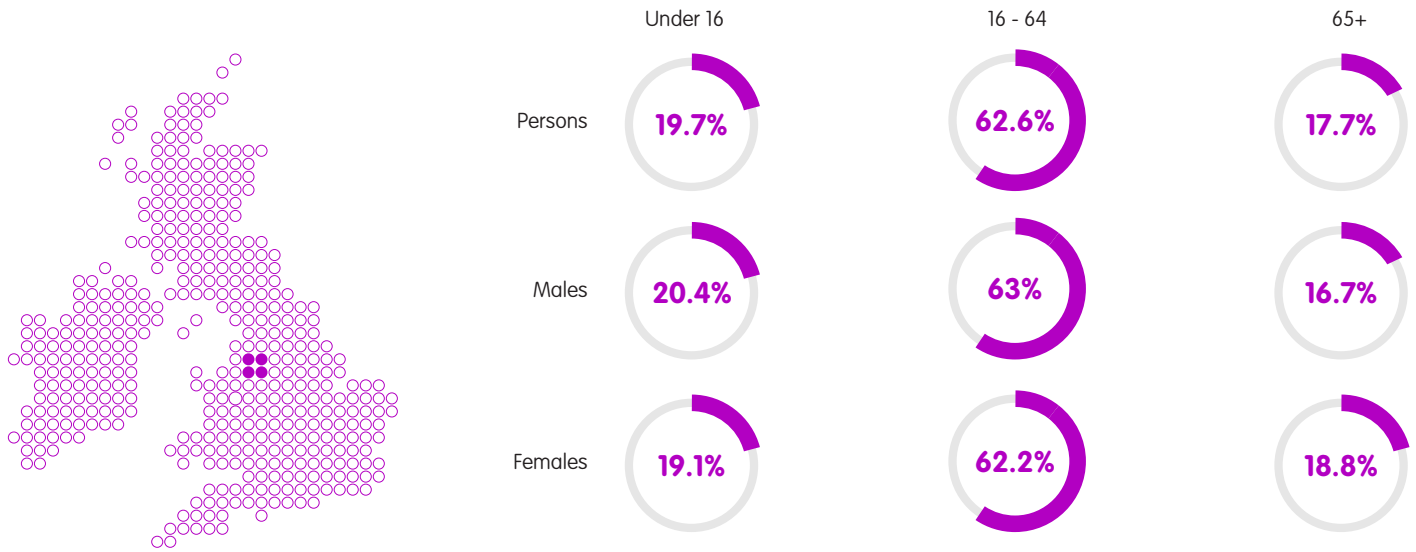
Where possible, work with partner organisations to maximise the data available to provide deeper insight into understanding our local communities (whilst remaining mindful of data protection standards).
- 13 To encourage and promote the use of customer monitoring and disaggregation of data by equality group (where practical).
- 14 Use a variety of tailored communication methods to increase the accessibility and understanding of council and CCG services, that allows our different customers, residents and service users to make informed choice.

A PICTURE OF TAMESIDE & GLOSSOP

Sex & Age

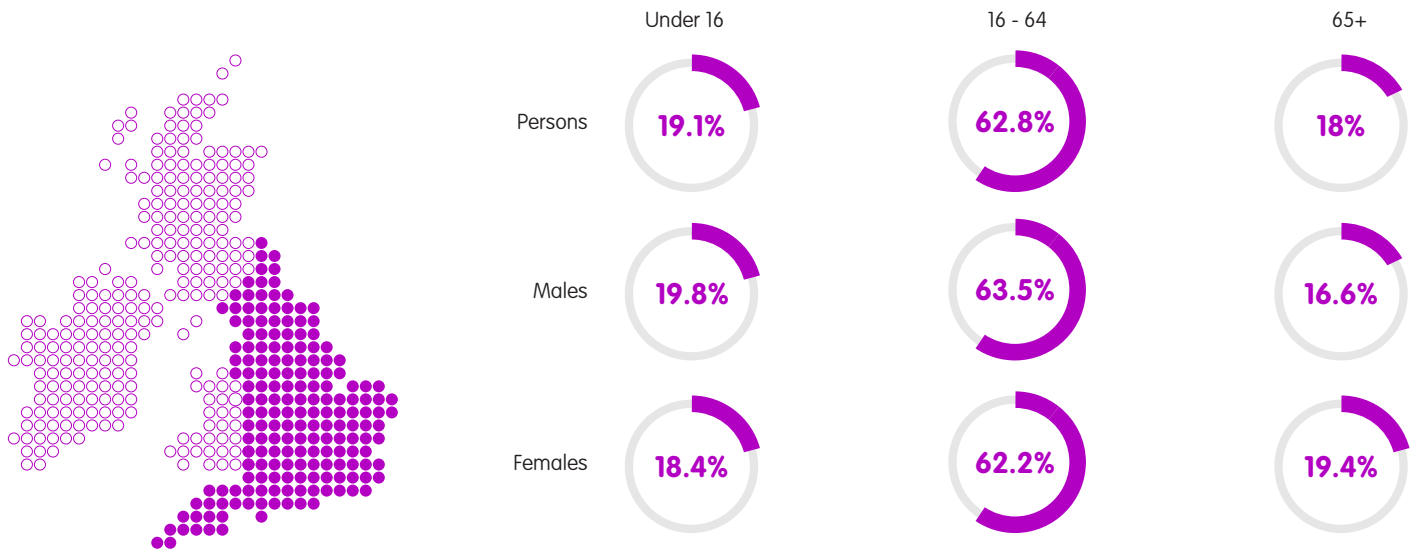
Tameside and Glossop Population by Age Group

Source: 2017 Mid-Year Population Estimates (ONS)



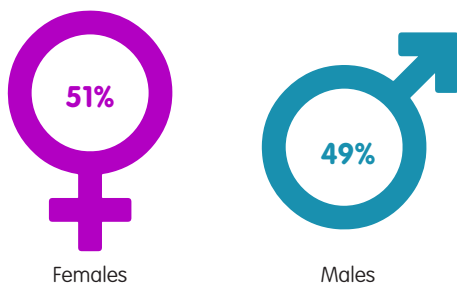
England Population by Age Group

Source: 2017 Mid-Year Population Estimates (ONS)



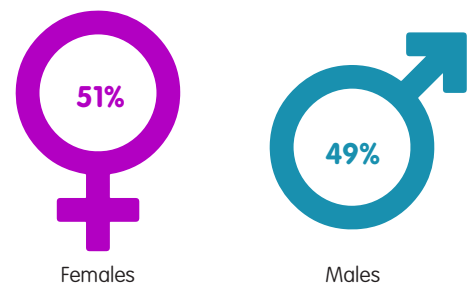
Tameside and Glossop Population by Sex

Source: 2017 Mid-Year Population Estimates (ONS)



England Population by Sex

Source: 2016 Mid-Year Population Estimates (ONS)

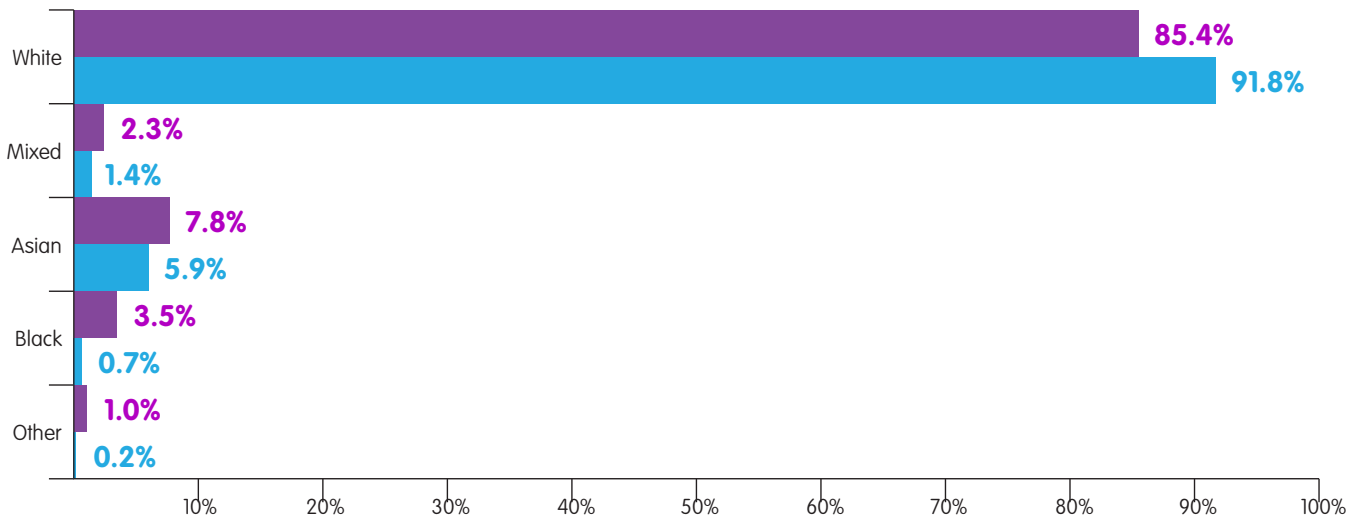


Ethnic Groups

Ethnic Population in Tameside and Glossop and England

England Tameside and Glossop

Source: Census 2011

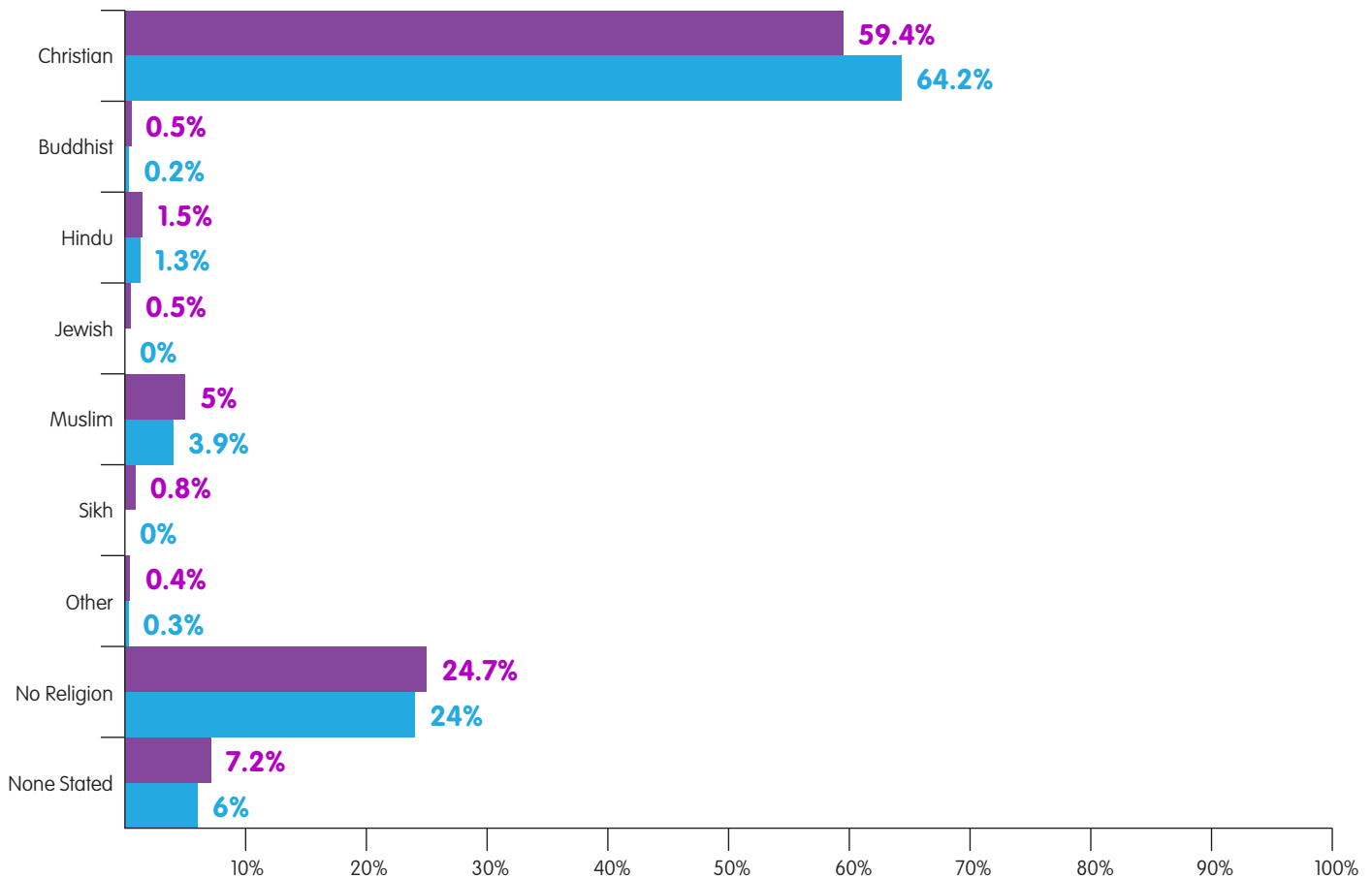


Religion

Religious Denominations in Tameside and Glossop and England

England Tameside and Glossop

Source: Census 2011



Disability

Tameside and Glossop

Source: Census 2011



England

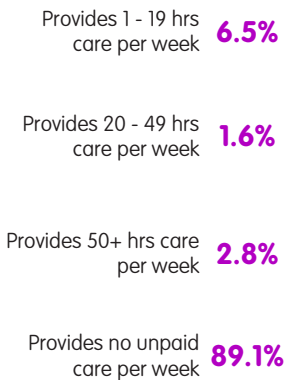
Source: Census 2011



Carers

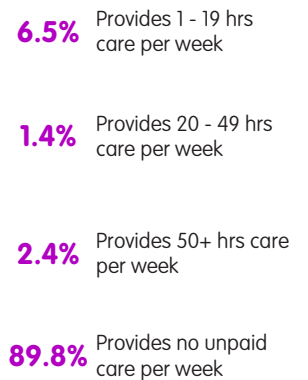
Provision of Unpaid Care in Tameside and Glossop

Source: Census 2011



Provision of Unpaid Care in England

Source: Census 2011



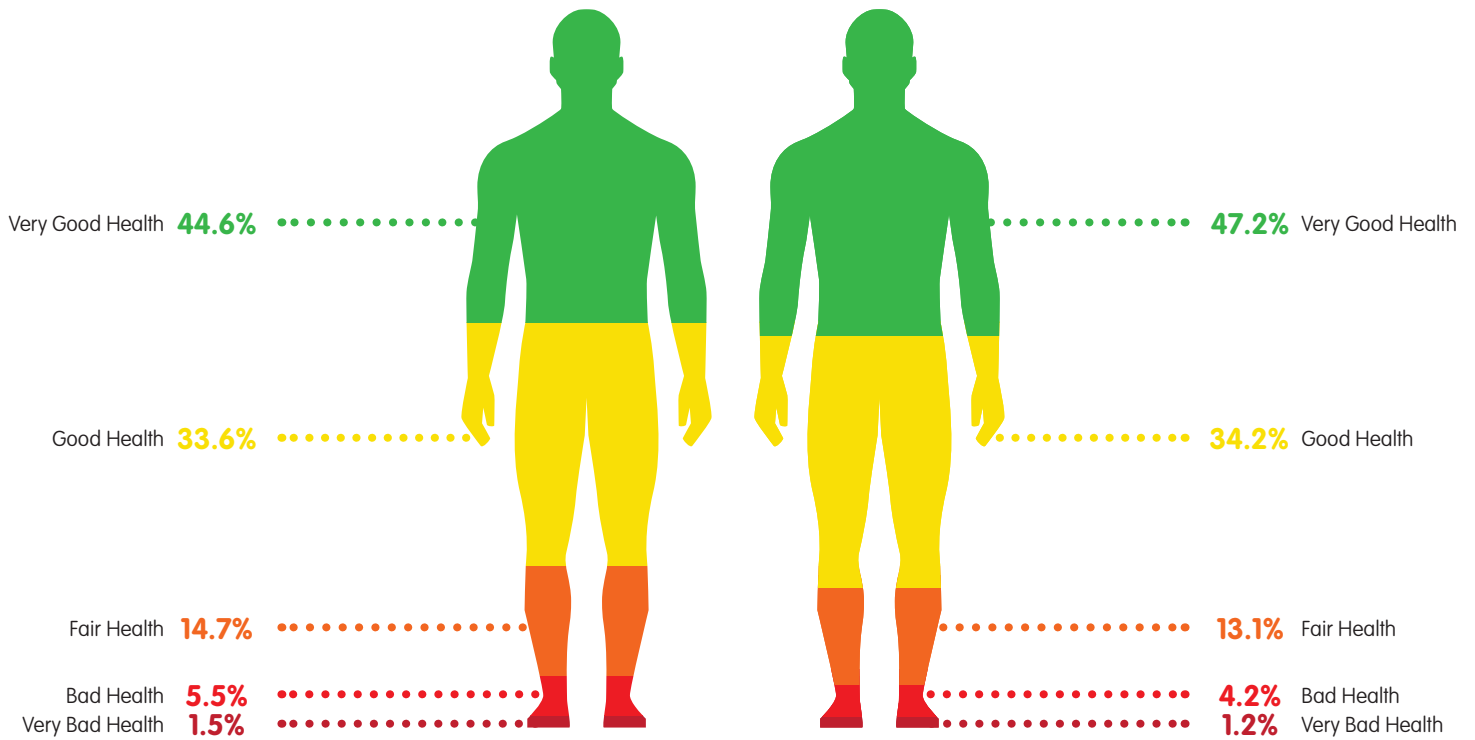
General Health

Tameside and Glossop

Source: Census 2011

England

Source: Census 2011



Tameside and Glossop Life Expectancy

(2015-2017)

England Life Expectancy

(2015-2017)



Tameside and Glossop Healthy Life Expectancy

(2015-2017)

England Healthy Life Expectancy

(2015-2017)



Tameside and Glossop Under 75 Mortality Rates

(2015-2017)



England Under 75 Mortality Rates

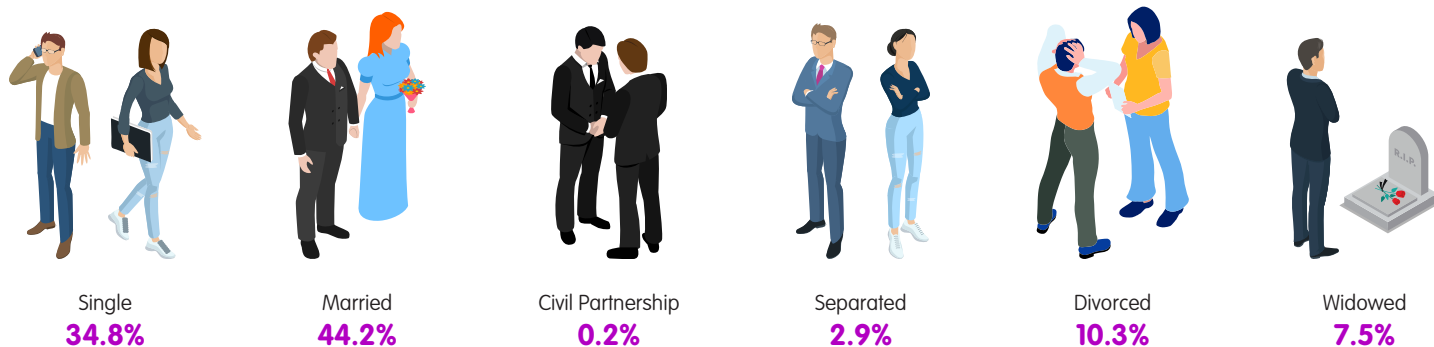
(2015-2017)



Marital Status

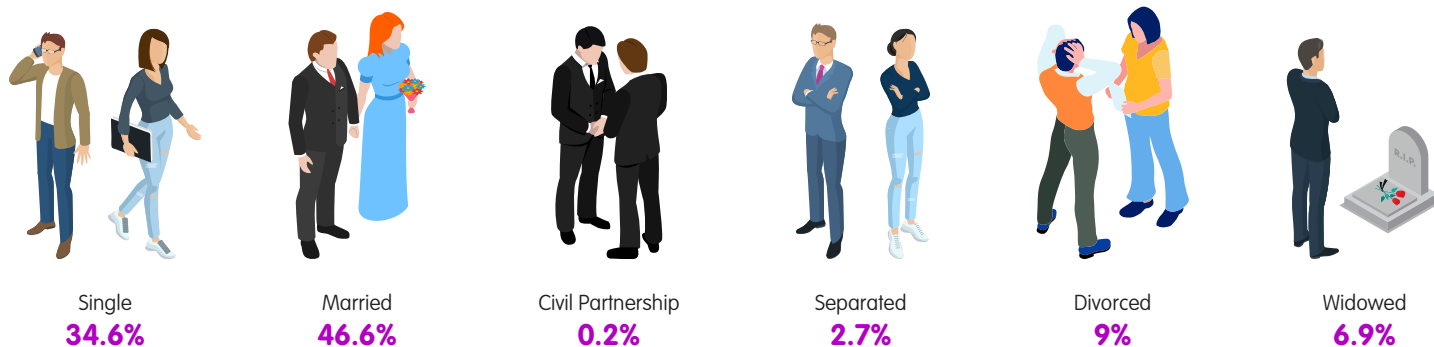
Marital Status of Tameside and Glossop Residents

Source: Census 2011



Marital Status of England Residents

Source: Census 2011



OUR CORPORATE PRIORITIES

Tameside Council and NHS Tameside & Glossop Clinical Commissioning Group are committed to ensuring all residents lead long, fulfilling and healthy lives. One Equality Scheme has been designed to link closely with the Corporate Plan 'Our People, Our Place, Our Plan', which brings together a number of joint priorities and ambitions. They are covered by three themes set within the life course.

- Starting Well
- Living Well
- Ageing Well

The model is also underpinned by two visions:

- Great Place
- Vibrant Economy

Our approach and commitment to equality and diversity is intrinsic to all priorities and outcomes set within our Corporate Plan.



ACHIEVEING OUR OBJECTIVES

The following pages are examples of projects delivered by Tameside and Glossop Strategic Commission which highlight some of the good work, undertaken across a wide range of service areas and equality groups. These help to evidence how we are achieving our equality objectives.

The Strategic Commission will continue to develop more integrated, inclusive and place-based services, providing practical examples of achievements against our agreed equality objectives for 2018-22.

To address quality of life issues across equality groups, including the most vulnerable and disadvantaged residents. Develop effective partnerships to raise awareness of the support services available to residents.

Tameside One

Tameside One brings together a number of key services for residents under one roof. The Joint Public Service Centre houses Ashton Library, Cash Box Credit Union, Job Centre Plus, Welfare Rights, Citizens Advice and the Council's Customer Services. Aimed to be more cost effective and accessible, the new facility provides a range of services to residents in one central location.

In its first month of opening the new library welcomed around 22,000 visitors, with more than 10,000 items lent by users. Ashton library hosts a number of popular group sessions aimed at young families such as Story Makers and Time for a Rhyme.

Tameside One is now home to Tameside's Colleges' Advanced Skills Centre, a state of the art learning environment where students can showcase their skills with a restaurant and beauty salon open to the public. Part of the Vision Tameside project, the Joint Public Service Centre will attract residents and students to Ashton Town Centre, providing a positive boost to the local economy.

Tameside One also brings Council and CCG staff together in one place, which has helped to cement strong working relationships and communication – particularly in relation to the health and social care of local residents.

The wider development associated with Tameside One is set to improve accessibility by upgrading the public realm. This will connect Ashton Market Square, Tameside One and the incoming transport hub. Alongside the planned refurbishment of Ashton Town Hall, the project will make Ashton town centre a more effective gateway.



Customer Services Excellence

In October 2018, the Customer Service Excellence Assessment awarded Tameside Council with 100% compliance against all criteria and recognised exceptional best practice. Assessors visited the authority, using written submissions from service areas and five days of on-site assessment to reach their verdict.

The aim of the standard is to encourage, enable and reward organisations that are delivering services based on a genuine understanding of the needs and preferences of their customers and communities. It tests areas that are a priority for customers such as timeliness, information and staff attitude. Emphasis is also placed on developing customer insight, understanding the user's experience and robust measurement methods. In

particular, the assessment noted many examples of joint working initiatives with health to ensure we provide high quality and responsive services for our local communities, such as the Community Response Service.

A Bed Every Night

Throughout the winter of 2018, Tameside Council coordinated efforts in response to Greater Manchester Mayor Andy Burnham's 'A Bed Every Night' campaign to provide a bed for every rough sleeper from the beginning of November to the end of March 2019. Two Tameside churches volunteered 20 beds and washing facilities throughout the week. Volunteers prepared and cleared beds while the community provided food, clothing and toiletries. Those who are in need must present to Tameside Housing Advice to arrange accommodation.



It is through this contact with homeless residents and rough sleepers that council staff were able to find more permanent solutions for individuals and families. Furthermore, the authority's Rough Sleepers Coordinator works alongside a local homeless charity, Greystones, which supports single, homeless men by providing shelter and assistance with independent living skills, debt, budgeting and dependency as well as a range of advice workshops.

Local Offer for Care Leavers

The Local Offer for Care Leavers is an ambitious and empowering document designed by care leavers for care leavers. Our offer aims to ensure all care leavers are aware of, and have access to, the necessary support, advice and guidance to aid their individual journeys to a successful adult life. The guide includes support for housing, employment, education and training, health services and financial entitlements to help our young people make a successful transition from leaving care into adult life.

The Local Offer supports the fulfilment of Our Children in Care Council (CICC) Pledge, which was drawn up in 2016 by our looked after children and promises that we will do everything in our power to support young people to reach their full potential and allow them the same opportunities in life as other young people their age.

The graphic is tilted and has a blue background with white and yellow splatters. At the top, the text 'Do you know about our Local Offer for Care Leavers?' is written in large, bold, yellow letters. Below this, in white text, it says 'It has all the information and guidance you need!'. Further down, it provides the website 'www.tameside.gov.uk/leavingcare' and the phone number 'Call 0161 342 3168'. At the bottom, it says 'Or ask your Personal Advisor or Social Worker for a copy of the guide'. On the right side, a young woman with long brown hair, wearing a yellow sweater, is smiling and pointing her right index finger upwards. At the bottom left of the graphic is the Tameside Metropolitan Borough logo, which consists of three white diagonal lines followed by the text 'Tameside Metropolitan Borough'.

Urgent Treatment Centre

New arrangements for urgent care were launched in April 2019 after it was decided that the service needed to be revolutionised in order to provide strong, efficient and sustainable support for patients in the area. A new Urgent Treatment Centre (UTC) opened in April 2019, providing a broader and better care offer. Anyone with an urgent care need will be able to seek support at the UTC by walking in between 9am and 9pm, seven days a week. In addition, the Primary Care Access Service (PCAS) was launched, which allows anyone registered with a GP practice in Tameside & Glossop to access a range of bookable appointments outside traditional working hours through their GP or NHS 111.

Prior to the final decision being made, the appropriate services undertook an extensive 12-week consultation (November 2017 to January 2019) with residents and patients across Tameside and Glossop. Members of the public were asked for their views on the relocation of walk-in access from Ashton Primary Care Centre to the new centre at the hospital site. The consultation also presented the options for where and when patients can book appointments and incorporated the proposed Neighbourhood Care Hubs which provide greater accessibility to primary care services.

Throughout the consultation it was vital that a concerted, targeted effort be made to ensure that all groups in Tameside and Glossop were supported to have their say on the changes. Input was sought from a number of community groups that might not have come across the survey otherwise. For example, awareness of the consultation was raised via a focus group with representatives of the homeless population in addition to those who may be unregistered with a GP.

Have YOUR say



Primary Care Networks

The NHS Long Term Plan sets out an ambition for the creation of Primary Care Networks (PCNs) across England. PCNs will see groups of GP practices coming together to serve a population of around 30,000-50,000 people. They will work closely with other healthcare professionals and providers, and there is real scope for community pharmacies to play a key role. Achievements of PCN's in Tameside and Glossop include reviewing A&E frequent attendees in Ashton, the Denton Diabetes 100 Day Challenge and Hyde Asthma Champions.

Age Friendly

Four parts of the borough have been officially recognised as age-friendly neighbourhoods. Denton South, Mottram, Newton and Waterloo were all announced as winners of the Age-friendly Challenge during Greater Manchester's "Doing Ageing Differently" conference. In Mottram for example, there are various clubs and events organised to reduce isolation and to get older people meeting children and younger people.

Dementia Friends sessions have been delivered in order to train taxi drivers to spot people who may be exhibiting signs of dementia.



We adopted the Greater Manchester-wide Please Offer Me a Seat scheme in Tameside in September 2018, whereby those who sign up to the scheme are provided with a badge that indicates to other users of public transport that they need to sit down. The scheme aims to make public transport accessible and comfortable for anyone who wishes to use it, and to ensure that those who have a disability feel confident getting around. Following this scheme, we launched the similar Take a Seat campaign in October 2018. We asked participating shops to display Age Friendly stickers in their windows to invite older residents to take a break on a seat inside the shop if they need to.

Improving the Quality of Care

Improving standards of care and support for older people is a priority for Tameside and Glossop Strategic Commission. In order for sustained improvements in the quality of care to be achieved there is a requirement to encourage the participation of residents receiving care, their families, other professionals and wider community.

A Quality Improvement Team provides direct support to independent care home providers across the health and social care sector, with the overarching need to improve the quality of service provision. The team's primary focus is placed on care homes rated 'Inadequate' and 'Requires Improvement', with the drive to raise standards and to improve ratings to 'Good' and 'Outstanding'.

This is a supportive model which involves partnership working with the care home in a non-judgemental way to identify areas for improvement. There is a broad offer to provide support around leadership, guidance, advice, expertise and to ultimately promote best practice to improve outcomes for residents and to meet CQC standards. The team will also undertake work with providers to develop a bespoke improvement plans.

Tameside & Glossop Red Bag Scheme provides a red bag to all people who reside in a care home when they need to be admitted to hospital. The red bag will go with them to hospital and includes personal belongings and information. It is part of a national drive to improve communication, safety and patient experience as they transfer across care settings.

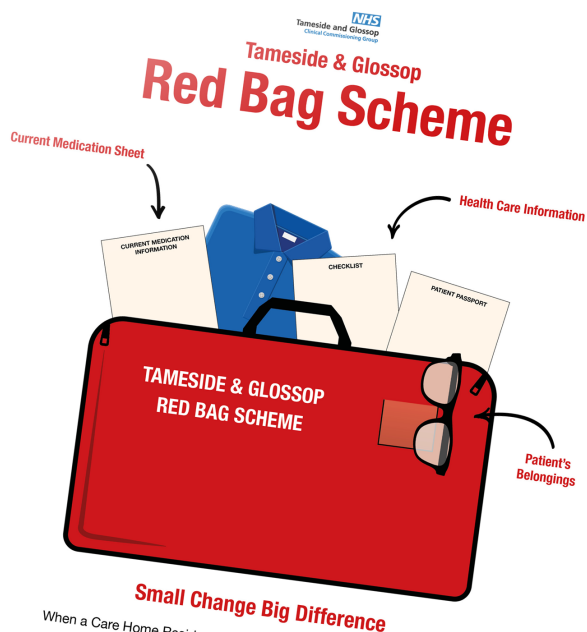
Living Life Well Collaborative

Living Life Well is one of four national pilot schemes for improved delivery of mental health services. Tameside and Glossop has been selected as one of four pilot areas for the Living Well UK programme. The Collaborative is a group of stakeholders including members of staff from the Strategic Commission, those who have experienced mental health issues or have come into contact with mental health services as well as the Innovation Unit, and more. Crucially, it is built on the concept of co-production of services, with stakeholders meeting on a regularly basis to drive forward change in the way mental health support is designed and delivered.

Good mental health is high on the agenda in Tameside and Glossop. The Collaborative have three clear desired outcomes – that people are connected and able to participate equally in society; people are able to recover and live life well; and people have control over their lives.

This has been supported through additional funding of £2.4 million in 2018/19 set to rise to £5 million by 2020/21.

To help achieve these outcomes, a new neighbourhood mental health team is being established by bringing together existing staff and with additional investment of £1m to create a new multi-agency team who will work together to provide a range of advice, guidance and interventions.



Small Change Big Difference

- When a Care Home Resident goes into hospital a **Red Bag goes with them.**
- It goes **with** the ambulance, **stays with** them throughout their hospital stay and is **returned back** to the care home with the person.
- The **Red Bag** contains **standardised paperwork** and **personal belongings** (such as hearing aid, glasses and a change of clothes).
- The standardised paperwork will ensure that **everyone involved** in the care of the resident from a care home will have **vital information** to hand about their general health, needs and preferences, the current concern and any medication they are already taking.
- This will **save time** as the person transfers across care settings and will **improve communication.**



Military Veterans

There are some 7,500 ex-armed forces personnel living in Tameside and Glossop. Those who have served in the armed forces are recognised by the authority as an additional protected characteristics defined by the Equality Act. A number of projects specifically focused on supporting those who have served in the armed forces have taken place in the borough.



We signed the Armed Forces Covenant in 2012 and have continued to improve the support and services we provide to our armed forces community. This work has resulted in Tameside Council achieving the silver award from the Defence Employer Recognition Scheme (ERS), which recognises organisations that pledge, demonstrate or advocate support to the defence and armed forces community. We are currently working towards gaining the gold award. Engagement with ex-forces personnel in Tameside is coordinated by the Tameside Armed Forces Covenant team. They work across the council and its partner organisations to ensure that members of the armed forces can receive support however they make contact.

We ran a project – Veteran Friendly Approach to Primary Care – that aimed to increase the number of veterans identified in primary care records to allow them better access to services they need. Working in conjunction with local GP practices and Tameside Armed Services Community (TASC) we increased the number of patients with military service identified in their records from 90 to over 1300. These veterans will now be able to access more specific services and care and benefit from reduced waiting lists. Furthermore, 17 GP Practices signed up to the Covenant as a result of the project, demonstrating their commitment to supporting our armed forces community.

Tameside HACK

Tameside HACK is a two day coding competition open to young people from Tameside. HACK6 took place in February 2019, with over 20 teams of 11-18 years olds facing coding challenges. The challenges were set by business sponsors who provided expert staff to mentor and judge the competition. Tasks included how to keep staff healthy using digital technology and how to enhance daily life using accessible data. HACK is stimulating interest in coding and computing, raising aspirations to help our young people into prosperous careers.



Support at Home Services

Tameside is at the forefront of a transformation deliver improved person-centred care, with a commitment to fundamentally changing the way support at home is delivered – assisted by £3.1m of investment from the Greater Manchester Transformation Fund.

The new model is an asset-based approach which will see homecare staff take on more duties, to support service users with aspects of their life that go beyond day-to-day care. For example, homecare staff will become involved in a practical approach to review how users can best be supported, how their family or friends provide support, and whether technology can play a part.

The benefits of the new model are twofold – new duties handed to homecare staff will be reflected in their salary. It is thought that providers will attract high calibre staff with ambition to move on to social work, nursing or up the ladder within the care providers. Secondly, it is anticipated that by giving extra support to help people thrive, there will be fewer people moving into residential or nursing care and fewer hospital admissions.

Autism Friendly

Tameside Council, along with other local authorities across Greater Manchester, has played a role in developing a strategy that sets out how we will make our boroughs Autism-friendly. 'Making Greater Manchester Autism Friendly 2019-2022', is a strategy that aims to identify the support and information needed for people with autism and their families. It sets out what each local authority should be doing to support people with Autism in the following areas:

- Community
- Health and Support and;
- Employment and Transition.

Progress in these areas is monitored each year through an annual report, shared by the Greater Manchester Autism Consortium. This identifies how well the authorities are doing regarding supporting people with Autism, and identify further action to improve. For example, health and support covers diagnosis rates, the timeliness and quality or support. The Strategy was signed off at the Greater Manchester Health and Care Board in January 2019, with next steps for implementation groups and an engagement plan to outline how the defined targets will be achieved.



Suicide Prevention

We have reviewed the high suicides rates, the contributing factors and the associated impacts. As part of this work we are working to reduce the prevalence of suicide among high risk groups, including people struggling with depression, debt, addiction and welfare changes. Findings from the review have fed into the development of a suicide prevention strategy for the next five years, aiming to reduce the suicide rate by 10% by 2020.

Shared Lives

Tameside Shared Lives Scheme offers people aged 18 and over an alternative and flexible form of accommodation and support. Individuals who require support are matched with Shared Lives Carers who can support them in their family and community life. This takes a number of forms, such as long-term support, respite support for short breaks, and also in emergencies.

The service is run by the Shared Lives and Reablement Services within Tameside Council and supports adults in the borough with a variety of care needs, such as regular support activities. In September 2018, Shared Lives were rated as Good by the CQC, achieving this judgement in every setting – safe, effective, caring, responsive and well-led. Service users of the Shared Lives Service report that they feel safe and that those who support them are helpful and dependable. Over 130 adults in Tameside are recipients of the service, and a recent consultation paved the way to include more adults from the age of 16 upwards to use the service in future.



Young People's Emotional Wellbeing Service

Working in partnership with a range of agencies across Tameside and Glossop, including specialist services, third sector organisations and the wider public sector, the Children and Young People's Mental Health Transformation Plan has seen an investment of £931,000 in 2018/19. By working in partnership the mental health provision is taking a whole systems approach by fully implementing the THRIVE model and developing neighbourhood teams. A key success to date was the launch of two open access drop in services (The Hive and The Talk Shop) for children and young people to access – at these drop-ins young people can open up about their mental health (including issues linked to sexuality and gender). It is the aim for the Children and Young People's Emotional Wellbeing Strategic Group to have a focused conversation about how we are ensuring children and young people with protected characteristics have equitable access to mental and emotional health support.

National recognition / award shortlisting

During the past 12 months we have been shortlisted for awards in the following areas.

Health Service Journal (HSJ) Value Awards 2019 (shortlisted for 10 projects)

1. Acute Service Redesign Award (Electronic Advice and Guidance)
2. Community Health Service Redesign Award (Community IV Therapy Service)
3. Diabetes Care Initiative of the Year (Denton Diabetes Diverters 100 day challenge)
4. Emergency, Urgent and Trauma Care Efficiency Initiative of the Year
5. Development of New Electronic Emergency Department Health Record System
6. Financial or Procurement Initiative of the Year (Finance Improvement Team)
7. Improving Value in the Care of Older Patients Award - 1) Using digital technology to deliver place-based care to older frail people, 2) Extensive Care Service
8. Technology Initiative of the Year (Development of new electronic ED health record system)

MJ Awards 2019 (shortlisted for 3 categories)

1. Transforming Lives: Transforming Support at Home
2. Corporate Director of the Year
3. Care and Integration: Digital Health Centre

MJ Awards 2019 (commended for 1 category)

1. Innovation in Property and Asset Management: Vision Tameside

Winter Care Investment

Schemes aimed to reduce social isolation, support people to remain living safely at home and to promote a timely and safe discharge from hospital. This includes:

- Block booking of 10 transitional care beds
- In-house home care services
- Additional capacity across neighbourhood localities
- Additional projects with the voluntary and community sector

Inspiring Digital Enterprise Award (IDEA)

IDEA is the Duke of York Inspiring Digital Enterprise Award. It is an initiative that allows people to develop digital and enterprise skills for free on the go. Users can complete online challenges that will help them to gain career-enhancing skills. Tameside Council's Libraries and Routes to Work teams partnered together to deliver 'Get started with iDEA' workshops in Ashton Library. The purpose is to help residents become digitally included and improve their chances of employability. As the 'digital equivalent' of the Duke of Edinburgh Award, the programme can be used to enhance CVs. Learners can develop skills in internet safety, financial management, making GIFs, websites and more.



To ensure all legal and statutory requirements are met, to include the progress made against equality objectives, publish workforce monitoring data by equality group and the undertaking of Equality Impact Assessments to support service delivery and commissioning decisions. Our equality objectives are published through the One Equality Scheme and subsequent reviews.

Workforce Data

Public Sector Duty under the Equality Act 2010 requires organisations to have due regard to the need to eliminate unlawful discrimination, advance quality of opportunity and foster good relations between different groups. As such we are required to publish information relating to race, disability, sex and age, as well as grievances, dismissals and more.

The Council's workforce data is published [here](#). The CCG's workforce data can be found [here](#).

Gender Pay Gap

All public sector employers with over 250 employees are required to publish information about gender pay gaps annually by 31 March each year. A full analysis of the figures for the council's gender pay gap for the year 2018/19 can be found [here](#).

Equality Impact Assessments

Equality Impact Assessments (EIAs) help the Strategic Commission to meet its legislative requirements to assess the impact that our decisions have on various customer groups. Under the Public Sector Duty of the Equality Act 2010, public bodies are required to demonstrate that full consideration and due regard has been given to people's needs, and that those individuals charged with making decisions are aware of any impact and their duties.

EIAs are completed when a policy or service change is planned and allows the responsible officer, commissioner or team to ensure that they fully consider the consequences that might particularly disadvantage particular groups of people. EIAs are undertaken regardless of how minor or major the impact may be, in a large or small group of people.

EIAs ensure relevant questions are asked to minimise risk to people under the protected characteristics listed under the Equality Act – age, disability, sex, religion or belief, sexual orientation, gender reassignment, pregnancy or maternity and marriage and civil partnership. It requires decision-makers to identify possible ways of reducing or mitigating the impact of a service or policy change.

Examples of Equality Impact Assessments in Strategic Commission decision-making can be found in [Executive Cabinet](#) meeting papers for Council decisions and [Strategic Commissioning Board](#) papers for CCG decisions.

To develop and deliver services that are fair and equitable we need ensure staff are aware of their responsibilities and that service users are aware of their rights. To work across partnerships to raise awareness and understanding of equality and diversity.

Safe & Sound Decision Making

When making a change to a service or commissioned contract we are required to ensure any decision is supported by an evidence base that has due regard to the law and the impact on equalities, quality, the public, patients and service users.

The Strategic Commission has adopted a refreshed approach to evidence-based decision making. This approach ensures that requirements are met in terms of equality and diversity, quality, and consultation and engagement (including ongoing patient participation) when commissioners are proposing a change to the way in which a service is delivered.

The approach has three elements and is designed to ensure there is an appropriate understanding of any impacts before any change is made. In order to do this it is appropriate to:

- Prepare an Equality Impact Assessment (EIA)
- Complete a Quality Impact Assessment (QIA)
- Undertake a sufficient level of engagement and consultation consummate with the decision being taken.

PACT

PACT is an agreement between Tameside's Voluntary, Community, Faith and Social Enterprise Sector (VCFSE) and Tameside's public sector agencies. It commits to improving the life chances of people living in the area and provides residents of Tameside and Glossop with the opportunity to become more involved in the decision making.

It is based upon the principles of involving community groups and charities in advising and delivering services; better communication to build genuine partnership working and working together to secure investment. It was instigated by Tameside Health and Wellbeing Board and contains signatories from a number of different bodies including Tameside Council, Tameside & Glossop CCG, Pennine Care, Greater Manchester Police, Active Tameside, Tameside Hospital, Jigsaw Homes, Action Together and Greater Manchester Fire and Rescue Service.



EDS2

The Equality Delivery System 2 helps NHS organisations improve the services they provide for their local communities and encourages a better working environment, free of discrimination for those who work in the NHS, while meeting the requirements of the Equality Act 2010. The main purpose of EDS2 is to aid discussion with local partners and residents. By using the EDS2, NHS organisations can also be helped to deliver on the Public Sector Equality Duty.

EDS2 is based on four goals – better health outcomes; improved patient access and experience; a representative; and supportive workforce and inclusive leadership. NHS Tameside & Glossop CCG undertake EDS2 each year to help review and improve our performance for people with characteristics protected by the Equality Act 2010. The event delivered in November 2018 focused on goal 1 – better health outcomes and how we can use information and intelligence when planning and commissioning services to improve health and wellbeing. A copy of the report can be found [here](#).

Pride in Practice

Pride in Practice – which is endorsed by The Royal College of GPs – includes training with all staff on how to deliver better care and support in accessing appropriate services for the LGBT+ community. Staveleigh Medical Centre in Stalybridge is the most recent local provider to achieve a Gold award for excellence. The Pride in Practice award demonstrates commitment and dedication to ensuring a fully inclusive patient-centred service for LGBT+ patients. In Tameside & Glossop we now have 11 out of 37 GP practices having achieved this prestigious award – Albion; Ashton; Awburn; Denton; Dukinfield; Grosvenor; Guide Bridge; Lambgates; Market Street; Pike and Staveleigh.

Time to Talk Day

Time to Talk Day is an annual day of awareness-raising designed to encourage more people to come forward if they are struggling with mental health issues. Though established by the Time to Change initiative, staff from NHS Tameside and Glossop CCG and Tameside Council used the day to promote the help available to those living in the area and registered to a GP. Healthy Minds is the local mental health service provided by Pennine Care, giving confidential treatment and support to anyone with low mood, depression, anxiety and many more conditions, including those requiring specialist treatment.

Sex and Relationships Curriculum

In Tameside a new Sex and Relationships Education Curriculum was launched in July 2018, having been developed locally and published two years in advance of the national statutory introduction of SRE in all primary and secondary schools. The curriculum was developed to ensure that all children receive quality and equal SRE. We can be sure that this is the case as the curriculum was developed with the input of young people. The new curriculum ensures that we do everything we can to empower young people to make informed choices and take responsibility for their sexual health and wellbeing. This has been well received, with the majority of schools actively using the resource and attending free training sessions. The content of the curriculum is LGBT inclusive and represents people from different race backgrounds.

Engage and consult with communities using a variety of methods to shape our services to meet customer need in the most efficient and service user friendly way. Develop engagement and consultation activity where appropriate and when required for specific equality groups and disadvantaged / vulnerable people across Tameside and Glossop.

Engagement and Consultation in 2018/19

- Delivered the first joint Budget Conversation exercise for Tameside and Glossop Strategic Commission.
- Facilitated over 30 thematic Tameside and/or Glossop engagement projects.
- Received over 5,000 engagement contacts during 2018/19 (excluding attendance at events / drop-ins).
- Delivered 3 Partnership Engagement Network (PEN) conferences during the year 2018/19.
- Supported over 20 engagement projects at the Greater Manchester level.
- Promoted over 30 national consultations where the topic was of relevance to and/or could have an impact on Tameside and/or Glossop.
- Agreed and implemented a Tameside and Glossop Engagement Strategy (which was co-designed with the Partnership Engagement Network).
- Established the Partnership Engagement Network (PEN) family, a database of residents, patients and stakeholders who receive a monthly digest of all live engagement and consultation for them to access from one place.
- Tameside & Glossop CCG achieved Green Star (including four of five domains as outstanding) in the public and patient participation Improvement and Assessment Framework (IAF).

When the decisions we make have the potential to affect people living in Tameside and Glossop, we may hold a public consultation. This can be a statutory requirement or a matter of best practice, according to proposed changes taking place. A consultation allows people to have their say on a matter that they are affected by or interested in, and we must have due regard to how the public feel about the services which affect them.

Examples of local consultations undertaken by the Strategic Commission in 2018/19 include:

- Shared Lives Scheme
- Over the Counter Medicines
- Homelessness Prevention
- Infant Feeding
- Maternity Services
- Digital Skills
- Housing Assistance Policy
- Budget Conversation (First of the Strategic Commission)
- Single Handed Care

We actively promote public consultation and encourage members of the public to have their say through the **Big Conversation**, our online 'portal' of current and past surveys which is updated regularly. Public and patients are invited to sign up to the Big Conversation to be added to the mailing list to be notified of new public consultations that are taking place.

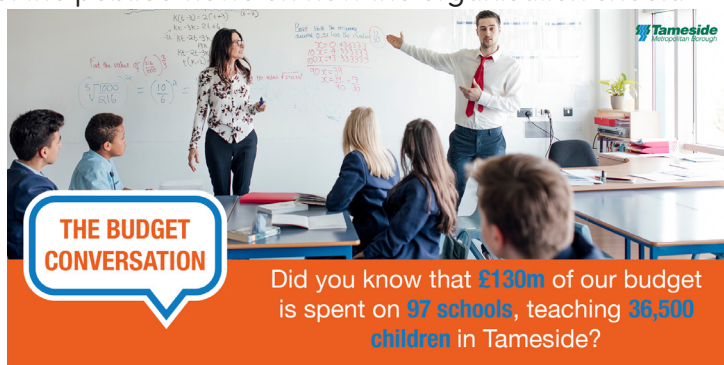
Budget Conversation 2019/20

In February 2019, Tameside & Glossop Strategic Commission agreed its first budget as a joint organisation made up of both the Council and CCG. It was decided that the objective of this year's budget would be to pave the way to making the required £70m of savings over the next five years.

Before the budget could be agreed, we wanted to find out the public's views on how the organisation should spend the money available. The Budget Conversation was held over the period from December 2018 to January 2019, consisting of an online survey and dedicated engagement and drop-in sessions.

Responses to the consultation were gathered and analysed, to be used as evidence in formulating the proposed budget for 2019/20.

Five dedicated engagement sessions were held with community groups – Age UK, Tameside Youth Council, Tameside College, Ashton Sixth Form, and People First Tameside discussed what their priorities for spending were and ideas on how to save money. A further six drop-in sessions were held at different community locations, including the Grafton Centre, Action Together and the Together Centre where members of the public and community groups attending could speak to Council staff about the Budget Conversation.





Partnership Engagement Network

The Partnership Engagement Network (PEN) is a platform where professionals, patients and members of the public can come together to discuss issues relating to the development of public services and have their voice heard. The network was created by the Council, CCG and Tameside Hospital, with the support from individuals across a variety of backgrounds including the voluntary sector, patient participation groups, and anyone with an interest in having their say on services that affect them are actively encouraged to take part.

Three PEN Conferences were delivered in the year 2018/19, with a total of six taking place since inception. Engagement topics from this year include:

- Improving Access to Primary Care
- Working together to prevent and tackle homelessness
- Identifying and supporting ex-services personnel
- Patient-centred diagnosis discussion
- Collaborative practice in primary care
- Loneliness
- Building a social movement around community wellbeing

Maternity Voices Partnership

The Tameside & Glossop Maternity Voices Partnership was established in October 2018. The partnership brings together service users, health professionals, commissioners and third sector organisations to review and identify areas of improvement in our maternity services. The partnership ensures all relevant parties have an input into the development of services and that their voices are heard by service providers.

The partnership has already identified several areas for improvement that have been placed within a comprehensive action plan. These include the need for more information specifically for LGBT parents, access to complementary services and design layout.



Gathering information and intelligence enables us to have a greater understanding of local need. To use a variety of communication methods to increase the accessibility and understanding of council and CCG services.

Evidence and Intelligence Based Services

When we are planning and commissioning services we require a strong evidence base. We use various dashboards and scorecards to display relevant data and to ensure any challenges or inequalities are addressed, and to create profiles for each ward within Tameside & Glossop. Using these profiles allows us to better commission services by focussing on needs identified within a specific area, examples of which include:

- Domestic Abuse
- Early Help
- SEND
- Dementia
- Veterans
- Alcohol
- Pharmacy needs

These examples can be viewed on the [Life in Tameside & Glossop website](#).

Patient and public feedback is also an important element of the commissioning process. Feedback is gathered in a number of ways including; PEN conferences, public consultation and our Engagement Strategy for Tameside & Glossop. Equality Impact Assessments also form part of our decision making process when making changes to services.

Purple Wi-Fi

Purple Wi-Fi is a free on-the-go platform that is available to anyone with a device in each of Tameside's nine towns to get online. Users need only sign up and opt in or out to receiving news and updates from the Council.

The platform provides us with the ability to communicate with customers and service users, to share new campaigns, events and consultations. On average there are 200-300 users each day. The Wi-Fi has been used to promote the recent Budget Conversation in our efforts to boost the number of people encouraged to have their say on the Strategic Commission's spending. We were able to email around 15,000 users on two occasions, all of which had agreed to receive news and information on Council and CCG projects.

Communication Campaigns

In order to communicate with the residents of Tameside & Glossop, we adopt traditional methods of communication through to more innovative methods, which include:

- Tameside Citizen, a quarterly publication with all relevant news, events and information and advice delivered to every household in the borough.
- Local newspapers – the Strategic Commission uses local press such as the Tameside Reporter and Glossop Chronicle to make residents aware of appropriate news and updates relating to council and health services.
- Social media – the Council and CCG operate a number of social media platforms, with a combined 43k followers (April 2019). Social media is used as an information sharing platform, as well as a single point where residents can get in touch with general enquiries and receive advice and support.
- Digital advertising – in order to reach a wider audience, we use digital advertising on campaigns such as recruitment of social workers or foster carers on external sites as well as our own.
- Campaigning through special initiatives – in support of campaigning for cleaner air and safety around schools, Russell Scott Primary held a day of action asking drivers to turn off their engines and park safely away from schools when dropping off and picking up their children. The campaign was very successful and was attended by local press, which boosted awareness among parents and the wider community.

Shine a Light on Suicide





Every year in Tameside, 25 people take their own life. Suicide is the biggest killer of men aged between 20 and 34 in the region, and three quarters of all suicides are suffered by men. Mental health is high on the Strategic Commission's agenda, and as part of addressing this, the Strategic Commission has supported a Greater Manchester-wide campaign, 'Shining a Light on Suicide'. It follows research and evidence from people who have considered suicide and have said that talking openly about it helped to save their lives. The campaign has been commissioned by the Greater Manchester Health and Social Care Partnership (GMHSCP) but in Tameside & Glossop it will support the Living Life Well programme and the introduction of the new suicide prevention strategy mentioned above.

Health Campaigns Targeting Protected Groups

When running public health campaigns we have recognised that people among the protected characteristics defined in the Equality Act may be at a disproportionate risk of illness or be less likely to seek help. The following are some examples of campaigns we have lead on or support, which are aimed at different equality groups:

- GM You Can Stop Smoking Campaign – materials from this campaign were shared with the Council LGBT youth group.
- Cervical Cancer Campaign – while not targeted at any specific group, materials were also shared with the LGBT youth group with the intent to dispel the myth that lesbian women cannot contract the disease.
- Lung Health Checks: this programme targets those aged 55-74 as well as people with long term health conditions such as COPD.
- Stay Well This Winter – the winter flu campaign is aimed at those who are most at risk of getting flu: those expecting children, children aged 2-4, those with long term health conditions and those aged 65 and over.

Report to:	STRATEGIC COMMISSIONING BOARD
Date:	26 June 2019
Officer of Strategic Commissioning Board	Kathy Roe – Director Of Finance – Tameside & Glossop CCG and Tameside MBC
Subject:	STRATEGIC COMMISSION AND NHS TAMESIDE AND GLOSSOP INTEGRATED CARE FOUNDATION TRUST – CONSOLIDATED 2018/19 REVENUE MONITORING STATEMENT AT 31 MARCH 2019
Report Summary:	<p>For the 2018/19 financial year the Integrated Commissioning Fund has spent £588,974k, against a net budget of £589,000k. Meeting financial control totals and delivering an underspend of £26k. This overall underspend at a global level has only been possible as a result of non-recurrent financial interventions and it should be noted that contained within this position are several directorates with significant overspend, including Children’s Services which has spent £8,043k in excess of budget.</p> <p>Against an authorised deficit position of £23,370k, the actual deficit position at the ICFT was £23,348k. £22k better than target.</p> <p>Further details are included in the main body of the report, while appendix 1 provides a deep dive into the ICF position.</p>
Recommendations:	Note the year-end financial position across both the Strategic Commission and the ICFT.
Financial Implications: (Authorised by the statutory Section 151 Officer & Chief Finance Officer)	<p>This report provides the 2018/19 consolidated financial position statement at 31 March 2019. The report shows that the Council has delivered a balanced budget, the CCG has met financial control totals and the ICFT came in slightly under the authorised deficit position.</p> <p>Further details breaking down spend within the Integrated Commissioning Fund are shown in Appendix 1.</p> <p>It should be noted that the Integrated Commissioning Fund (ICF) for the Strategic Commission is bound by the terms within the Section 75 and associated Financial Framework agreements.</p>
Legal Implications: (Authorised by the Borough Solicitor)	<p>There is a statutory duty to ensure the Council sets a balanced budget and that it is monitored to ensure statutory commitments are met. There are a number of areas that require a clear strategy to ensure in the face of demand they achieve this. It is not possible in Local Authority budgets to be overspent in law. Given the implications for each of the constituent organisations this report will be required to be presented to the decision making body of each one to ensure good governance. It is necessary that any cost sharing arrangements and implications of the same are agreed in advance with external auditors.</p>
How do proposals align with Health & Wellbeing Strategy?	The Integrated Commissioning Fund supports the delivery of the Tameside and Glossop Health and Wellbeing Strategy.

How do proposals align with Locality Plan?	The Integrated Commissioning Fund supports the delivery of the Tameside and Glossop Locality Plan
How do proposals align with the Commissioning Strategy?	The Integrated Commissioning Fund supports the delivery of the Tameside and Glossop Strategic Commissioning Strategy
Recommendations / views of the Health and Care Advisory Group:	A summary of this report is presented to the Health and Care Advisory Group for reference.
Public and Patient Implications:	Service reconfiguration and transformation has the patient at the forefront of any service re-design. The overarching objective of Care Together is to improve outcomes for all of our citizens whilst creating a high quality, clinically safe and financially sustainable health and social care system. The comments and views of our public and patients are incorporated into all services provided.
Quality Implications:	As above.
How do the proposals help to reduce health inequalities?	The reconfiguration and reform of services within Health and Social Care of the Tameside and Glossop economy will be delivered within the available resource allocations. Improved outcomes for the public and patients should reduce health inequalities across the economy.
What are the Equality and Diversity implications?	Equality and Diversity considerations are included in the re-design and transformation of all services
What are the safeguarding implications?	Safeguarding considerations are included in the re-design and transformation of all services
What are the Information Governance implications? Has a privacy impact assessment been conducted?	There are no information governance implications within this report and therefore a privacy impact assessment has not been carried out.
Risk Management:	Associated details are specified within the presentation
Access to Information :	Background papers relating to this report can be inspected by contacting : Tom Wilkinson, Assistant Director of Finance, Tameside Metropolitan Borough Council  Telephone:0161 342 5609  e-mail: tom.wilkinson@tameside.gov.uk Tracey Simpson, Deputy Chief Finance Officer, Tameside and Glossop Clinical Commissioning Group  Telephone:0161 342 5626  e-mail: tracey.simpson@nhs.net

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



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1. BACKGROUND

- 1.1 This report provides an overview on the financial position of the Tameside and Glossop economy to 31 March 2019. Supporting details for the whole economy are provided in the main body of the report, while **Appendix 1** breaks down the Integrated Commissioning Fund position in more detail.
- 1.2 The report includes the details of the Integrated Commissioning Fund (ICF) for all Council services and the Clinical Commissioning Group.
- 1.3 It should be noted that the report also includes details of the financial position of the Tameside and Glossop Integrated Care NHS Foundation Trust. This is to ensure members have an awareness of the overall Tameside and Glossop economy position. Reference to Glossop solely relates to health service expenditure as Council services for Glossop are the responsibility of Derbyshire County Council.
- 1.4 Please note that any reference throughout this report to the Tameside and Glossop economy refers to the three partner organisations namely:
 - Tameside and Glossop Integrated Care NHS Foundation Trust (ICFT);
 - NHS Tameside and Glossop CCG (CCG);
 - Tameside Metropolitan Borough Council (TMBC).

2. FINANCIAL SUMMARY

- 2.1 For the 2018/19 financial year the Integrated Commissioning Fund has spent £588,974k, against a net budget of £589,000k. Meeting financial control totals and delivering an underspend of £26k. This overall underspend at a global level has only been possible as a result of non-recurrent financial interventions and it should be noted that contained within this position are several directorates with significant overspend, including Children's Services which has spent £8,043k in excess of budget.
- 2.2 Against an authorised deficit position of £23,370k, the actual deficit position at the ICFT was £23,348k. £22k better than target.
- 2.3 Further details are included in the body of the report, while appendix 1 provides a deep dive into the ICF position.

3. TARGETED EFFICIENCY PLAN (TEP)

- 3.1 The economy wide savings target for 2018/19 was £35,920k:
 - Commissioner £22,919k
 - Provider £13,001k
- 3.2 Against this target, £33,858k of savings have been achieved, 94% of the target. The short fall of £2,062k has been addressed non-recurrently to ensure that financial control totals are met.
- 3.3 At the ICFT the financial position has been met through the Trust recovery plan and improvements in governance.
- 3.4 At the Council a balanced budget has been delivered through planned use of reserves and non-recurrent savings against budget in other areas.

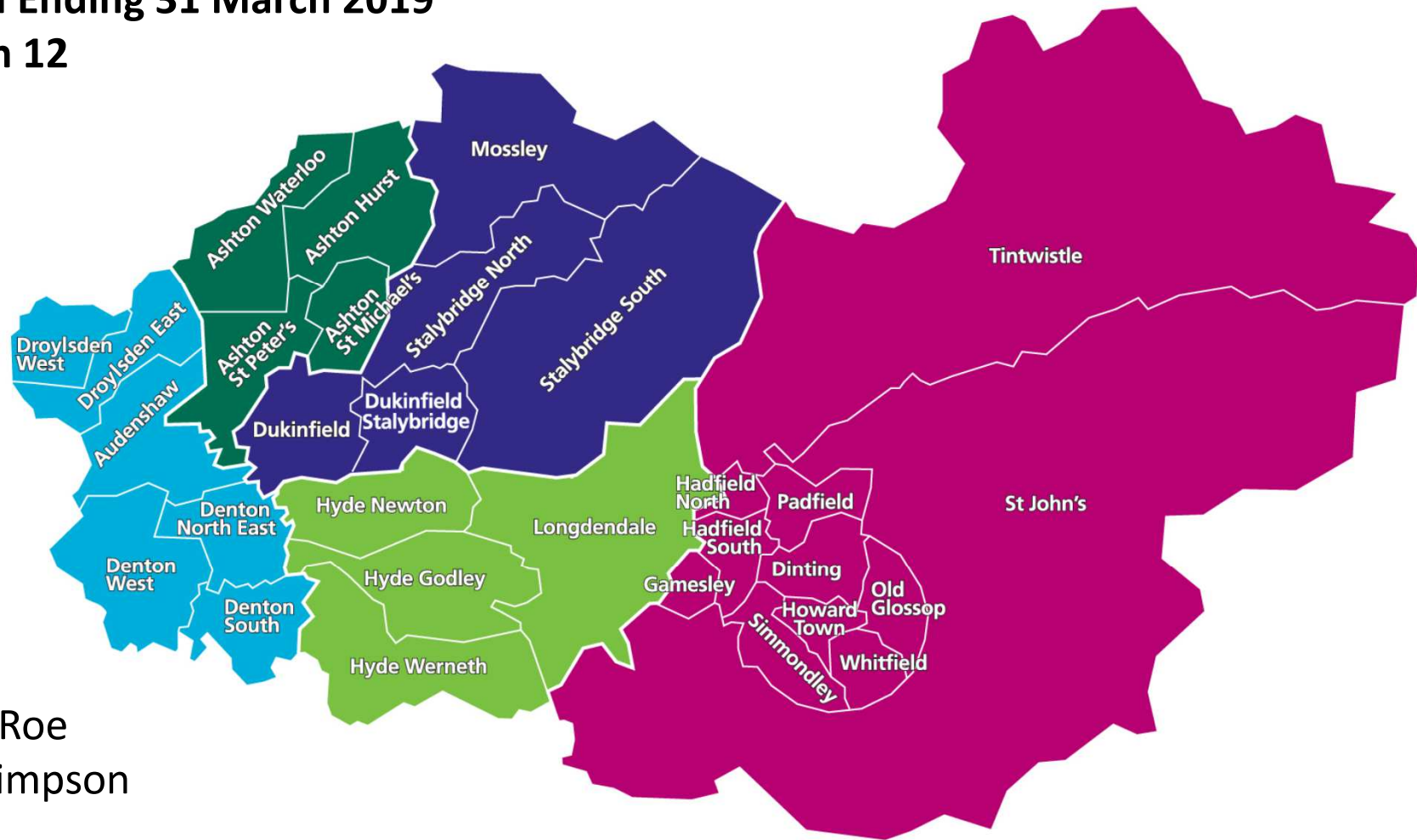
4. RECOMMENDATIONS

- 4.1 As stated on the front cover of the report.

Tameside and Glossop Integrated Financial Position

financial monitoring statements

Period Ending 31 March 2019
Month 12



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Kathy Roe
Sam Simpson

Integrated Financial Position Summary Report

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Appendix 2 – Detailed Service Budget Analysis

Note:

The values in this report have been presented in £'000s. All values reconcile exactly in it lowest denomination, however, on presentation there may be some minor rounding differences in the variance calculations as a result of reporting the values at a higher level.

Tameside & Glossop Integrated Economy Wide Financial Position

£22k

ICFT Position

Delivered small improvement against total, £19,127k post PSF. The Trust is in line to receive additional PSF although values are yet to be confirmed.

£26k

ICF Position

Control Totals have been met at both Council and CCG. An underspend of £28k has been made against Council budgets

Message from the DOFs

In this final integrated finance report of 2018/19, it is perhaps worth taking a moment to reflect upon financial performance over the last 12 months. In reports written at the start of the year, we were forecasting a combined over spend of £10.7m.

Through the hard work of operational and finance teams, working together in an integrated way across organisational boundaries, we have been able to address the in-year financial challenge. The Council has delivered a balanced budget, the CCG has met financial control totals and the ICFT came in slightly under the authorised deficit position.

There are clear and justifiable reasons to celebrate our success in delivering the financial position this year. However, it must also be noted that many of the savings were only delivered non recurrently. The Council budget for 2018/19 had already assumed the use of reserves to support Children's services and underspends on Council Budgets are primarily one-off in nature. Spend in a number of areas still significantly exceeds budget.

Therefore it is vital that we continue to maintain our focus on TEP and on the identification and delivery of savings to deliver a balanced position for 2019/20 and beyond. Proposed savings will continue to be subject to scrutiny through the 'Star Chamber' process and regular updates will be provided as part of the integrated finance report throughout the year.

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

Year End Position £000's	Final Year End Position			Variance	
	Budget	Forecast	Variance	Previous Month	Movement in Month
CCG Expenditure	402,486	402,486	0	0	0
TMBC Expenditure	186,514	186,488	26	24	2
Integrated Commissioning Fund	589,000	588,974	26	24	2
ICFT - post PSF Agreed Deficit	(19,149)	(19,127)	22	0	0

Tameside & Glossop Integrated Commissioning Fund

For the 2018/19 financial year the Integrated Commissioning Fund has spent £588,974k, against a net budget of £589,000k. Meeting financial control totals and delivering an underspend of £26k. This overall underspend at a global level has only been possible as a result of non recurrent financial interventions and it should be noted that contained within this position are several directorates with significant overspend, including Children's Services which has spent £8,043k in excess of budget.

Year End Position £000's	Final Year End Position					Net Variance	
	Expenditure Budget	Income Budget	Net Budget	Net Actual	Net Variance	Previous Month	Movement in Month
Acute	202,864	0	202,864	203,848	(984)	(914)	(71)
Mental Health	32,842	0	32,842	33,794	(952)	(636)	(316)
Primary Care	82,954	0	82,954	82,144	810	489	320
Continuing Care	14,126	0	14,126	15,808	(1,681)	(1,904)	223
Community	29,966	0	29,966	30,246	(279)	(138)	(142)
Other CCG	34,525	0	34,525	32,705	1,820	3,101	(1,282)
CCG TEP Shortfall (QIPP)	0	0	0	0	0	0	0
CCG Running Costs	5,209	0	5,209	3,941	1,268	0	1,268
Adults	82,653	(42,172)	40,480	40,449	31	224	(193)
Children's Services	46,819	(3,051)	43,768	51,810	(8,043)	(7,812)	(231)
Education	25,386	(19,824)	5,562	5,269	293	(8)	301
Individual Schools Budgets	120,994	(120,994)	0	0	0	0	0
Population Health	17,186	(680)	16,506	16,156	350	261	89
Operations and Neighbourhoods	76,737	(26,448)	50,288	50,867	(579)	(412)	(167)
Growth	39,894	(34,875)	5,020	6,532	(1,512)	(2,021)	509
Governance	86,438	(77,606)	8,832	7,067	1,765	1,680	86
Finance & IT	6,103	(1,550)	4,553	4,139	414	365	49
Quality and Safeguarding	367	(288)	79	45	33	8	26
Capital and Financing	13,869	(1,360)	12,509	10,587	1,922	1,786	136
Contingency	3,323	(6,823)	(3,500)	(6,195)	2,695	3,586	(891)
Corporate Costs	9,038	(6,622)	2,416	(242)	2,658	2,368	291
Integrated Commissioning Fund	931,292	(342,293)	589,000	588,974	26	24	2

Tameside & Glossop Integrated Commissioning Fund

Year End Position £000's	Final Year End Position					Net Variance	
	Expenditure Budget	Income Budget	Net Budget	Net Forecast	Net Variance	Previous Month	Movement in Month
CCG Expenditure	402,486	0	402,486	402,486	0	0	0
TMBC Expenditure	528,807	(342,293)	186,514	186,488	26	24	2
Integrated Commissioning Fund	931,292	(342,293)	589,000	588,974	26	24	2

A: Section 75 Services	357,250	(42,852)	314,398	315,711	(1,314)	(310)	(1,004)
B: Aligned Services	375,806	(177,087)	198,719	199,638	(919)	(1,455)	536
C: In Collaboration Services	198,237	(122,354)	75,883	73,622	2,261	1,790	471
Integrated Commissioning Fund	931,292	(342,293)	589,000	588,974	26	24	2

Continuing Care

While spend on CHC was £1,681k higher than budget, this is significantly less than we had forecast earlier in the year (an overspend of £2,982k was reported at M3). Demonstrating progress against the recovery plan.

Budgets for 2019/20 have been set on the basis of actual activity in 2018/19, with an allowance for demographic growth and inflation. We will continue to closely monitor this area of spend, but because of budget changes we do not anticipate any overspend in 2019/20.

Acute

Spend on Acute services was £984k higher than budget in 2018/19.

Year end Income & Expenditure positions have been agreed with all associate NHS providers based on M10 data, with a post reconciliation adjustment to be made to this in June.

Independent sector providers (particularly BMI) continue to overspend significantly. Driven primarily by additional elective Trauma & Orthopaedic capacity, required to address RTT demands.

Manchester FT remains the biggest area of over spend. Driven by A&E, emergency admissions, critical care, outpatients and cardiology. The cardiology pressure is in part caused by a transfer of services from Stockport.

Children's Services

Spend on Children's Social Care was £8,043k higher than budget in 2018/19.

This is primarily because the number of looked after children has increased from 585 in December 2017 to 655 in March 19, a 12% increase.

Children's services represent the single greatest financial risk within the ICF and this risk is expected to continue into 2019/20.

Tameside Integrated Care Foundation Trust Financial Position

- **Revenue** - for the financial period to **31st March 2019**, the Trust has reported a net deficit of £23,348k, pre Provider Sustainability Funding (PSF), which is **c.£22k better than plan**. The in month position for March reported a £1.803m deficit, **£244k worse than plan**.
- **Trust Efficiency Programme (TEP)** - the Trust delivered **c.£1,222k** of savings in month, this is an underachievement against target by **c.£314k** in month. For the financial year 2018/19, the Trust has delivered **c.£12,569k** of TEP savings against a target of **£13,000k**
- **Agency cap** - The Trust has spent **c.£6,437k** on agency during the financial year, against a plan of **£9,526k**.

Financial performance metric	Month 12			YTD			Annual
	Plan (£000)	Actual (£000)	Variance (£000)	Plan (£000)	Actual (£000)	Variance (£000)	Plan (£000)
Normalised Surplus/(Deficit) before PSF	(£1,559)	(£1,803)	(£244)	(£23,370)	(£23,348)	£22	(£23,370)
PSF	£494	£788	£294	£4,221	£4,221	£0	£4,221
Surplus/(Deficit) post PSF	(£1,065)	(£1,015)	£50	(£19,149)	(£19,127)	£22	(£19,149)
Capital Expenditure	£5,027	£4,629	(£398)	£5,027	£4,629	(£398)	£5,027
Cash and Equivalents	£1,220	£2,300	£1,080				£1,220
Trust Efficiency Savings	£1,536	£1,222	(£314)	£13,001	£12,569	(£432)	£13,001
Use of Resources Metric	3	3		3	3		3

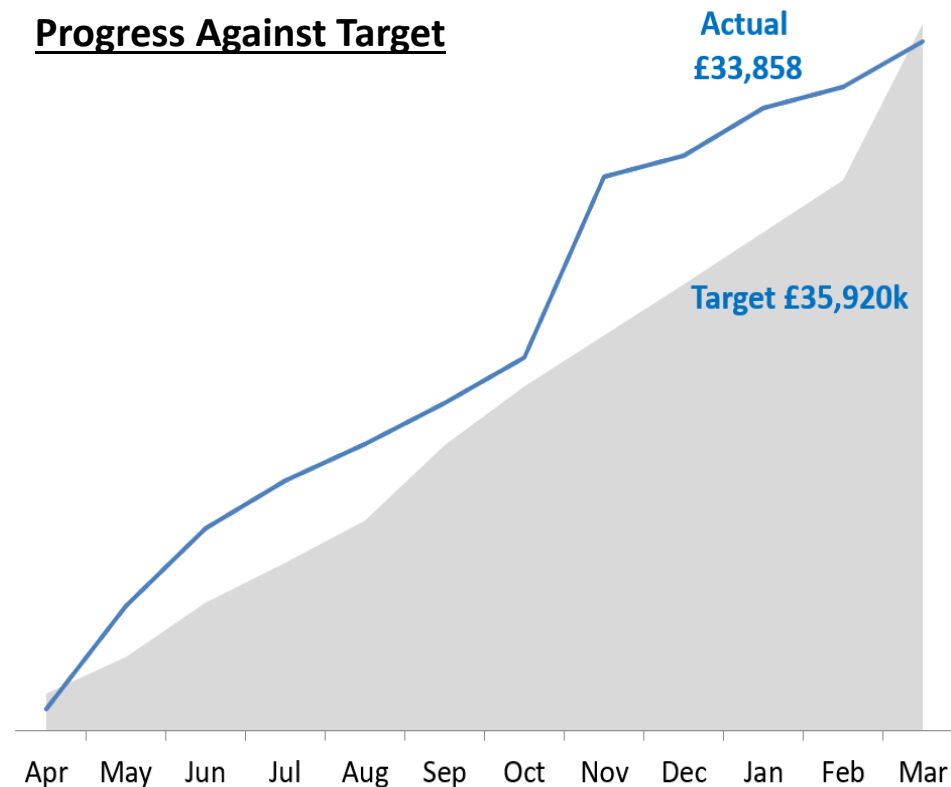
- **Control Total** – the Trust delivered the control for 2018/19 of c£19.149m.
- **PSF** - The Trust has achieved its Q4 finance and performance target and will therefore receive the full PSF allocation for the financial year. The Trust could also receive bonus PSF, but the value is still to be confirmed.
- **TEP** – Compared to 2017/18, the Trust has delivered c.£2m more recurrently and c.£2.6m of savings more in year.

TEP – Targeted/Trust Efficiency Plan

2018/19 TEP Savings (000's)	Savings Achieved	Target	Shortfall
CCG	19,800	19,800	0
TMBC	1,489	3,119	1,630
Strategic Commissioner	21,289	22,919	1,630
ICFT	12,569	13,001	432
Economy Total	33,858	35,920	2,062

- The economy wide savings target for 2018/19 was £35,920k:
 - Commissioner £22,919k (£19,800k CCG & £3,119k TMBC)
 - Provider £13,001k
- Against this target, £33,858k of savings have been achieved, 94% of the target.
- The short fall of £2,062k has been addressed non recurrently to ensure that financial control totals are met.
- At the ICFT the financial position has been met through the Trust recovery plan and improvements in governance.
- At the Council a balanced budget has been delivered through planned use of reserves and non-recurrent savings against budget in other areas.
- A significant proportion of the savings have only delivered non recurrently. Therefore it is vital that we continue to maintain our focus on TEP and on the identification and delivery of savings to deliver a balanced position for 2019/20 and beyond.

Progress Against Target



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APPENDIX 2 – Strategic Commissioner Detailed Analysis

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Local Authority Savings Progress

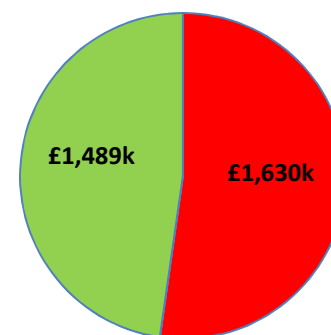
SAVINGS PROGRESS - HEADLINES

The 2018/19 budget included £3,119k of savings to be delivered by management during the financial year. As at the end of the financial year a significant number of savings have not been delivered, resulting in a number of budget pressures. Alternative savings have been identified in some areas to offset non-delivery of planned savings.

- **£1,489k** (48%) of the planned savings have been delivered in 2018/19.
- **£1,630k** (52%) of the savings planned have not been delivered in year, resulting in budget pressures in a number of service areas. Some of these savings are expected to be delivered in 2019/20 or future years.
- Just over half of planned savings in Adults have been delivered, although other savings have been identified elsewhere in the service to offset these pressures.
- Within Operations and Neighbourhoods the new Car parking provision at Darnton Road was expected to generate additional income of £500k per annum. Delays in the construction of the spaces has resulted in the additional income being reduced to £5k.
- Planned savings in the Growth directorate included forecast savings from the re-provision of the Additional Services contract with the Local Education Partnership (LEP) which was been extended as a result of the collapse of Carillion. Options for the future of the LEP are being considered and savings are anticipated in future years. Other savings not delivered mainly relate to additional income from the purchase of the Plantation Industrial Estate which is no longer proceeding.

Savings 2018/19

Savings achieved in 2018/19
£1,489k

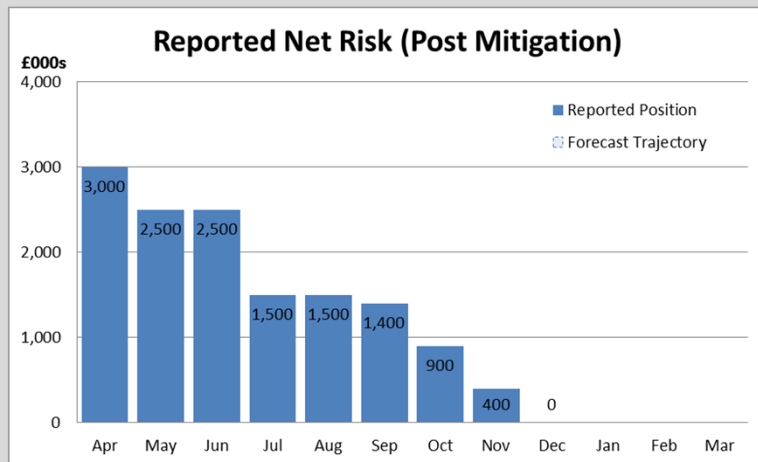


Savings not achieved in 2018/19
£1,630k

SAVINGS (£000's)	Not		TOTAL
	Delivered	Delivered	
Adults	318	379	697
Childrens (Learning)	0	90	90
Population Health	0	528	528
Operations and Neighbourhoods	575	5	580
Growth	558	340	898
Governance	129	25	154
Finance & IT	50	0	50
Corporate	0	122	122
Total	1,630	1,489	3,119

CCG Recovery Plan & TEP Update: March 2019 (M12)

- The CCG had a Targeted Efficiency Plan (TEP, also known as QIPP) target for 18/19 of £19,800k. We have fully delivered against the target and achieved savings of £19,800k.
- In submitted plans at the start of the year, the CCG reported that financial control totals would be met, but recognised that there was significant risk associated with this. This reported risk reduced throughout the year, reaching zero in December:



- As part of our wider Integrated Commissioning Fund (ICF), the CCG entered into a risk share agreement with TMBC for 18/19. This would have enabled the Local Authority to increase contributions into the pooled budget by up to £5m in order to balance the CCG position on a non-recurrent basis. Any increase in council contribution in 18/19 would have resulted in an increase in the CCG contribution in future years
- The CCG was able to balance the 2018/19 position without a requirement to call upon this ICF risk share.

- The table below summarises achievement of the QIPP target in 2018/19, together with a comparison to the position reported at M9:

Planned Savings (before application of optimism bias)

£000's	Recurrent	Non Recurrent	Total	Prior Month	Movement
High Risk	0	0	0	0	0
Medium Risk	0	0	0	0	0
Low Risk	0	0	0	1,043	-1,043
Saving Posted	7,948	11,852	19,800	18,757	1,043
Total	7,948	11,852	19,800	19,800	0

Expected Savings (after application of optimism bias)

	Recurrent	Non Recurrent	Total	Total	Movement
High Risk	0	0	0	0	0
Medium Risk	0	0	0	0	0
Low Risk	0	0	0	1,043	-1,043
Saving Posted	7,948	11,852	19,800	18,757	1,043
Total	7,948	11,852	19,800	19,800	0

QIPP Target

19,800	19,800	0
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Savings Still to Find

0	0	0
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Value of savings about which we are certain (i.e. blue & green schemes) 19,800

- The only significant change versus our expectation at M9 was Quality Premium Payment achievement, where we narrowly missed the early diagnosis target, resulting in a loss of £160k income.
- This shortfall was addressed through slippage on A&E delivery board budgets and additional achievement against prescribing schemes.

Adults	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Outturn £000's	Variance £000's
Adults Senior Management	544	0	544	591	(46)
Joint Commissioning & Performance Management	939	(132)	807	788	19
Improved Better Care Fund	3,299	(3,299)	0	0	(0)
Long Term Support	66,899	(37,154)	29,745	29,549	196
Reablement	3,700	(431)	3,269	3,276	(6)
Mental Health	3,259	(288)	2,971	3,477	(507)
Urgent Integrated Care	4,013	(869)	3,144	2,768	375
TOTAL	82,653	(42,172)	40,480	40,449	31

BUDGET VARIATIONS

The net variance reflects a number of underspends and pressures including:

Underspends - £2,857k

- £340k** Net impact of vacant posts, some of which have been covered via agency employees across Adults
- £1,720k** Residential and Nursing care home placements - Income in excess of budget allocation - partly offset by related additional expenditure
- £511k** Income in excess of budget allocation for : Housing Benefit and Non residential / nursing care placements
- £175k** Reduced commitments on community equipment
- £111k** Various underspends across Adults

BUDGET VARIATIONS

The net variance reflects a number of underspends and pressures including:

Pressures – (£2,826k)

- (£1,297k)** Residential and Nursing care home placements - expenditure in excess of budget allocation - offset by related additional income
- (£101k)** Reduction to budgeted levels of income for Continuing Healthcare Homecare, Homemaker service and Supported Accommodation placements excluding Residential & Nursing
- (£357k)** Additional out of borough day service placements
- (£493k)** Specialised homecare - off framework contract
- (£471k)** Increased mental health alternative accommodation placements
- (£107k)** Deprivation Of Liberty Safeguards Mental health medical assessments

SAVINGS

The 2018/19 budget included **£697k** of savings to be delivered by management during the financial year.

- **£379k** is rated ‘green’ and has been delivered
- The remaining £318k of the savings target is rated ‘red’ as these initiatives have not been delivered in this financial year
- The directorate has managed the non delivery of these savings via additional levels of income compared to the budget allocation together with reduced levels of budgeted expenditure.

SAVINGS (£000's)	Not Delivered	Delivered	TOTAL
Adults	318	379	697

Children's Services	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Outturn £000's	Variance £000's
Assistant Executive Director - Children's Specialist Services	1,106	(41)	1,066	1,381	(316)
Childrens Safeguarding	27,647	(755)	26,892	33,694	(6,802)
Early Intervention & Youth Justice	1,724	0	1,724	1,833	(109)
Looked After Children	4,343	(2,017)	2,326	1,950	376
Child Protection & Children In Need	4,349	(238)	4,111	4,883	(772)
	7,649	0	7,649	8,069	(420)
TOTAL	46,819	(3,051)	43,768	51,810	(8,043)

BUDGET VARIATIONS

The net variance reflects a number of underspends and pressures since month 11 including:

Placement Costs – (£580k)

The Council continues to experience extraordinary increases in demand for Children's Social Care Services, placing significant pressures on staff and resources. The number of Looked after Children has gradually increased from 612 at 31 March 2018 to 655 at 31 March 2019. Despite the additional financial investment in the service in 2017/18 and 2018/19, the expenditure has exceeded the approved budget for Third Party Payments by **£7,207k**; due to the additional placement costs. It should be noted that the 2018/19 placements budget was based on the level of Looked After Children at December 2017 (585) ; a resulting increase of 70 (12%).

Health contributions towards Placement costs - (£121k)

Income less than budget

Use of Specified Reserve – £710k

Non-recurrent reserve funding to support service improvement initiative.

Education	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Outturn £000's	Variance £000's
Access & Inclusion	15,035	(12,967)	2,067	2,313	(246)
Assistant Executive Director - Education	239	(66)	173	79	94
Schools Centrally Managed	2,177	(217)	1,960	1,744	216
Schools Centrally Managed - DSG	(286)	504	217	6	211
School Performance and Standards	417	(181)	237	190	47
Pupil Support Services	7,804	(6,897)	908	936	(28)
TOTAL	25,386	(19,824)	5,562	5,269	293

BUDGET VARIATIONS

The variance is a net position and reflects a number of underspends and pressures including:

Underspends:

- £775k** Vacant posts across the whole service.
- £284k** Budgetary saving to be utilised to offset overspending in other areas of Education
- £205k** Utilisation of grant funding

Pressures:

- (£585k)** Special Educational Needs Transport due to increase in children eligible for statutory support.
- (£198k)** Increase in statutory work regarding Education Healthcare Plans (EHCP) Assessments

SAVINGS

SAVINGS (000's)	Not Delivered	Delivered	TOTAL
Children's (Learning)	0	90	90

The 2018/19 budget included **£90k** of savings to be delivered by management during the financial year.

- **£90k** is rated 'green' and has been delivered.

Population Health

G

Population Health	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Outturn £000's	Variance £000's
Public Health	17,186	(680)	16,506	16,156	350
TOTAL	17,186	(680)	16,506	16,156	350

BUDGET VARIATIONS

The net variation reflects a number of underspends and pressures across the service, including **£284k** due to vacant posts across the directorate during the year together with a **£34k** saving in quarter four relating to the vacant consultant of Population Health post.

In addition there has been a **£100k** contract saving due to the renegotiation of rent at Cavendish Mill.

SAVINGS

SAVINGS (000's)	Not Delivered	Delivered	TOTAL
Population Health	0	528	528

The 2018/19 budget included £528k of savings to be delivered by management during the financial year.

- **£528k** is rated 'green' and has been delivered.

Quality and Safeguarding

G

Quality and Safeguarding	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Outturn £000's	Variance £000's
Quality & Safeguarding - Adults	109	(30)	79	45	33
Quality & Safeguarding - Children	258	(258)	0	0	0
TOTAL	367	(288)	79	45	33

BUDGET VARIATIONS

The net variation reflects a number of underspends and pressures across the service, including:

- The underspend is primarily due to vacant posts

Operations & Neighbourhoods	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Outturn £000's	Variance £000's
Operations and Emergency Planning	1,269	(2,461)	(1,192)	(1,193)	1
Community Safety & Homelessness	4,991	(1,407)	3,584	3,065	519
Cultural and Customer Services	3,471	(287)	3,184	2,910	274
Design and Delivery	11,364	(9,376)	1,988	2,005	(17)
Environmental Services Management	30,332	(55)	30,277	30,737	(461)
Highways & Transport	8,517	(8,746)	(229)	613	(842)
Markets	1,065	(1,533)	(468)	(288)	(179)
Operations and Greenspace	5,935	(473)	5,462	5,528	(67)
Public Protection	3,629	(911)	2,718	2,563	155
Waste Management	5,712	(1,156)	4,556	4,638	(82)
Youth	451	(43)	408	292	117
TOTAL	76,737	(26,448)	50,288	50,867	(579)

BUDGET VARIATIONS

The net variation reflects a number of underspends and pressures across the service, including:

Underspends:

- Part year vacancies due in part to retirements and difficulties in recruitment in Cultural and Customer Services, Design and Delivery, Environmental Services (Public Protection) are resulting in the forecast underspends in these areas.
- Vacancies in Operations & Greenspace, and in Highways & Transport are reducing the net pressures being reported in these areas.

Pressures:

- Pressures in Environmental Services Management relate to the Waste Levy and Passenger Transport Levy due in part to a late notification of a final adjustment relating to 2017/18.

BUDGET VARIATIONS

Pressures (continued):

- Highways & Transport - Pressure of **(£495k)** relates to the Darnton Road Car park income, where the Council has been unable to fully achieve the additional income forecast as a saving. Additional construction costs of **(£46k)** have materialised in this year as a result of works occurring earlier than expected. The car parking service has under-achieved on car parks income by **(£237k)** There have been further costs related to car parks of **(£159k)**
- Operations & Greenspace have had a continued shortfall in income from Ashton Market due to the on-going development works in Ashton Town Centre.
- There continues to be additional waste disposal costs within the street cleansing service, however this method of disposal is better value for the Council.
- Waste Management have incurred expenditure on caddy liners to encourage recycling of food waste, however there is no budget provision for this until 19/20.
- Winter maintenance (gritting) has overspent by **(£173k)** as a result of the weather conditions experienced. Additional budget provision will be allocated in 19/20.

SAVINGS

The 2018/19 budget included **£580k** of savings to be delivered by management during the financial year.

- Most of this savings target related to the new Car parking provision at Darnton Road which was expected to generate additional income of **£500k** per annum. Delays in the construction of the spaces has resulted in the additional income for this financial year being reduced to **£5k**. It is expected that the level of income generated will increase in 19/20 and further reviews will be conducted to calculate the realistic expected income in future years.

SAVINGS (£000's)	Not Delivered	Delivered	TOTAL
Operations and Neighbourhoods	575	5	580

Growth	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Outturn £000's	Variance £000's
Development Growth & Investment Management	318	(122)	195	155	41
Employment & Skills	1,779	(861)	918	783	134
Estates	1,511	(2,673)	(1,163)	(404)	(759)
Investment & Development	1,944	(1,259)	685	776	(91)
Planning	1,427	(1,084)	343	493	(150)
Strategic Infrastructure	608	(160)	448	317	131
School Catering	3,974	(3,970)	4	(136)	140
Corporate Landlord	8,066	(1,975)	6,092	7,072	(980)
Environmental Development	459	(90)	369	345	24
BSF, PFI & Programme Delivery	19,809	(22,680)	(2,871)	(2,871)	0
TOTAL	39,894	(34,875)	5,020	6,532	(1,512)

BUDGET VARIATIONS

The net variation reflects a number of underspends and pressures across the service, including:

Underspends:

- Vacancies and delays in recruitment of staff has resulted in underspends in several areas across the directorate
- Expenditure on Local Plan work has been delayed and is committed to be spent next year

Pressures:

- Corporate Landlord pressures relate mainly to additional fees being charged by PwC and non delivery of savings.
- Following the liquidation of Carillion the appointed liquidator PwC had been managing the contracts to enable the smooth transfer to other providers. The costs of this service were not budgeted for, and continued to be incurred until the end of July 2018.
- Forecast savings from the re-provision of the Additional Services contract with the Local Education Partnership (LEP) have not been realised in 2018/19.

BUDGET VARIATIONS

Pressures (continued):

- Expenditure has been incurred in respect of Ashton Moss investigation work.
- Estates budget pressures relate to a shortfall in income due to a number of factors. Income is no longer being received on properties that have been sold and other income is not being realised because facilities are being used for Council purposes. Forecast savings following the proposed purchase of the Plantation Industrial Estate have not been realised. The purchase is complex and is not currently being progressed. Additional security costs at Plantation Industrial Estates have also been incurred following a fire.
- As a result of delays recruiting surveyors there were fewer chargeable hours and forecast income has reduced.
- Within the Planning Service, Building Control income is forecast to be less than budget due to a reduction in the number of applications. Development and Control income is also forecast to be under budget.

SAVINGS

The 2018/19 budget included **£898k** of savings to be delivered by management during the financial year.

- Growth savings of **£558k** have not been delivered in 2018/19. These included forecast savings from the re-provision of the Additional Services contract with the Local Education Partnership (LEP) which has been extended as a result of the collapse of Carillion, and additional income from the purchase of the Plantation Industrial Estate which is not currently proceeding.
- There was also a £0.025m forecast savings from the introduction of pre-planning application fees that hasn't been realised.

SAVINGS (£000's)	Not Delivered	Delivered	TOTAL
Growth	558	340	898

Governance	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Outturn £000's	Variance £000's
<u>Governance</u>					
Executive and Business Support	1,118	(7)	1,111	1,075	35
Democratic Services	750	(24)	726	740	(13)
Governance Management	909	(88)	822	338	484
Legal	1,086	(113)	972	1,004	(31)
	3,863	(232)	3,631	3,157	474
<u>Exchequer</u>					
Exchequer Services	77,420	(76,051)	1,369	811	558
	77,420	(76,051)	1,369	811	558
<u>People & Workforce Development</u>					
People and Organisational Development	3,577	(1,182)	2,395	2,081	314
	3,577	(1,182)	2,395	2,081	314
<u>Marketing & Communications</u>					
Policy, Performance and Communications	1,578	(140)	1,438	1,018	420
	1,578	(140)	1,438	1,018	420
TOTAL	86,438	(77,606)	8,832	7,067	1,765

The net variation reflects a number of underspends and pressures across the service.

Pressures:

- (£246k) Transfer to Reserves to Fund ECG redesign for People and Workforce Development
- (£165k) Summons fee increase not achievable; further pressure as a result of the reduction of the court fee in year

Governance

Underspends:

- **£683k** Employee related expenditure (including training) is under budget due to vacant posts not being recruited to throughout the year, the service is currently in the process of a review/redesign across a number of areas and this will result in an additional cost pressures in the future.
- **£550k** Budget identified for savings in 19/20
- **£379k** Reduction in the contribution to the Housing Benefit Bad Debt Reserve
- **£269k** Additional Income across all services areas from Clinical Commissioning Group, Trade Union and Secondments within HR Service and Other Income offset with loss of schools income and
- **£66k** Additional Grant Income
- **£229k** Other Minor Variations throughout the individual areas less than £50k.

SAVINGS

Savings

The 2018/19 budget included **£154k** of savings to be delivered by management during the financial year. **£129k** related to increased income which has not been delivered but is offset by other savings across the Directorate.

SAVINGS (£000's)	Not Delivered	Delivered	TOTAL
Governance	129	25	154

Finance and IT	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Outturn £000's	Variance £000's
FINANCE					
Financial Management	2,747	(570)	2,176	1,735	441
Risk Management & Audit Services	614	(248)	366	268	97
	3,361	(819)	2,542	2,004	538
IT					
Digital Tameside	2,742	(731)	2,011	2,136	(125)
	2,742	(731)	2,011	2,136	(125)
TOTAL	6,103	(1,550)	4,553	4,139	414

BUDGET VARIATIONS

The net variance reflects a number of underspends and pressures including:

Underspends:

- **£417k** - Staffing underspends due to vacancies and timing of recruitment also staff having not taken up the pension option.
- **£190k** – Additional MFD Income to the service.
- **£140k** – Allocation of DSG Central Services Grant not previously budgeted for
- **£5k** - Other Minor Variations

Pressures:

- **(£28k)** - School Income target - underachieved due to academy conversions.
- **(310k)** - Additional year on year Corporate Costs increasing including additional Microsoft Licenses, Increase of back up costs, Wireless access point maintenance and increased security products and costs in relation to managed Services

SAVINGS

SAVINGS (000's)	Not Delivered	Delivered	TOTAL
Finance & IT	50	0	50

The 2018/19 budget included **£50k** of savings to be delivered by management during the financial year.

- **£50k** has not been delivered. The saving relates to forecast procurement savings which are not expected to be delivered until future years.

Capital Financing, Contingency and Corporate Costs



Capital Financing, Contingency and Corporate Costs	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Outturn £000's	Variance £000's
Capital and Financing	13,869	(1,360)	12,509	10,587	1,922
Contingency	3,323	(6,823)	(3,500)	(6,195)	2,695
Corporate Costs	9,038	(6,622)	2,416	(242)	2,658
TOTAL	26,230	(14,805)	11,425	4,150	7,276

BUDGET VARIATIONS

Underspends:

- The 2018/19 budget for capital and financing costs did not include any amounts for investment income on the Manchester Airport Shareholder Loan. Net additional investment income of **£610k** was received in respect of this. In addition to this no borrowing has been taken up in year, resulting in a saving on interest costs.
- Corporate Costs budgets include dividend income from the Council's shareholding in Manchester Airport Group. Total dividend in 2018/19 is **£1,635k** in excess of the budget. This additional income will be used to offset overspends in other service areas but is one-off in nature and cannot be guaranteed in future years.
- Additional Adult Social Care grant of **£721k** was notified after the 2018/19 budget was set. The grant has been allocated to contingency.
- Also included within corporate costs are savings of **£366k** in respect of contributions to AGMA, **£129k** of savings relating to Pension Increase Act Contributions and **£70k** saving on the audit contract.
- The outturn on Contingency includes additional section 31 received in year relating to business rates reliefs, and the release of contingency provisions to support service pressures across the council.
- A review of debtor balances has taken place and a subsequent increase in the provision for non-recovery of sundry debtors has caused an adverse movement in the contingency outturn.

SAVINGS

SAVINGS	Not Delivered	Delivered	TOTAL
Corporate	0	122	122

The 2018/19 budget included **£122k** of savings relating to Capital Financing costs which have been delivered in year.

Capital Expenditure

	2018/19 Budget	Outturn	Variance	Slippage
	£000	£000	£000	£000
Growth				
Vision Tameside	17,378	15,434	1,944	2,263
Investment & Development	2,634	2,113	521	510
Estates	624	0	624	624
Operations and Neighbourhoods				
Engineers	11,356	10,367	989	1,121
Environmental Services	431	286	145	143
Transport (Fleet)	362	247	115	-
Corporate Landlord	227	341	(114)	(122)
Stronger Communities	35	4	31	27
Children				
Education	4,662	4,169	493	599
Children	50	47	3	-
Finance & IT				
Finance	11,300	11,278	22	-
Digital Tameside	3,345	2,818	527	527
Population Health				
Active Tameside	4,350	4,417	(67)	(67)
Adults				
Adults	200	22	178	178
Governance				
Exchequer	10	-	10	10
Total	56,964	51,544	5,420	5,814

Capital Expenditure

	2018/19 Budget £000	Outturn £000	Variance £000
Education	4,662	4,169	493
Vision Tameside	17,378	15,434	1,944
Digital Tameside	3,345	2,818	527
Investment & Development	2,634	2,113	521
Adults	200	22	178

SIGNIFICANT SCHEMES AND BUDGET VARIATIONS

VISION TAMESIDE - Delays in the construction of Tameside One have resulted in spend less than budget in this financial year. Expenditure will be incurred in 2019/20 as the project comes to a conclusion.

DIGITAL TAMESIDE - Additional agreed work carried out by the LEP over the course of the build has not yet been charged for. Work scheduled to be carried out at Ashton Old Baths cannot be completed until the new Data Centre is in place.

INVESTMENT & DEVELOPMENT - The funding was not spent in 18-19 as the Council were waiting for the outcome of a £10m Grant Funding application to Homes England. The Grant has now been confirmed and this funding will pursue the planning application in 19/20.

EDUCATION - There are a number of schemes which are scheduled for Easter/Summer 2019 but because of the delay in Robertson's, appointment schemes were unable to be carried out over the summer of 2018.

ADULTS- In March 2018 there was a Executive Decision to agree capital funding and there has been on-going discussion between the Diocese and the Council's legal team in order to obtain a legal charge against the property in relation to the £150k capital money. As a result of this, a further key decision is required for the funding to take place without the need for a legal charge.

Capital Expenditure

	2018/19 Budget £000	Outturn £000	Variance £000
Engineers	11,356	10,367	989
Estates	624	-	624
Transport (Fleet	362	247	115
Corporate Landlord	227	341	(114)

SIGNIFICANT SCHEMES AND BUDGET VARIATIONS

ENGINEERS - A number of variations have arisen where outturn is less than budget due to requests for slippage into the 2019/20 financial year. This includes schemes such as Flood Prevention and Repairs, Mossley Road East Retaining Walls, Ashton Canal Links and Hospital Parking.

ESTATES - The Mottram show trustees have experienced more problems than anticipated with regard to ground conditions, they have requested an extension to allow sufficient time to complete their relocation works so costs would now not be incurred until 19/20.

PROCUREMENT OF 58 FLEET VEHICLES- The vehicles originally requested were no longer available, therefore, a change to the specification was required which in turn resulted in costs being lower than expected.

CORPORATE LANDLORD - Works are completed when required, to ensure the councils buildings provide a safe and effective physical environment for staff and services to operate from. Approval to draw on earmarked resources for capital spend is then requested from Executive Panel. The amount showing as overspent within 18/19 is works completed since the last report, these costs will be presented to Capital Panel in July 2019.

	Budget £000's	Actual £000's	Variance £000's
Acute Commissioning	189,465	190,477	(1,012)
Tameside & Glossop ICFT	127,635	127,700	(66)
Manchester FT	31,285	32,552	(1,267)
Stockport FT	10,385	9,453	932
Salford Royal FT	5,340	5,397	(57)
Pennine Acute	3,539	3,411	128
The Christie	1,862	2,207	(345)
BMI Healthcare	1,703	2,262	(558)
Wrightington, Wigan & Leigh	1,154	1,026	128
Spamedica	1,138	1,194	(55)
Other Providers	5,424	5,276	148
Ambulance Services	8,243	8,348	(105)
NCAS/OATS	2,060	2,009	51
Clinical Assessment & Treatment Centres	1,481	1,423	59
Winter Resilience	1,393	1,334	59
High Cost Drugs	206	238	(31)
Collaborative Commissioning	15	20	(5)
Total - Acute	202,864	203,848	(984)

- Year end Income & Expenditure (I&E) positions have been agreed with all associate NHS providers. These are agreed for the purposes of final accounts at both organisations and will feed into the national Agreement of Balances exercise. However these agreements were based upon 10 months of data to the end of January. There will be a post reconciliation adjustment made when final month 12 data is available in June. This may result in a cross year pressure/benefit to the CCG's position. While the I&E agreement was made on the basis of the best information available at the time, we are potentially vulnerable to pressures as a result of high cost critical care patients.
- Manchester FT remains the biggest area of over spend. Driven by A&E, emergency admissions, critical care, outpatients and cardiology. The cardiology pressure is in part caused by a transfer of services from Stockport. The wider underspend against Stockport relates to a reduction in emergency admissions (particularly stroke) and a reduction in maternity spend.
- Independent sector providers (particularly BMI) continue to overspend significantly. Driven primarily by elective Trauma & Orthopaedic admissions, as the independent sector provides capacity for NHS trusts struggling with Referral to Treatment (RTT) demands.
- The underspend against other providers includes a benefit of £400k relating to neuro rehab placement costs, which offsets pressures in CHC.

	Budget £000's	Actual £000's	Variance £000's
Mental Health Contracts	24,141	24,141	0
Mental Health Services - Adults	5,067	5,819	(753)
Mental Health Services - Other	1,521	1,512	9
MH - Collaborative Commissioning	647	636	11
Learning Disabilities	632	643	(11)
MH - Specialist Services	587	800	(213)
Improving Access To Psychological Therapies	183	179	5
Mental Capacity Act	84	90	(6)
MH - Non Contracted Activity	71	79	(8)
Child & Adolescent Mental Health	(91)	(105)	14
Total - Mental Health	32,842	33,794	(952)

- In January 2018, SCB approved a Mental Health (MH) investment plan that was compliant with the Mental Health Investment Standard and which would deliver the ambition of the Five Year Forward View (FYFV). In order to meet the requirements of FYFV an additional recurrent investment of £2,500k was made in Mental Health for 2018/19.
- Work is underway to implement this strategy, however there has been some delays against delivery of service plans. As a result there was £1,125k slippage against core Mental Health, which has been released to the CCG's Targeted Efficiency Programme. This slippage relates primarily to delays in commencement dates for new and enhanced services, which are in turn driven by recruitment difficulties.
- A risk share arrangement for an additional 12 MH beds at Pennine Care has been agreed in principle across the five footprint commissioners and agreement has been reached for the provision of a GM Female Psychiatric Intensive Care Unit (PICU) service. The latter is being provided by Cheadle Royal with the Pennine Care footprint commissioners block booking 4 beds at 100% occupancy.
- The £213k forecast overspend in Specialist Services relates to the Hurst and Beckett units (secure wards at Pennine Care, but outside the core contract).
- The £753k pressure forecast for Adult MH services relates to Individualised Commissioning packages of care. This is a material (£230k) increase against the position reported at Q3 and relates to a re-classification of patients who were previously coded to the Continuing Care cost centre.

	Budget £000's	Actual £000's	Variance £000's
Prescribing	40,235	39,808	427
Delegated Co-commissioning	33,041	32,524	517
Out of Hours	2,464	2,461	4
Local Enhanced Services	1,524	1,340	184
Primary Care IT	1,325	1,219	106
Central Drugs	1,201	1,300	(99)
GP FORWARD VIEW	1,051	1,051	0
Primary Care Investments	880	1,274	(394)
Oxygen	514	442	72
Medicines Management - Clinical	399	381	18
Commissioning Schemes	319	343	(24)
Total - Primary Care	82,954	82,144	810

- **Prescribing** - Against a savings target of £2,000k, we have actually delivered prescribing savings of £3,027k in 2018/19. These savings have been delivered in spite of external cost pressures around NCSO (No Cheaper Stock Obtainable) prices, with particular success linked to Repeat Ordering Controls, Optimise Rx and reduced spend on targeted drugs, including Tadalafil and Rosuvastatin.
- At the time of writing, prescribing data is only available for the first 10 months of the year. As such the figure reported above includes an accrual for spend in February and March. This accrual has been prepared using the best information available, but there are a number of external factors which have increased uncertainty this year. Not least Brexit, where anecdotal reports in the press suggest patients may be stockpiling drugs or filling repeat prescriptions earlier. Brexit is also resulting in an increased number of items being classified NCSO. The year end accrual reflects this uncertainty and may result in either a cross year benefit or pressure when final month 12 data is published.
- **Delegated Co-Commissioning** – The underspend in this area has further increased since the Q3 report, this is due to the release of contingency (e.g. for suspended GP's) a recalculation of PMS/GMS/APMS contract payments to reflect updated list sizes, and final achievement against Quality & Outcome Framework (QOF).
- **Local Enhanced Services** – Budgets were set on an assumption of full participation and achievement, however the number of anti-coagulation patients being treated in primary care has reduced significantly this year, particularly since the autumn.
- **Primary Care Investment** – Changes to the form and nature of the Commissioning Improvement Scheme in 2018/19 necessitates a change in the way we realise the liability for payments of achievement. In turn, this has resulted in a pressure against budgets this year.

	Budget £000's	Actual £000's	Variance £000's
CHC Adult Fully Funded	10,086	10,421	(335)
Funded Nursing Care	1,697	1,819	(122)
CHC Assessment & Support	952	907	44
CHC Adult Personal Health Budgets	860	1,933	(1,073)
CHC Adult Joint Funded	387	597	(210)
Children's Continuing Care	117	111	6
Children's CHC Personal Health Budgets	29	20	9
Total - Continuing Care	14,126	15,808	(1,681)

- Growth in the cost and volume of individualised packages of care has been amongst the biggest financial risks facing the Strategic Commissioner over the last couple of years. Expenditure growth in this area was 14% in 2017/18, with similar double digit growth rates seen over the previous two years.
- A financial recovery plan has been in place all year, with detailed updates presented at Finance & QIPP Assurance Group on a quarterly basis.
- While we have over spent against budgets by £1,681k in 2018/19, this is significantly less than we had forecast earlier in the year (an overspend of £2,982 was reported at M3). This therefore demonstrates significant progress against the recovery plan.
- Robust processes are now in place for 4 week Fast Track package reviews which has led to a marked reduction in Fast Track package numbers over the last 12 months. MDT meetings with the hospital discharge team are ensuring that assessment criteria is applied appropriately using the Decision Support Tool. Broadcare (management information system) is now firmly established to help manage patients and ensure that accurate, timely reports can be generated.
- Budgets for 2019/20 have been set on the basis of actual activity in 2018/19, with an allowance for demographic growth and inflation. While the formal recovery plan has come to an end, we will continue to closely monitor this area of spend and expect 2019/20 spend will be within budget.

	Budget £000's	Actual £000's	Variance £000's
Community Services	29,249	29,491	(242)
Hospices	592	642	(50)
Palliative Care	126	113	13
Total - Community	29,966	30,246	(279)

- The majority of the community services budget relates to services provided by the ICFT within the scope of the block contract. Payments are fixed and have not changed throughout the year, so do not contribute to either under or over spend.
- A non-recurrent estates pressure of £331k following the closure of Shire Hill is included in the position. The historic budget for Shire Hill has transferred to the ICFT as a contribution towards estates costs for the Stamford Unit. However, delays in serving notice meant that the CCG was liable to continue paying rent on the empty building. Notice was subsequently served and the CCG's liability for void costs ended on 31 December 2018.
- This is partially offset by an underspend in Community Prescribing and a small underspend on Palliative Care as a result of continued contributions to the Macmillan End of Life GP post
- Other services have delivered broadly in line with budget.

	Budget £000's	Actual £000's	Variance £000's
Better Care Fund	12,800	12,800	0
Transformation Funding	9,141	9,141	0
Commissioning Reserve	2,978	0	2,978
Property Services	3,830	5,178	(1,349)
Programme Projects	2,454	2,531	(78)
Patient Transport	1,311	1,184	127
NHS 111	652	646	6
Safeguarding	513	459	54
Clinical Leads	432	404	28
Nursing and Quality Programme	243	232	11
Commissioning - Non Acute	119	84	35
Interpreting Services	54	47	7
Total - Other	34,525	32,705	1,820

- **Commissioning Reserve** – The £2,978k budget on reserves represents a combination of cumulative contingency, risk reserve and an offset in relation to corporate Targeted Efficiency Programmes (ie. QIPP). These were built up throughout 2018/19 in order to offset overspend on other budgets and ensure that the CCG is able to deliver its control total. The budget does not carry forward into future years.
- **Transformation Fund** – Following negotiations with NHS England the transformation budget for 2018/19 has increased by £3.8m to accommodate a re-profiling of expenditure on Support at Home. Forecast spend for future years has been adjusted accordingly and the revised allocation has been spent in full.
- **Property Services** – Significant work has been undertaken around estates including renegotiation of the 10% management fee and serving notice on a number of buildings. However, there is an ongoing dispute regarding the cost of Facilities Management Services for properties, which accounts for the reported overspend. The position reported above includes an accrual in relation to this dispute, but the actual value may vary upon resolution, resulting in either a cross year benefit or pressure.
- **Patient Transport** – Non emergency Patient Transport Services (PTS) have under spent against budget due to reduced activity levels.

	Budget £000's	Actual £000's	Variance £000's
QIPP	1,267	0	1,267
Finance	847	850	(3)
Commissioning	812	789	23
CEO/Board Office	482	477	5
Corporate Costs & Services	288	264	24
IM&T	284	284	0
ADMINISTRATION & BUSINESS SUPPORT	224	201	23
Communications & HR	201	201	0
Chair & Non Execs	161	155	6
Nursing	134	135	0
Contract Management	129	150	(20)
Corporate Governance	110	113	(4)
Estates & Facilities	104	104	0
IM&T Projects	100	153	(53)
Human Resources	40	40	(0)
Equality & Diversity	26	26	0
General Reserve - Admin	0	0	0
Total - CCG Running Costs	5,209	3,941	1,268

- The CCG receives an earmarked allocation of £5,209k to fund running costs. We are not allowed to exceed this limit, but any underspend on running costs can be used to offset pressures across the CCG as a whole.
- Savings of £1,268k have been made in 2018/19 (of which 2/3 are recurrent). Significant areas in which savings made include:
 - Integration Benefits: Services (e.g. estates, payroll etc.)
 - Integration Benefits: Staffing (e.g. single CEO/CFO, HR)
 - Corporate Re-organisation (lay members & board)
 - Renegotiated Contracts (e.g. GMSS, Audit, Vodafone)
 - Non Recurrent In Year Staffing Savings (i.e. vacancy factor)

APPENDIX 5

IRRECOVERABLE DEBTS OVER £3000

1 January 2019 to 31 March 2019

Note individuals are anonymised

REF:	DEBT:	FINANCIAL YEAR(S)	BALANCE	REASON
13983512	Council Tax	2011 – 2012 £122.34 2012 – 2013 £632.48 2013 – 2014 £115.55 2014 – 2015 £542.42 2015 – 2016 £576.46 2016 – 2017 £823.95 2017 – 2018 £779.41 2018 – 2019 £909.49	£4502.10	Individual Voluntary Arrangement approved 17/09/2018
16540440	Council Tax	2014 – 2015 £631.14 2015 – 2016 £760.00 2016 – 2017 £1073.60 2017 – 2018 £1129.36 2018 – 2019 £431.67	£4025.77	Individual Voluntary Arrangement approved 31/12/2018
16162708	Council Tax	2015 – 2016 £290.18 2016 – 2017 £855.44 2017 – 2018 £1108.86 2018 – 2019 £1187.46	£3441.94	Individual Voluntary Arrangement approved 17/07/2018
14379551 and 17206481	Council Tax	14379551 2008 – 2009 £435.10 2009 – 2010 £940.95 2010 – 2011 £513.01 2011 – 2012 £243.29 17206481 2017 – 2018 £922.67 2018 – 2019 £1287.38	£4342.40	Individual Voluntary Arrangement approved 23/08/2019
16264569 and 16828717	Council Tax	16264569 2012 – 2013 £160.00 2013 – 2014 £768.00 2014 – 2015 £791.19 2015 – 2016 £773.96 16828717 2015 – 2016 £436.33 2016 – 2017 £1073.60 2017 – 2018 £1129.36 2018 – 2019 £188.67	£5321.11	Individual Voluntary Arrangement approved 05/10/2018
14749012 and 15322584	Council Tax	14749012 2008 – 2009 £1418.18 2009 – 2010 £998.88 15322584 2009 – 2010 £181.87 2010 – 2011 £1278.99 2011 – 2012 £38.00 2012 – 2013 £643.07 2013 – 2014 £286.35	£4845.34	Individual Voluntary Arrangement approved 30/07/2018

COUNCIL TAX		SUB TOTAL – Individual Voluntary Arrangement	£26,478.66	
16291550	Council Tax	2013 – 2014 £1274.99 2014 – 2015 £1494.61 2015 – 2016 £1517.59 2016 – 2017 £380.95 2018 – 2019 £1096.69	£5764.83	Bankruptcy Order made 17/09/2018
COUNCIL TAX		SUB TOTAL – Bankruptcy	£5764.83	
COUNCIL TAX IRRECOVERABLE BY LAW			£32,243.49	
65497786	Business Rates	Vauxford Ltd Unit 8, Building 7, Tameside Business Park, Windmill Lane, Denton, Manchester, M34 3QS Company Dissolved 19/07/2016	2014 - 2015 £2602.56 2015 - 2016 £954.75	£3557.31
65517857	Business Rates	Tiroro Limited 58 Melbourne Street, Stalybridge, SK15 2JJ Company Dissolved 16/05/2017	2015 - 2016 £1168.80 2016 - 2017 £4857.78	£6026.58
65424856	Business Rates	Raglan Plastics Recycling Ltd Barnfield Mill, Raglan Street, Hyde, SK14 2DX Company Dissolved 05/10/2016	2013 - 2014 £10388.01 2014 - 2015 £20488.54	£30,876.55
65461206	Business Rates	Shepley Timber Engineering Ltd 4 Shepley Ind Estate South, Shepley Road, Audenshaw, Manchester, M34 5DW Company Dissolved 15/12/2015	2013 - 2014 £13131.82 2014 - 2015 £10694.28	£23,826.10
65481606	Business Rates	Interior Glass & Mirror Factory Ltd Unit 5, Plantation Industrial Estate, Whitelands Road, Ashton-under-Lyne, OL6 6UG Company Dissolved 05/04/2016	2013 - 2014 £860.18 2014 - 2015 £11447.50 2015 - 2016 £5756.43	£18,064.11
65559967	Business Rates	Abbey Mills Kitchens Limited TKC Yorkshire Ltd, Albert Works, Crescent Road, Dukinfield, SK16 4EQ Company Dissolved 27/03/2018	2016 - 2017 £2446.85 2017 - 2018 £7106.50	£9553.35
65521863	Business Rates	Almadad Limited Unit 3D Arrow Trading Estate, Corporation Road, Audenshaw, Manchester, M34 5LR Company Dissolved 24/01/2017	2014 - 2015 £1561.40 2015 - 2016 £4800.00 2016 - 2017 £251.95	£6613.35
65518713	Business Rates	Salonsave Ltd 19 The Mall, Hyde, SK14 2QT Company Dissolved 15/08/2017	2015 - 2016 £1942.08 2016 - 2017 £10883.67	£12,825.75
65560615	Business Rates	Pre-Loved Sofas & Beds Ltd 13-15 Old Street, Ashton-under-Lyne, OL6 6LA Company Dissolved	2017 - 2018 £6035.66	£6035.66
65502190	Business Rates	SS Bars Ltd 58 Melbourne Street, Stalybridge, SK15 2JJ Company Dissolved 24/05/2016	2014 - 2015 £823.92 2015 - 2016 £3,600.00	£4423.92

65490716	Business Rates	Tameside MOT Services Ltd Unit 1, Nelson Business Centre, Nelson Street, Denton, Manchester, M34 3EX Company Dissolved 08/03/2016	2015 – 2015 £3948.46	£3948.46
65573307	Business Rates	Sunshine Windows Ltd System 3 Ltd, Denton Hall Farm Road, Denton, Manchester, M34 2NA Company Dissolved 02/01/2018	2016 - 2017 £179370.07 2017 - 2018 £115616.21	£294,986.28
65573291	Business Rates	Blacklunans Investments Ltd System 3 Ltd, Denton Hall Farm Road, Denton, Manchester, M34 2NA Company Dissolved 21/06/2016	2015 - 2016 £172573.93	£172,573.93
65511927	Business Rates	Paragon Pubs Ltd Commercial Hotel, 106 Astley Street, Dukinfield, SK16 4JU Company Dissolved 21/02/2017	2014 - 2015 £218.29 2015 - 2016 £2800.00 2016 - 2017 £2076.37	£5094.66
65562475	Business Rates	Ruskin Bar & Lounge Ltd 83-85 Haughton Green Road, Denton, Manchester, M34 7GR Company Dissolved 07/08/2018	2017 - 2018 £5990.25	£5990.25
65515004	Business Rates	Oldham Pub Co Ltd The Bowling Green, 91 Manchester Road, Denton, Manchester, M34 2AF Company Dissolved 28/02/2017	2015 - 2016 £3,811.70	£3811.70
65562833	Business Rates	Universal Box Ltd Second Floor, Ray Mill, Clarence Street, Stalybridge, SK15 1QP Company Dissolved 20/03/2018	2015 - 2016 £1474.96 2016 - 2017 £9070.25 2017 - 2018 £8178.30	£18,723.51
65508143	Business Rates	KJ Storage Solutions Ltd White Self Storage, Manchester Road, Hyde, SK14 2BT Company Dissolved 06/11/2018	2015 - 2016 £7654.00 2016 - 2017 £7717.00 2017 - 2018 £4429.16	£19,800.16
BUSINESS RATES		SUB TOTAL – Company Dissolved	£646,731.63	
65402917	Business Rates	Chris's Café Ltd, 21 Bow Street, Ashton Under Lyne, OL6 6BU Company in Liquidation 08/08/2018	2015 – 2016 £393.44 2016 – 2017 £7338.54 2017 – 2018 £2707.29 2018 – 2019 £2657.40	£13,096.67

BUSINESS RATES		SUB TOTAL - Company in Liquidation	£13,096.67	
BUSINESS RATES IRRECOVERABLE BY LAW			£659,828.30	
7205798	Overpaid Housing Benefit	2017 – 2018 £3137.59	£3137.59	Individual Voluntary Arrangement approved 28/12/2018
OVERPAID BENEFIT	HOUSING	SUB TOTAL – Individual Voluntary Arrangement	£3137.59	
7210165	Overpaid Housing Benefit	2015 – 2016 £3034.38 2018 – 2019 £1.20	£3035.58	Bankruptcy Order made 22/03/2017
7079445	Overpaid Housing Benefit	2014 – 2015 £3935.83 2015 – 2016 £5.72 2016 – 2017 £431.12 2017 – 2018 £1152.88	£5525.55	Bankruptcy Order made 16/04/2018
OVERPAID BENEFIT	HOUSING	SUB TOTAL – Bankruptcy	£8561.13	
7110508	Overpaid Housing Benefit	2013 – 2016 £4320.84	£4320.84	Debt Relief Order granted 02/08/2017
7073386	Overpaid Housing Benefit	2012 – 2014 £3955.74 2012 – 2014 £1634.78 (Administrative Penalty)	£5590.52	Debt Relief Order granted 17/11/2017
7051324	Overpaid Housing Benefit	2013 – 2016 £3702.15	£3702.15	Debt Relief Order granted 04/02/2016
OVERPAID BENEFIT	HOUSING	SUB TOTAL – Debt Relief Orders	£13613.51	
OVERPAID HOUSING BENEFIT IRRECOVERABLE BY LAW			£25,312.23	

DISCRETION TO WRITE OFF OVER £3000

1 October 2018 to 31 December 2018

Note individuals are anonymised

14663670	Council Tax	2008 – 2009 £296.92 2009 – 2010 £927.65 2010 – 2011 £1360.99 2011 – 2012 £842.50	£3428.06	Absconded, no trace
10576173	Council Tax	2007 – 2008 £373.00 2008 – 2009 £350.90 2010 – 2011 £682.87 2011 – 2012 £682.87 2012 – 2013 £682.87 2013 – 2014 £708.31 2014 – 2015 £385.04	£3865.86	Absconded, no trace
COUNCIL TAX		SUB TOTAL – Absconded, no trace	£7,293.92	
16341934	Council Tax	2012 – 2013 £1049.94 2013 – 2014 £1101.83 2014 – 2015 £1179.14 2015 – 2016 £898.36	£4229.27	Deceased 22/03/2016, no estate
13421966	Council Tax	2006 – 2007 £704.18 2007 – 2008 £707.66 2008 – 2009 £722.73 2009 – 2010 £666.52 2010 – 2011 £564.05 2011 – 2012 £477.37 2012 – 2013 £565.17 2014 – 2015 £31.11	£4438.79	Deceased 19/12/2012, no estate
COUNCIL TAX		Sub Total – Deceased, no estate	£8668.06	
COUNCIL TAX DISCRETIONARY WRITE OFF TOTAL			£15,961.98	
65075926	Business Rates Anonymised as an individual	2007 / 2008 - £2,506.54 2008 / 2009 - £4,138.59	£6645.13	Recovery Exhausted
65428964	Business Rates Anonymised as an individual	2008 / 2009 - £2,196.40 2009 / 2010 - £2,910.00 2010 / 2011 - £2,318.40 2011 / 2012 - £1,311.78	£8736.58	Recovery Exhausted

BUSINESS RATES		SUB TOTAL – Recovery Exhausted	£15,381.71	
65506352	Business Rates Anonymised as an individual	2014 / 2015 - £1,039.61 2015 / 2016 - £1,233.84 2016 / 2017 - £1,507.61 2017 / 2018 - £334.12	£4115.18	Absconded, no trace
65427442	Business Rates Anonymised as an individual	2011 / 2012 - £3,417.13 2012 / 2013 - £3,492.25 2013 / 2014 - £3,703.38 2014 / 2015 - £2,586.25	£13,199.01	Absconded, no trace
BUSINESS RATES		SUB TOTAL – Absconded, no trace	£17,314.19	
BUSINESS RATES DISCRETIONARY WRITE OFF TOTAL			£32,695.90	
715612	Sundry Debts, Homecare charges	2015-2016 - £6612.93 2016-2017 - £2821.78	£9434.71	Deceased 17/10/2016, no estate
4003194	Sundry Debts, Homecare charges	2012-2013 - £757.65 2013-2014 - £2487.55 2014-2015 - £228.77	£3473.97	Deceased 20/08/2014, no estate
707235	Sundry Debts, Homecare charges	2013-2014 - £3365.94 2014-2015 - £2959.89	£6325.83	Deceased 14/02/2015, no estate
723222	Sundry Debts, Homecare charges	2012-2013 £3276.51 2013-2014 £780.15	£4056.66	Deceased 20/06/2013, no estate
4022202	Sundry Debts, Residential Care charges	2017-2018 - £3269.60	£3269.60	Deceased 27/09/2017, no estate
338219	Sundry Debts, Residential Care charges	2010-2011 £5796.49 2011-2012 £6883.62 2012-2013 £5952.18 2013-2014 £5530.71	£24163.00	Deceased 08/04/2016, no estate
730901	Sundry Debts, Residential Care charges	2012-2013 £2062.22 2013-2014 £1885.90 2014-2015 £6276.15 2015-2016 £252.60	£10476.87	Deceased 15/12/2015, no estate
4011002	Sundry Debts, Residential Care charges	2016-2017 £5624.10	£5624.10	Deceased 07/05/2016, no estate
4005136	Sundry Debts, Residential Care charges	2013-2014 - £2535.64 2014-2015 - £2118.01	£4653.65	Deceased 04/12/2014, no estate
4013404	Sundry Debts, Residential Care charge	2018-2019 - £3002.36	£3002.36	Deceased 02/05/2018, no estate

4001244 and 4014212	Sundry Debts, Homecare charges and Residential Care charges	2013-2014 - £4073.77 2014-2015 - £1971.59 2015-2016 - £2782.73	£8828.09	Deceased 03/08/2015, no estate
723688	Sundry Debts, Homecare charges and Residential Care charges	2012-2013 - £6684.93 2013-2014 - £7207.79 2014-2015 - £20,252.90 2015-2016 - £24,753.30	£58,898.92	Deceased 17/02/2016, no estate
469971	Sundry Debts, Day Care charges	2011-2012 £1268.49 2012-2013 £1805.86 2013-2014 £1828.19 2014-2015 £1727.06	£6629.60	Deceased 23/02/2015, no estate
590316	Sundry Debts, Homecare charges and Day Care charges	2014-2015 - £1490.89 2015-2016 - £2875.15 2016-2017 - £1100.66	£5466.70	Deceased 22/07/2017, no estate
4002766	Overpaid Direct Payment	2015-2016 - £1466.14 2016-2017 - £1706.29	£3172.43	Deceased 25/06/2016, no estate
724182	Overpaid Direct Payment	2013-2014 - £2282.32 2015-2016 - £1126.60	£3408.92	Deceased 29/04/2016, no estate
624949	Sundry Debts, Residential Care charges and Overpaid Direct Payment	2013-2014 - £13,006.90	£13006.90	Deceased 16/01/2014, no estate
SUNDRY DEBTS		SUB TOTAL – Deceased, no estate	£173,892.31	
265418	Sundry Debts, Market Rent Arrears	2012-2013 £5756.87 2013-2014 £7711.19 2014-2015 £5.34	£13473.40	Absconded, no trace
SUNDRY DEBTS		SUB TOTAL – Absconded, no trace	£13,473.40	
SUNDRY DEBTS DISCRETIONARY WRITE OFF TOTAL			£187,365.71	

SUMMARY OF UNRECOVERABLE DEBT OVER £3000		
IRRECOVERABLE by law	Council Tax	£32,243.49
	Business Rates	£659,828.30
	Overpaid Housing Benefit	£25,312.23
	Sundry	Nil
	TOTAL	£717,384.02

DISCRETIONARY write off – meaning no further resources will be used to actively pursue	Council Tax	£15,961.98
	Business Rates	£32,695.90
	Overpaid Housing Benefit	Nil
	Sundry	£187,365.71
	TOTAL	£236,023.59

APPENDIX 4: Earmarked reserves

Reserve	01-Apr-18	Movement	31-Mar-19	Purpose
	£000s	£000s	£000s	
Building Schools for the Future (BSF) Affordability Reserve	-9,703	1,888	-7,815	PFI Reserves
Capital Investment Reserve	-39,952	23,665	-16,287	To be used to finance the Council's Capital Investment Programme.
Corporate Initiatives Reserve	-871	0	-871	To fund the implementation of projects that support the Council's cross-cutting corporate initiatives.
Early Exit Costs Reserve	-5,069	0	-5,069	To assist in meeting future years additional pension costs.
Earmarked Reserves with a balance at 31 March 2019 under £0.500m	-4,891	363	-4,528	Various
Hard Facilities Management Service Contract Reserve	-703	36	-668	To fund the affordability gap within the Facilities Management service.
Hattersley Reserve	-1,812	0	-1,812	To finance highway improvements and regeneration initiatives in Hattersley.
Health Equalities Reserve	-3,005	399	-2,605	Ringfenced Public Health reserve per section 10 of the Department of Health Grant determination.
Health Integration Reserve	-3,348	-632	-3,980	To support the development and implementation of the Care Together Programme.
Insurance Reserves	-6,228	-4,003	-10,231	An estimate of claims incurred but not reported. Includes element to cover any expenditure for insurance claims.
Medium Term Financial Strategy Reserve	-37,375	15,005	-22,370	To support the delivery of the Medium Term Financial Strategy.
PFI Reserve	-3,222	-33	-3,255	For further information please see Note 28.
School Funding Reserve	-4,294	999	-3,295	Balance of Education grants to be utilised on Education and School related services.
Transport Replacement Fleet Reserve	-2,412	-236	-2,648	To fund future maintenance of vehicles procured via Prudential Borrowing.
Unspent Revenue Grant and Contribution Reserve	-8,487	341	-8,146	Unspent revenue grant, with no conditions attached. IFRS require these grants to be classed as reserves.

APPENDIX 4: Earmarked reserves

Reserve	01-Apr-18	Movement	31-Mar-19	Purpose
	£000s	£000s	£000s	
Waste PFI Reserve	-6,515	0	-6,515	To smooth the impact of future years levy increases and associated managed collection costs.
Collection Fund Reserves	-3,472	-7,398	-10,871	Additional business rates income from the 100% retention pilot and a contingency balance to smooth the impact of unexpected deficits.
Care Together	-10,800	0	-10,800	To assist any funding risks of the implementation of the Care Together Programme
Service Improvement	-5,000	-500	-5,500	To support one off service improvements in future to allow services to balance budgets.
Children's Services	-3,400	3,400	0	To support if required future demands on Children's Services and delivery of the Children's Services Improvement Plan.
Total	-160,562	33,295	-127,267	

The overall reduction in earmarked reserves during 2019/20 is £33,295k which is net of both use of reserves and contributions to reserves. The significant movements in reserves during 2018/19 reflect:

- **BSF Reserves** – Planned use of reserves in accordance with the PFI accounting models. This is a smoothing reserve and will reduce to nil over the life of the PFI contracts.
- **Capital Investment Reserve** – planned use to fund the Capital Programme in 2018/19. The remaining balance on this reserve is expected to be fully utilised in 2019/20.
- **Insurance reserves** – amounts have been moved from the insurance provision to the reserve following an actuarial insurance review in 2019/20. The level of provision and reserve reflects the advice of the independent insurance expert.
- **Medium Term Financial Strategy Reserve** – planned use to fund additional investment in Children's Services (with the balance coming from the Children's Services reserve) and Strategic Investment in Manchester Airport.
- **School Funding Reserve** – Planned use of grants ring fenced for Schools and Education.
- **Collection Fund Reserves** – Contributions to this reserve reflect additional business rates income arising from the 100% retention pilot and additional section 31 grants relating to business rates reliefs.
- **Children's Services** – planned use of the reserve to support additional investment in Children's Services during 2018/19 (with the balance being funded from the Medium Term Financial Strategy Reserve). Planned use of reserves for Children's services in 2019/20 and 2020/21 will need to be funded from the Medium Term Financial Strategy Reserve.

APPENDIX 6

Irrecoverable Credit Notes over £3,000

2018-19

*Note individuals are anonymised

REF:	TYPE:	FINANCIAL YEAR(S)	BALANCE	REASON
ID 13612 Works 4 U Training Transaction number(s):- 7505285	Credit Note (internal)	2013-14	£ -4,248.00	All avenues for recovery have been exhausted.
ID 61561 Medico Nursing and Homecare Transaction number(s):- 5210711 5210713	Credit Note (internal)	2015-16	£-24,266.42	Approval to clear the entry from Agresso records requested on the basis that a full reconciliation exercise has already been undertaken and no evidence to support this internal credit note exists.
Irrecoverable Credit Notes		SUB TOTAL -	£-28,514.42	

Discretion to write off Invoices in Dispute over £3,000

2018-19

*Note individuals are anonymised

REF:	TYPE:	FINANCIAL YEAR(S)	BALANCE	REASON
ID 58777 Skyline Window Cleaning Limited Transaction number(s):- 5272815 5272816	Creditor invoice	2017-18	£30,343.68	Unable to establish that the works were ever completed therefore disputed and payment not to be made. Approval required to enter adjustment to clear this from payment but retain original invoice data to ensure no payment requested in the future.
Invoices in Dispute – Discretionary Write Off		SUB TOTAL -	£30,343,68	

Irrecoverable Credit Notes over £1,000

2018-19

*Note individuals are anonymised

REF:	TYPE:	FINANCIAL YEAR(S)	BALANCE	REASON
ID 19507 Manchester Solutions Transaction Number(s):- 4999536	Internal Credit Note	2011-12	-£2,000	A debtor invoice was raised to the supplier to recover the credit balance, but remained unpaid and subsequently written off due to lack of evidence to support action.
Irrecoverable Credit Notes		SUB TOTAL -	-£2,000.00	

Discretion to write off Invoices in dispute over £1,000

2018-19

*Note individuals are anonymised

REF:	TYPE:	FINANCIAL YEAR(S)	BALANCE	REASON
ID 34306 Profile Security Services Limited Transaction Number(s):- 5190868	Creditor invoice	2014-15	£1,736.84	Unable to establish that the works were ever completed therefore disputed and payment not to be made. Approval required to enter adjustment to clear this from payment but retain original invoice data to ensure no payment requested in the future.
Invoices in Dispute – Discretionary write off		SUB TOTAL -	£1,736.84	

Irrecoverable Credit Notes less than £1,000

2018-19

*Note individuals are anonymised

REF:	TYPE:	FINANCIAL YEAR(S)	BALANCE	REASON
ID 22949 House Beautiful Transaction Number(s):- 7506186	Credit Note	2015-16	-£24.99	Low value Credit Note - write off approval required as administration costs outweigh the balance to be recovered.
ID 46934 The Mechanics Centre Limited Transaction Number(s):- 5254832	Credit Note	2016-17	-£10.00	Low value Credit Note - write off approval required as administration costs outweigh the balance to be recovered
ID 50367 Private individual Transaction Number(s):- 455367/68/69/ 70/71	Credit Note	2017-18	-£66.00	Low value Credit Notes - write off approval required as administration costs outweigh the balance to be recovered
ID 42383 IGO Post Transaction Number(s):- 5239709	Credit Note	2016-17	-£18.96	Low value Credit Note - write off approval required as administration costs outweigh the balance to be recovered
ID 61219 Angel Springs Limited Transaction Number(s):- 7505281	Credit Note	2013-14	-£43.20	Low value Credit Note - write off approval required as administration costs outweigh the balance to be recovered
Irrecoverable Credit Notes		SUB TOTAL -	-£127.15	

Discretion to write off Invoices in dispute less than £1,000

2018-19

*Note individuals are anonymised

REF:	TYPE:	FINANCIAL YEAR(S)	BALANCE	REASON
ID 74762 The Pennine Acute Hospitals NHS Trust Transaction Number(s):- 5295041	Creditor invoice	2017-18	£520.00	Unable to establish that the works were ever completed therefore disputed and payment not to be made. Approval required to enter adjustment to clear this from payment but retain original invoice data to ensure no payment requested in the future.
Invoices in Dispute – Discretionary write off		SUB TOTAL -	£520.00	
SUMMARY OF IRRECOVERABLE CREDIT NOTES AND DISPUTED INVOICES				
OVER £3000				
Irrecoverable credit notes			Credit notes	-£28,514.42
Discretionary – invoice write off adjustment			Invoices in dispute	£30,343,68
Over £1000				
Irrecoverable internal credit notes			Credit notes	-£ 2,000.00
Discretionary - invoice write off adjustment			Invoices in dispute	£ 1,736.84
Less than £1000				
Irrecoverable internal credit notes			Credit notes	-£ 127.15
Discretionary – invoice write off adjustment			Invoices in dispute	£ 520.00
Total value – irrecoverable credit notes				-£30,641.57
Total value – Discretionary invoice write off adjustment				£32,600.52

Report to:	Executive Cabinet
Date:	26 June 2019
Executive Member/Reporting Officer:	Councillor Oliver Ryan – Executive Member (Finance and Economic Growth) Kathy Roe – Director of Finance
Subject:	CAPITAL OUTTURN 2018/19
Report Summary:	<p>This report summarises the 2018/19 capital expenditure monitoring position at 31 March 2019, based on information provided by project managers.</p> <p>The report shows actual capital investment in 2018/19 of £51.545m at March 2019. This is significantly less than the original budgeted capital investment for 2018/19, and is in part due to project delays that are being experienced following the temporary pause to the Capital Programme. Further details on reasons for slippage are set out in the body of the report.</p>
Recommendations:	<p>Members are asked to approve the following:</p> <ul style="list-style-type: none">(a) The reprofiling of £5.810m of capital budgets as set out in Appendix 3 to reflect up to date investment profiles.(b) The changes to the Capital Programme as set out in Appendix 1.(c) The updated Prudential Indicator position set out in Appendix 5. <p>Members are asked to note:</p> <ul style="list-style-type: none">(i) The current capital budget monitoring position.(ii) The resources currently available to fund the Capital Programme.(iii) The updated capital receipts position. <p>The timescales for review of the Council's three year capital programme.</p>
Corporate Plan:	The Capital Programme ensures investment in the Council's infrastructure is in line with the Corporate Plan.
Policy Implications:	In line with Council Policies.
Financial Implications:	These are the subject of the report. In summary:
(Authorised by the statutory Section 151 Officer & Chief Finance Officer)	<ul style="list-style-type: none">• The forecast outturn for 2018/19 is £51.545m compared to the 2018/19 revised budget of £57.444m• Re-profiling of £5.810m into future year(s) to match expected spending profile has been requested. <p>Demand for capital resources exceeds availability and it is essential that those leading projects ensure that the management of each scheme is able to deliver them on plan and within the allocated budget.</p>

Close monitoring of capital expenditure on each scheme and the resources available to fund capital expenditure is essential and is an integral part of the financial planning process. The temporary pause to the Capital Programme, as a result of significant cost pressures and the liquidation of Carillion has resulted in significant delays to a number of projects, resulting in slippage in the programme. There is very limited contingency funding set aside for capital schemes, and any significant variation in capital expenditure and resources, particularly the delivery of capital receipts, will have implications for future revenue budgets or the viability of future capital schemes. The realisation of capital receipts is a key factor driving the affordability of the earmarked capital programme.

Legal Implications:
(Authorised by the Borough Solicitor)

The Council cannot invest in capital projects without the necessary funding as it has to deliver a balanced budget. The reduction in capital receipts has been impacted by the reduction in land sales as an estates and disposal strategy is developed.

Risk Management:

None applicable

Access to Information:

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



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1. INTRODUCTION

- 1.1 This is the final capital monitoring report for 2018/19, summarising the outturn position on capital expenditure at 31 March 2019. The detail of this monitoring report is focused on the budget and actual outturn expenditure for fully approved projects in the 2018/19 financial year.
- 1.2 Additional schemes will be added to future detailed monitoring reports once fully approved by Executive Cabinet.

2. CHANGES SINCE THE LAST REPORT

- 2.1 There have been changes to the 2018/19 Capital Programme since the period 9 monitoring report. These are largely due to the re-profiling of £9.308m into 2019/20 approved in period 9. A full breakdown of the changes can be found in **Appendix 1** of this report.
- 2.2 A Capital Programme Review was presented at Executive Cabinet on 25 July 2018 which outlined how the proposed programme, along with additional emerging pressures, needed to be reprioritised in line with current available resources. A reprioritisation exercise has been completed in order to determine which schemes that have been earmarked but not fully approved should proceed, and which should be temporarily placed on hold.
- 2.3 On 26 March 2019, Executive Cabinet approved the prioritisation of the capital programme. Appendix 1 of this report summarises the number and total value of approved and earmarked schemes based on the current capital programme. **Appendix 2** shows the current shortfall the Council of £19.9m faces with the available resources based on the current approved capital programme.
- 2.4 In March 2019 the Tameside One building was completed. This is the main construction of the Vision Tameside project. There continues to be evaluation and scrutiny to ensure that any defects are remedied. Payments are made on an open book cost plus arrangement and are being independently verified to confirm they are comparable within the market. Costs have been maintained within the approved funding envelope.

3. SUMMARY

- 3.1 The service areas have spent £51.545m on capital investment in 2018/19, which is £5.899m less than the current capital budget for the year. This slippage is spread across a number of areas, and is in part due project delays now being experienced as a result of the temporary pause on the capital programme and the liquidation of Carillion who, through the Local Enterprise Partnership (LEP) were delivering or managing a number of key projects.
- 3.2 It is proposed that the capital investment programme is re-profiled to reflect current information. Proposed re-profiling of £5.810m into the next financial year is identified in within the individual service area tables in Appendix 3. Approved re-profiling at Quarter 1 was £16.753m, £10.796m at Quarter 2 and £9.308m at Quarter 3.
- 3.3 Once re-profiling has been taken into account, capital investment is forecast to be £0.089m less than the capital budget for this year.
- 3.4 Section 4 of this report summarises the key messages from the capital outturn position. There are no significant variances where project spend is expected to significantly exceed budgeted resources, although there are some minor variations across a number of schemes. A number of variations have arisen where projected outturn is less than budget due to

slippage in the delivery of the capital programme, resulting in a number of requests for re-profiling into the 2019/20 financial year.

3.5 Table 1 below provides a high level summary of capital expenditure by service area.

Table 1: Capital Outturn Statement 2018/19

CAPITAL OUTTURN STATEMENT 2018/19				
	2018/19 Budget	Outturn	Outturn Variation	Re-profiling requested
	£000	£000	£000	£000
Growth				
Vision Tameside	17,696	15,434	2,262	(2,262)
Investment & Development Estates	2,634	2,112	522	(509)
	624	0	624	(624)
Operations and Neighbourhoods				
Engineers	11,412	10,369	1,043	(1,120)
Environmental Services	431	286	145	(144)
Transport (Fleet)	362	247	115	0
Corporate Landlord	227	341	(114)	122
Stronger Communities	35	4	31	(27)
Children's				
Education	4,768	4,170	598	(598)
Children	50	47	3	0
Finance & IT				
Finance	11,300	11,278	22	0
Digital Tameside	3,345	2,818	527	(527)
Population Health				
Active Tameside	4,350	4,417	(67)	67
Adults				
Adults	200	22	178	(178)
Governance				
Exchequer	10	0	10	(10)
Total	57,444	51,545	5,899	(5,810)

3.6 Table 2 below shows the current resources funding the 2018/19 approved projects.

Table 2: Funding statement for 2018/19 approved projects

Resources	£000
Grants & Contributions	13,923
Revenue Contributions	56
Corporate:	
-Prudential Borrowing	4,712
-Reserves	38,753
-Receipts	0
Total	57,444

3.7 The resourcing structure is final and this has been approved by the Director of Finance. We make the best use of resources available at the end of the financial year as part of the year end financing decisions.

3.8 A breakdown of resources by service area is included in **Appendix 2**.

4. CAPITAL OUTTURN 2018/19

4.1 This section of the report provides an update of capital expenditure in 2018/19, along with details of significant schemes and schemes with significant variations. A detailed breakdown of all schemes within each service area is included in **Appendix 3** of this report.

Growth

4.2 The table below outlines the 2018/19 outturn investment for Growth. A detailed breakdown of all schemes within Growth, including prior year spend on significant projects, future budgets and re-profiling is set out in **Appendix 3**.

Table 4: Detail of Growth Capital Investment Programme

Capital Scheme	2018/19 Budget £000	2018/19 Outturn £000	2018/19 Outturn Variation £000
Vision Tameside Capital Programme			
Vision Tameside	17,328	14,980	2,348
Vision Tameside Public Realm	210	454	(244)
Document Scanning	158	0	158
Total	17,696	15,434	2,262
Investment and Development Capital Programme			
Disabled Facilities Grant	1,923	1,875	48
Other Schemes individually below £1m	711	237	474
Total	2,634	2,112	522
Estates			
Other Schemes individually below £1m	624	0	624
Total	624	0	624
Grand Total – Growth	20,954	17,546	3,408

4.3 The most significant capital project within the Growth directorate is Vision Tameside. This project is £2.262m less than budgeted resource in 2018/19. This is due to delays in the construction of Tameside One, which has resulted spending less than budget in this financial year. Expenditure will be incurred in 2019/20 as the project comes to a conclusion including retentions, and relocation costs for buildings such as Ashton Old Library. Expenditure on Vision Tameside Public Realm has been incurred in excess of budget in 2018/19 due to work commencing on the Public Realm earlier than anticipated. Regular detailed reports on progress with the Vision Tameside project are considered by the Strategic Planning and Capital Monitoring Panel.

- 4.4 Outturn on Disabled Facilities Grant is £0.048m less than budgeted resource. Referrals for assistance for mandatory Disabled Facilities Grant continue to be received; however, there are still people who are unable to meet the criteria but will continue to deteriorate if their need is not addressed. Re-profiling of £0.700m Disabled Facilities Grants was approved at period 9 and further re-profiling of £0.048m into 2019/20 has also been requested.
- 4.5 Re-profiling of budget has been requested for each of the projected outturn variations identified in table 4 above. Further detail on all the schemes within Growth, including prior year spend, future budgets and re-profiling is set out in **Appendix 3**.

Operations and Neighbourhoods

- 4.6 Table 5 outlines the 2018/19 outturn investment for Operations and Neighbourhoods. A detailed breakdown of all schemes within Operations and Neighbourhoods, including prior year spend on significant projects, future budgets and re-profiling is set out in **Appendix 3**.

Table 5: Detail of Operations and Neighbourhoods Capital Investment Programme

Capital Scheme	2018/19 Budget £000	2018/19 Outturn £000	2018/19 Outturn Variation £000
Engineers Capital Programme			
Roads	7,066	7,047	19
Street Lighting	544	625	(81)
Retaining Walls	335	85	250
Other Schemes individually below £1m	3,467	2,612	855
Total	11,412	10,369	1,043
Environmental Services Capital Programme			
Other Schemes individually below £1m	431	286	145
Total	431	286	145
Transport Capital Programme			
Other Schemes individually below £1m	362	247	115
Total	362	247	115
Corporate Landlord Capital Programme			
Other Schemes individually below £1m	227	341	(114)
Total	227	341	(114)
Stronger Communities Capital Programme			
Other Schemes individually below £1m	35	4	31
Total	35	4	31
Grand Total – Ops and Neighbourhoods	12,467	11,247	1,220

- 4.7 The most significant element of the Operations and Neighbourhoods Capital Investment Programme is the Engineers department. Expenditure is £1.043m less than budgeted resource. This variation has arisen due to road work being impacted by restricted contractor numbers and a limit to the number of roads that can be restricted at any one time. There have been delays on the retaining walls project due to land negotiations, new procurement

systems and a lack of immediate resources to commence by the contractor. Work is expected to be completed by June 2019.

- 4.8 Re-profiling of budget of £1.120m into 2019/20 has been requested. Regular detailed reports on progress with the Engineers Capital Programme are considered by the Strategic Planning and Capital Monitoring Panel.
- 4.9 The variance on the transport capital programme has arisen due to vehicles originally requested no longer being available which resulted in costs being lower than expected in 2018/19. Other variations in the Environmental Services capital programme relate to schemes being under budget and minor slippage over a number of schemes. Re-profiling of £0.144m of budget into 2019/20 has been requested.
- 4.10 Further detail on all the schemes within Operations and Neighbourhoods, including prior year spend on significant projects, future budgets and re-profiling is set out in **Appendix 3**.

Children's Services

- 4.11 Table 6 outlines the 2018/19 outturn investment for Children's Services. A detailed breakdown of all schemes within Children's services, including prior year spend on significant projects, future budgets and re-profiling is set out in **Appendix 3**.

Table 6: Detail of Children's Services Capital Investment Programme

Capital Scheme	2018/19 Budget £000	2018/19 Outturn £000	2018/19 Outturn Variation £000
Education Capital Programme			
Other Schemes individually below £1m And unallocated funding	4,768	4,170	598
Total	4,768	4,170	598
Children			
Other Schemes individually below £1m	50	47	3
Total	50	47	3
Grand Total – Children	4,818	4,217	601

- 4.12 Regular detailed reports on progress with the Education Capital Programme are considered on the Strategic Planning and Capital Monitoring Panel agenda. The Education Capital Programme is £0.598m less than budgeted resources. This is due to a combination of delay on a number of schemes and some unallocated funding. Re-profiling of £0.598m of budget into 2019/20 has been requested.

Finance and IT

- 4.13 Table 7 outlines the 2018/19 outturn investment for Finance and IT. A detailed breakdown of all schemes within Finance and IT, including prior year spend on significant projects, future budgets and re-profiling is set out in **Appendix 3**.

Table 7: Detail of Finance & IT Capital Investment Programme

Capital Scheme	2018/19 Budget £000	2018/19 Outturn £000	2018/19 Outturn Variation £000
Digital Tameside Capital Programme			
DCMS Fibre	2,058	1,938	120
Schemes individually below £1m	1,287	880	407
Total	3,345	2,818	527
Finance			
Strategic Investment In Manchester Airport	11,300	11,278	22
Total	11,300	11,278	22
Grand Total – Finance and IT	14,645	14,096	549

4.14 A detailed breakdown of all schemes within Finance and IT, including prior year spend on significant projects, future budgets and re-profiling is set out in **Appendix 3**.

Population Health

4.15 Table 8, below, outlines the 2018/19 outturn investment for Population Health. A detailed breakdown of all schemes within Population Health, including prior year spend, future budgets and re-profiling is set out in **Appendix 3**.

Table 8: Detail of Population Health Capital Investment Programme

Capital Scheme	2018/19 Budget £000	2018/19 Outturn £000	2018/19 Outturn Variation £000
Active Tameside Capital Programme			
New Denton Facility	4,310	4,399	(89)
Extension to Hyde Leisure Pool	40	18	22
Wave Machine at Hyde Leisure	0	0	0
Total	4,350	4,417	(67)

4.16 Regular detailed reports on progress with the Active Tameside Capital Programme are considered by the Strategic Planning and Capital Monitoring Panel.

4.17 A detailed breakdown of Active Tameside programme, including prior year spend, future budgets and re-profiling is set out in **Appendix 3**.

Adults

4.18 A breakdown of the Adults Capital Programme is provided in **Appendix 3**. Re-profiling of £0.178m of budget into 2019/20 has been requested. A detailed breakdown including prior year spend, future budgets and re-profiling is set out in **Appendix 3**.

Governance

4.19 A breakdown of the Exchequer Capital Programme is provided in **Appendix 3**.

5. CAPITAL RECEIPTS

- 5.1 With the exception of capital receipts earmarked as specific scheme funding, all other capital receipts are held in the Capital Receipts Reserve and utilised as funding for the Council's corporately funded capital expenditure, together with any other available resources identified in the medium term financial plan. A total of £0.599 of Capital Receipts was received in 2018/19, compared to an original forecast of £1m.
- 5.2 As per section 2.2 of this report, a reprioritisation exercise is currently underway to assess which earmarked schemes can be progressed. There is a current funding gap of £19.9m, if all capital aspirations were to be progressed, and this gap will increase further if anticipated receipts are not achieved.
- 5.3 Further information on capital receipts can be found in **Appendix 4**.

6. PRUDENTIAL INDICATORS

- 6.1 The CIPFA Prudential Code for Finance in Local Authorities was introduced as a result of the Local Government Act (2003) and was effective from 1 April 2004. The Code sets out indicators that must be monitored to demonstrate that the objectives of the Code are being fulfilled.
- 6.2 The initial Prudential Indicators for 2018/19 and the following two years were agreed by the Council in February 2018. The Capital Expenditure indicator has been updated to reflect the latest position.
- 6.3 The latest Prudential Indicators are shown in **Appendix 5**.

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Appendix 1 - Programme Changes and Summary

Changes to the Capital Programme	2018/19	2019/20	2020/21	Total	
	£000	£000	£000	£000	
Period 9 Approved Capital Programme	66,290	38,849	2,486	107,625	
Period 9 Re-Profiling to 19/20	(9,308)	9,308			
Changes per Executive Cabinet 23 January 2019					
- Flood Prevention and Repairs (Approval of Earmarked Scheme)	190	305	150	645	
Changes per Executive Cabinet 13 February 2019					
- Removal of Disabled Facilities Grant Budget	(500)			(500)	
- Disabled Facilities Grant (Additional Budget)	259			259	
Changes per Executive Cabinet 11 March 2019					
- Statutory Compliance (Additional Budget)	60			60	
- Highway Tree Planting (New Scheme)	34			34	
- Greenspace Infrastructure (New Scheme)	57			57	
- Education Changes	(23)	26		3	
Other Changes					
- Vision Tameside Budget Moved to Revenue	(95)			(95)	
- Vision Tameside (Additional External Contribution)	318			318	
- Engineers (Additional External Contribution)	56			56	
- Education (Additional Internal Contribution)	54			54	
- Education (Additional Revenue Contribution)	52			52	
Period 12 Fully Approved Capital Programme	57,444	48,488	2,636	108,568	
Status	Number of Schemes	2018/19 Budget	2019/20 Budget	2020/21 Budget	Total Budget
Approved	158	57,444	48,488	2,636	108,568
Earmarked	21	0	44,393	6,000	50,393
Total	179	57,444	92,881	8,636	158,961

Programme Changes and Summary

TOTAL APPROVED AND EARMARKED CAPITAL PROGRAMME- MARCH 2019

	2018/19 Outturn	2018/19 Budget (Approved)	2018/19 Budget (Earmarked)	2019/20 Budget (Approved)	2019/20 Budget (Earmarked)	2020/21 Budget (Approved)	2020/21 Budget (Earmarked)
	£000	£000	£000	£000	£000	£000	£000
Growth							
Vision Tameside	15,434	17,696	0	4,942	0	0	0
Investment & Development	2,112	2,634	10,000	6,051	0	275	0
Estates	0	624	1,400	92	0	0	0
Operations and Neighbourhoods							
Engineering Services	10,369	11,412	250	5,950	6,000	2,150	6,000
Environmental Services	286	431	1,200	3,605	100	0	0
Transport	247	362	0	260	0	0	0
Corporate Landlord	341	227	5,843	78	2,250	0	0
Stronger Communities	4	35	200	0	0	0	0
Children's							
Education	4,170	4,768	0	10,626	0	211	0
Children	47	50	950	0	0	0	0
Finance & IT							
Finance	11,278	11,300	500	0	0	0	0
Digital Tameside	2,818	3,345	3,000	1,382	0	0	0
Population Health							
Active Tameside	4,417	4,350	0	15,097	0	0	0
Adults							
Adults	22	200	11,450	405	1,250	0	0
Governance							
Exchequer	0	10	0	0	0	0	0
Total	51,545	57,444	34,793	48,488	9,600	2,636	6,000

Programme Changes and Summary- After Re-profiling

TOTAL APPROVED AND EARMARKED CAPITAL PROGRAMME- MARCH 2019

	2018/19 Outturn	2018/19 Budget (Approved)	2018/19 Budget (Earmarked)	2019/20 Budget (Approved)	2019/20 Budget (Earmarked)	2020/21 Budget (Approved)	2020/21 Budget (Earmarked)
	£000	£000	£000	£000	£000	£000	£000
Growth							
Vision Tameside	15,434	15,434	0	7,204	0	0	0
Investment & Development	2,112	2,125	0	6,560	10,000	275	0
Estates	0	0	0	716	1,400	0	0
Operations and Neighbourhoods							
Engineering Services	10,369	10,292	0	7,070	6,250	2,150	6,000
Environmental Services	286	287	0	3,749	1,300	0	0
Transport	247	362	0	260	0	0	0
Corporate Landlord	341	349	0	(44)	8,093	0	0
Stronger Communities	4	8	0	27	200	0	0
Children's							
Education	4,170	4,170	0	11,910	0	211	0
Children	47	50	0	0	950	0	0
Finance & IT							
Finance	11,278	11,300	0	0	500	0	0
Digital Tameside	2,818	2,818	0	1,909	3,000	0	0
Population Health							
Active Tameside	4,417	4,417	0	15,030	0	0	0
Adults							
Adults	22	22	0	583	12,700	0	0
Governance							
Exchequer	0	0	0	10	0	0	0
Total	51,545	51,634	0	54,984	44,393	2,636	4 6,000

Appendix 2 – Financing (Approved Schemes)

Service Area	Grants and Contributions	Revenue Contributions	Prudential Borrowing	Reserves	Receipts	Total
Growth					-	
Vision Tameside	1,811	-	-	20,827	-	22,638
Investment and Development	4,367	-	-	4,593	-	8,960
Estates	-	-	-	716	-	716
Operations and Neighbourhoods						-
Engineers	6,266	-	-	13,246	-	19,512
Environmental Services	585	-	-	3,451	-	4,036
Transport	-	-	362	260	-	622
Corporate Landlord	-	-	-	305	-	305
Stronger Communities	-	4	-	31	-	35
Children						-
Education	15,553	52	-	-	-	15,605
Children	-	-	-	50	-	50
Finance						-
Finance	-	-	-	11,300	-	11,300
Digital Tameside	2,095	-	-	2,632	-	4,727
Population Health						-
Active Tameside	2,550	-	16,617	280	-	19,447
Adults						-
Adults	455	-	-	150	-	605
Governance						-
Exchequer	-	-	-	10	-	5 10
Total	33,682	56	16,979	57,851	-	108,568

Appendix 2 – Financing

P12	£000
Corporate	108,244
RCCO	56
Borrowing	16,979
Contribution	2,237
Grant	31,388
S106	57
Budgeted Financing	158,961
Available Corporate Funding	
Capital Reserve	39,952
Plus Additional Reserve Funding for Airport	11,300
Total Reserves	51,252
Forecast Receipts	37,000
Total Available Corporate Funding	88,252
Total Approved Schemes requiring Corporate Funding	57,851
Surplus after Financing Approved Schemes	30,401
Earmarked Schemes requiring Corporate Funding	50,393
Shortfall of Funding Available to Finance Earmarked Schemes	(19,992)

As illustrated in the above table, there is currently a shortfall of £19.9m. A prioritisation exercise has been completed in order to determine which earmarked schemes can be progressed.

Appendix 3 - Service Area Detail

Growth

Vision Tameside Capital Programme								Re-profiled Budgets		
Capital Scheme	Spend in prior years £000	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	2018/19 Outturn £000	2018/19 Outturn Variation £000	Re-profiling to be approved £000	2018/19 £000	2019/20 £000	2020/21 £000
Vision Tameside	39,702	17,328	0	0	14,980	2,348	(2,348)	14,980	2,348	0
Vision Tameside Public Realm		210	4,942	0	454	(244)	244	454	4,698	0
Document Scanning		158	0	0	0	158	(158)	0	158	0
Total	39,702	17,696	4,942	0	15,434	2,262	(2,262)	15,434	7,204	0

Reprofiling Requested:

Vision Tameside- (£2.348m)

Delays in the construction of Tameside One have resulted in spend less than budget in this financial year. Expenditure will be incurred in 2019/20 as the project comes to a conclusion including retentions, relocation costs for buildings such as Ashton Old Library.

Vision Tameside Public Realm- £0.244m

Expenditure has been incurred in excess of budget due to work commencing on the Public Realm earlier than anticipated.

Document Scanning- (£0.158m)

Expenditure has not been incurred against document scanning and will be reviewed in 2019/20.

Growth

Investment and Development Capital Programme								Re-profiled Budgets		
Capital Scheme	Spend in prior years £000	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	2018/19 Outturn £000	2018/19 Outturn Variation £000	Re-profiling to be approved £000	2018/19 £000	2019/20 £000	2020/21 £000
Disabled Facilities Grant		1,923	1,460	0	1,875	48	(48)	1,875	1,508	0
Godley Garden Village		259	0	0	0	259	(259)	0	259	0
Godley Hill Development and Access Road		100	10	0	0	100	(100)	0	110	0
Ashton Town Hall		97	0	0	58	39	(39)	58	39	0
St Petersfield		84	0	0	76	8	(8)	76	8	0
Ashton Town Centre and Civic Square		50	1,467	0	13	37	(37)	13	1,504	0
Ashton Old Baths Annex		45	2,436	275	44	1	1	46	2,435	275
Hattersley Station Passenger Facilities		26	678	0	28	(2)	2	28	676	0
Longlands Mill		21	0	0	0	21	(21)	0	21	0
Ashton Old Baths	4,032	17	0	0	18	(1)	0	17	0	0
Hyde Town Centre		12	0	0	0	12	0	12	0	0
Total	4,032	2,634	6,051	275	2,112	522	(509)	2,125	6,560	275

Reprofiling Requested:

Godley Garden Village & Godley Hill Development- (£0.359m)

The funding was not spent in 18-19 as the Council was waiting for the outcome of a £10m Grant Funding application to Homes England that will provide the necessary infrastructure required to open up the site. The Grant has now been confirmed and this funding will now contribute to the procurement of the project team that will advance the pursuit of the planning application and consent in 19/20.

Growth

Estates Capital Programme								Re-profiled Budgets		
Capital Scheme	Spend in prior years £000	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	2018/19 Outturn £000	2018/19 Outturn Variation £000	Re-profiling to be approved £000	2018/19 £000	2019/20 £000	2020/21 £000
Opportunity Purchase Fund		500	0	0	0	500	(500)	0	500	0
Mottram Showground (OPF)		114	0	0	0	114	(114)	0	114	0
Review of Playing Field Provision		10	92	0	0	10	(10)	0	102	0
Total		624	92	0	0	624	(624)	0	716	0

Reprofiling Requested:

Opportunity Purchase Fund- (£0.500m)

The Opportunity Purchase Fund is currently under review and its future use will be informed by the development of the Asset Management Plan and Economic Development Strategy.

Mottram Showground (OPF)- (£0.114m)

The Mottram show trustees have experienced more problems than anticipated with regard to ground conditions, they have requested an extension to allow sufficient time to complete their relocation works so costs would now not be incurred until 19/20.

Operations & Neighbourhoods

Engineers Capital Programme								Re-profiled Budgets		
Capital Scheme	Spend in prior years £000	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	2018/19 Outturn £000	2018/19 Outturn Variation £000	Re-profiling to be approved £000	2018/19 £000	2019/20 £000	2020/21 £000
Roads- Borough Wide		1,447	65	0	1,505	(58)	58	1,505	7	0
Principal Roads- Ashton		1,029	310	0	894	135	(135)	894	445	0
Bridges & Structures		936	40	0	893	43	(43)	893	83	0
Principal Roads- Dukinfield		875	24	0	802	73	(73)	802	97	0
Car Parking		874	0	0	920	(46)	0	874	0	0
Principal Roads- Droylsden		750	116	0	629	121	(121)	629	237	0
Principal Roads- Hyde		700	83	0	795	(95)	95	795	(12)	0
Principal Roads- Denton		640	125	0	726	(86)	70	710	55	0
Principal Roads- Stalybridge		600	396	0	570	30	(30)	570	426	0
Street Lighting		544	1,859	2,000	625	(81)	81	625	1,778	2,000
Principal Roads- Longendale		350	239	0	383	(33)	33	383	206	0
Principal Roads- Audenshaw		350	205	0	334	16	(16)	334	221	0
Retaining Walls		335	0	0	85	250	(250)	85	250	0
Principal Roads- Mossley		325	168	0	409	(84)	84	409	84	0
Other Schemes		1,657	2,320	150	799	858	(873)	784	3,193	150
Total		11,412	5,950	2,150	10,369	1,043	(1,120)	10,292	7,070	2,150

Engineers- Reprofilng Requested

Reprofilng Requested:

Retaining Walls- (£0.250m)

This scheme was delayed due to land negotiations, new procurement systems and a lack of immediate resources to commence by the contractor. The work started 4th March and is anticipated to be completed by June 2019.

Flood Prevention & Repairs- (£0.190m)

Localised access and safety works have just taken place. Preparations for detailed site investigation and design are complete and it been passed to design consultants. This package of works is now likely to conclude in late spring 2019. Once this is received and assessed, preparation for full site works can commence.

Principal Roads Ashton- (£0.135m)

This schemes was delayed due to contractor availability and weather (overnight temperature concerns) for night working to reduce traffic congestion. For example Manchester Road, Ashton, now commenced (Monday 8 Apr 2019) and to concluded by April 2019.

Principal Roads Droylsden- (£0.121m)

The work was delayed due to number of schemes outstanding e.g. Edge Lane footway reconstruction remains outstanding and will be completed in 2019 - due to programming conflicts with other works and contractor availability. Also The Crescent carriageway works were unable to be undertaken because of to access difficulties - works now programmed in 2019 using different machinery / vehicles.

Operations & Neighbourhoods

Environmental Services Capital Programme								Re-profiled Budgets		
Capital Scheme	Spend in prior years £000	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	2018/19 Outturn £000	2018/19 Outturn Variation £000	Re-profiling to be approved £000	2018/19 £000	2019/20 £000	2020/21 £000
Cemetery Boundary Walls		100	160	0	53	47	(47)	53	207	0
Fairlea, Denton and Greenside Lane, Droylsden		66	584	0	70	(4)	4	70	580	0
Infrastructure Improvements		60	0	0	52	8	(8)	52	8	0
Greenspace Infrastructure 2019		57	0	0	21	36	(36)	21	36	0
Highway Tree Planting 2019		34	0	0	9	25	(25)	9	25	0
Riding Track & Footpath		30	0	0	31	(1)	0	30	0	0
Retrofit (Basic Measures)		21	294	0	6	15	(15)	6	309	0
Minor Schemes (Under £10K)		63	2,567	0	44	19	(17)	46	2,584	0
Total		431	3,605	0	286	145	(144)	287	3,749	0

Operations & Neighbourhoods

Transport Capital Programme								Re-profiled Budgets		
Capital Scheme	Spend in prior years £000	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	2018/19 Outturn £000	2018/19 Outturn Variation £000	Re-profiling to be approved £000	2018/19 £000	2019/20 £000	2020/21 £000
Procurement of 58 Fleet Vehicles		362	0	0	247	115	0	362	0	0
Transport Services- Fleet Replacement		0	260	0	0	0	0	0	260	0
Total		362	260	0	247	115	0	362	260	0

Procurement of 58 Fleet Vehicles – Projected Variation (£0.115m)

The vehicles originally requested were no longer available, therefore a change to the specification was required which in turn resulted in costs being lower than expected.

Operations & Neighbourhoods

Corporate Landlord Capital Programme								Re-profiled Budgets		
Capital Scheme	Spend in prior years £000	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	2018/19 Outturn £000	2018/19 Outturn Variation £000	Re-profiling to be approved £000	2018/19 £000	2019/20 £000	2020/21 £000
Statutory Compliance		219	0	0	341	(122)	122	341	(122)	0
Dukinfield Crematoria Clock Tower		8	0	0	0	8	0	8	0	0
Building Fabric Works		0	78	0	0	0	0	0	78	0
Total		227	78	0	341	(114)	122	349	(44)	0

Reprofiling Requested:

Statutory Compliance- £0.112m

Statutory compliance works are completed when required, to ensure the councils buildings provide a safe and effective physical environment for staff and services to operate from. Approval to draw on earmarked resources for capital spend is then requested from Capital Panel. The amount showing as overspent within 18/19 is works completed since the last report, these costs will be presented to Capital Panel in July 2019.

Stronger Communities Capital Programme								Re-profiled Budgets		
Capital Scheme	Spend in prior years £000	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	2018/19 Outturn £000	2018/19 Outturn Variation £000	Re-profiling to be approved £000	2018/19 £000	2019/20 £000	2020/21 £000
Libraries In The 21 st Century		31	0	0	4	27	(27)	4	27	0
Street Art In The Community		4	0	0	0	4	0	4	0	0
Total		35	0	0	4	31	(27)	8	27	0

Children

Education Capital Programme								Re-profiled Budgets		
Capital Scheme	Spend in prior years £000	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	2018/19 Outturn £000	2018/19 Outturn Variation £000	Re-profiling to be approved £000	2018/19 £000	2019/20 £000	2020/21 £000
Unallocated Funding Streams		0	2,082	211	0	0	0	0	2,082	211
Mossley Hollins High		750	331	0	720	30	(30)	720	361	0
Aldwyn Primary School		558	2,228	0	142	416	(416)	142	2,644	0
Hyde Community College		500	1,246	0	546	(46)	46	546	1,200	0
St Anne's Denton Primary		500	60	0	520	(20)	20	520	40	0
Alder Community High School		450	1,959	0	721	(271)	271	721	1,688	0
Russell Scott Primary		385	0	0	65	320	(320)	65	320	0
Devolved Schools Capital		373	686	0	466	(93)	93	466	593	0
St Thomas Moore RC College		200	0	0	200	0	0	200	0	0
Stock Condition Survey		100	0	0	0	100	(100)	0	100	0
Minor Schemes (Under £100K)		952	2,720	0	790	162	(162)	790	2,882	0
Total		4,768	10,626	211	4,170	598	(598)	4,170	11,910	211

Children- Reprofiling Requested

Reprofiling Requested:

Aldwyn Primary School- (£0.416m)

The classroom extension scheme has been delayed because of protracted legal and contractual issues between the Council, LEP and Robertson. It is expected that the works will be completed imminently.

Alder High School- £0.271m

The 4-classroom extension scheme has been delayed because of procurement problems, the ability of tenderers to meet our financial tests and protracted legal and contractual issues between the Council and the SPV who own the building.

Russell Scott- (£0.320m)

Expenditure in year is lower than originally forecast due to delays in the completion of this scheme. Works are anticipated to be concluded in 2019/20.

Stock Condition Survey- (£0.100m)

Delayed awaiting price and change order from the LEP. It is anticipated that the surveys will be carried out over Summer 2019.

Holden Clough Primary- (£0.073m)

Operational reasons meant the scheme needed to be carried out when the school was closed for a two week period. The Easter holidays are the first opportunity to carry out these works and will take place then.

Children

Children Capital Programme								Re-profiled Budgets		
Capital Scheme	Spend in prior years £000	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	2018/19 Outturn £000	2018/19 Outturn Variation £000	Re-profiling to be approved £000	2018/19 £000	2019/20 £000	2020/21 £000
320 Stockport Road Extension		50	0	0	47	3	0	50	0	0
Total		50	0	0	47	3	0	50	0	0

Finance

Finance Capital Programme								Re-profiled Budgets		
Capital Scheme	Spend in prior years £000	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	2018/19 Outturn £000	2018/19 Outturn Variation £000	Re-profiling to be approved £000	2018/19 £000	2019/20 £000	2020/21 £000
Strategic Investment in Manchester Airport		11,300	0	0	11,278	22	0	11,300	0	0
Total		11,300	0	0	11,278	22	0	11,300	0	0

Finance

Digital Tameside Capital Programme								Re-profiled Budgets		
Capital Scheme	Spend in prior years £000	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	2018/19 Outturn £000	2018/19 Outturn Variation £000	Re-profiling to be approved £000	2018/19 £000	2019/20 £000	2020/21 £000
DCMS Fibre		2,058	0	0	1,938	120	(120)	1,938	120	0
ICT- Vision Tameside	249	805	410	0	537	268	(268)	537	678	0
Tameside Digital Infrastructure		179	100	0	149	30	(30)	149	130	0
TDI Co-op Shares		120	0	0	120	0	0	120	0	0
Tameside Data Centre		69	750	0	0	69	(69)	0	819	0
CCTV Fibre		57	90	0	50	7	(7)	50	97	0
Working Differently- IT Hardware & Software		54	0	0	20	34	(34)	20	34	0
Digital By Design		3	32	0	4	(1)	1	4	31	0
Total	249	3,345	1,382	0	2,818	527	(527)	2,818	1,909	0

Reprofiling Requested:

DCMS Fibre- (£0.120m)

Tameside has been very successful in obtaining funding due to the speed of which works are carried out and claims are made. The unspent portion of the grant relates to work at Ashton Old Baths and cannot be completed until the new Data Centre is in place.

ICT Vision Tameside- (£0.268m)

This Scheme shows underspend because there is additional agreed work carried out by the LEP over the course of the build which has not yet been charged for. Further work remains on the infrastructure for the Building Management System, CCTV, the door access system, WiFi and the library. In addition, work may be required as the building becomes fully occupied for which a small amount of reserve has been maintained. Audio visual equipment and meeting room equipment is also still in the process of being deployed. Booking rooms and visitor management systems are in the process of being procured via STAR.

Population Health

Active Tameside Capital Programme								Re-profiled Budgets		
Capital Scheme	Spend in prior years £000	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	2018/19 Outturn £000	2018/19 Outturn Variation £000	Re-profiling to be approved £000	2018/19 £000	2019/20 £000	2020/21 £000
New Denton Facility		4,310	11,769	0	4,399	(89)	89	4,399	11,680	0
Extension to Hyde Leisure		40	3,268	0	18	22	(22)	18	3,290	0
Wave Machine at Hyde Leisure		0	60	0	0	0	0	0	60	0
Total		4,350	15,097	0	4,417	(67)	67	4,417	15,030	0

Adults

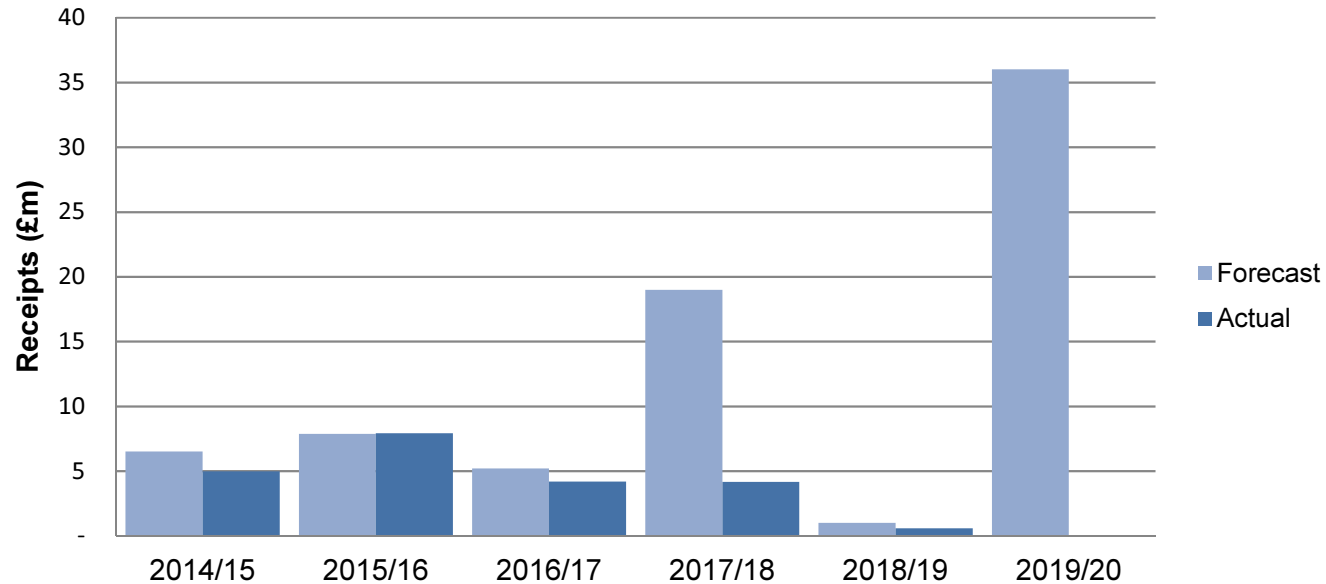
Adults Capital Programme								Re-profiled Budgets		
Capital Scheme	Spend in prior years £000	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	2018/19 Outturn £000	2018/19 Outturn Variation £000	Re-profiling to be approved £000	2018/19 £000	2019/20 £000	2020/21 £000
4C Capital Grants Adults		150	0	0	0	150	(150)	0	150	0
Oxford Park Development		50	405	0	22	28	(28)	22	433	0
Total		200	405	0	22	178	(178)	22	583	0

Governance

Exchequer Capital Programme								Re-profiled Budgets		
Capital Scheme	Spend in prior years £000	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	2018/19 Outturn £000	2018/19 Outturn Variation £000	Re-profiling to be approved £000	2018/19 £000	2019/20 £000	2020/21 £000
Online Forms		10	0	0	0	10	(10)	0	10	0
Total		10	0	0	0	10	(10)	0	10	0

Appendix 4 - Receipts

Forecast and Actual Receipts from Fixed Asset Disposals



Officers are continuing with the disposal of development sites that have already been approved or agreed for development and sale, and which are mainly based around the legacy school sites following the Building Schools for the Future along with the sites identified for development by Matrix Homes. These development sites are anticipated to realise approximately £37m in capital receipts over the next 2-3 years.

A review of surplus non-operational Council assets is being undertaken to identify other sites for disposal. Disposals of any further sites are currently on hold pending the approval of the disposals policy.

Receipts achieved in year to 31st March are £0.599m.

Appendix 5- Prudential Indicators

	Limit	Actual	Amount within limit
	£000s	£000s	£000s
Operational Boundary for External Debt	205,276	111,838	(93,438)
Authorised Limit for External Debt	225,276	111,838	(93,438)

- The Authorised Limit for External Debt sets the maximum level of external borrowing on a gross basis (i.e. excluding investments) for the Council.
- The operational boundary for External Debt comprises the Council's existing debt plus the most likely estimate of capital expenditure/financing for the year. It excludes any projections for cash flow movements. Unlike the authorised limit breaches of the operational boundary (due to cash flow movements) are allowed during the year as long as they are not sustained over a period of time.
- These limits include provision for borrowing in advance of the Council's requirement for future capital expenditure. This may be carried out if it is thought to be financially advantageous to the Council.

	Limit	Actual	Amount within limit
	£000s	£000s	£000s
Upper Limit for fixed	191,071	17,186	(173,885)
Upper Limit for variable	63,690	(75,155)	(138,845)

- These limits are in respect of the Council's 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). These indicators allow the Council to manage the extent to which it is exposed to changes in interest rates.

	Limit	Actual	Amount within limit
	£000s	£000s	£000s
Capital Financing Requirement	191,071	191,071	-

- The Capital Financing Requirement (CFR) measures the Council's underlining need to borrow for capital purpose, i.e. its borrowing requirement. The CFR is the amount of capital expenditure that has not yet been financed by capital receipts, capital grants or contributions from revenue.
- The CFR increases by the value of capital expenditure not immediately financed, (i.e. borrowing) and is reduced by the annual Minimum Revenue Provision for the repayment of debt.

Prudential Indicators

	Limit	Actual	Amount within limit
	£000s	£000s	£000s
Capital expenditure	158,961	51,545	(107,416)

- This is the estimate of the total capital expenditure to be incurred.

Gross borrowing and the capital financing requirement	CFR @ 31/12/18 + increase years 1,2,3	Gross borrowing	Amount within limit
	£000s	£000s	£000s
	191,071	111,998	(79,073)

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

Maturity structure for borrowing 2018/19		
Fixed rate		
Duration	Limit	Actual
Under 12 months	0% to 15%	0.30%
12 months and within 24 months	0% to 15%	0.31%
24 months and within 5 years	0% to 30%	4.46%
5 years and within 10 years	0% to 40%	3.18%
10 years and above	50% to 100%	91.75%

- These limits set out the amount of fixed rate borrowing maturing in each period expressed as a percentage of total fixed rate borrowing. Future 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, it is felt it is acceptable to have a long maturity debt profile.

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Report to :	EXECUTIVE CABINET
Date :	26 June 2019
Reporting Officers:	Cllr Brenda Warrington – Executive Leader Sarah Dobson – Assistant Director (Policy, Performance and Communications)
Subject :	CO-OPERATIVE COUNCILS
Report Summary :	The report provides the Executive Cabinet with a summary of the Cooperative Councils initiative. It examines the benefits of membership and the application process in which local authorities must follow to join the network.
Recommendations :	To note the content of the report and consider further areas in which Tameside can take forward the Co-operative Councils approach.
Links to Corporate Plan:	The Co-operative Councils model proposes ways of working which may have an impact on the delivery of services in the borough. As a result the report has links to all of the priorities within the Corporate Plan.
Policy Implications :	The Co-operative Councils initiative proposes a shift in the way in which public services are delivered. Adoption of the Co-operative Councils model of service delivery will have an impact on policy development across the borough. In parallel with the GM PSR principles, the Tameside PACT and the Council's ongoing work incorporating social value, this will increase public engagement in the design and delivery of our services across the borough.
Financial Implications : (Authorised by the Borough Treasurer)	There is an annual membership fee to join the network that would be a maximum of £6,900, which is not currently factored into the budget. On-going funding for this would need to be found. Changing practices as a result of adopting the Co-operative model may result in additional costs or cost savings, which cannot be quantified at this stage.
Legal Implications : (Authorised by the Borough Solicitor)	In order to ensure legal compliance there should be no conflict with current Council standing orders, policies and procedures, which may need to be reviewed in the light of the same. Public procurement rules and the duty to ensure best value and protection of the public purse are amongst key components of delivery of services in accordance with equality obligations and the duty to act reasonably and give reasons at all times.
Risk Management :	Peer learning and benchmarking best practice (which can be accessed through the CCIN) is key to improvement and reducing the risk of service failure and poor outcomes for local residents.

Access to Information :

The background papers relating to this report can be inspected by contacting Sarah Dobson.



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1.0 OVERVIEW

- 1.1 The Cooperative Councils Network has been set up to promote the delivery of local services in a co-operative or co-productive manner. The Network is action focused and membership based, and non-Party political.
- 1.2 The Network believes that *“co-operative approaches can be applied to almost every aspect of local government, including community regeneration and economic development, youth services, housing leisure, social services and education. The precise model is different from service to service, but the approach is the same – working together, building self-reliance, encouraging innovation”*. The Network will act as a forum where councils and councillors supporting this approach can share new thinking and work together to drive change in their local areas.
- 1.3 As the Council moves to develop new models of delivery and engagement within our communities, we continue to explore ways of maximising opportunities for Tameside. As a result of the new methods of community engagement we are developing in Tameside, together with the lobbying of government and lottery funding providers, a number of new opportunities for funding and support are emerging. The authority has been informed that we will be awarded grants for 7 wards to support local groups in improving their areas (Community First Funding). This follows on from grants for two neighbourhoods last year through the Community Development Foundation. Discussions are also underway with the Big Lottery Fund regarding an additional grant for a deprived neighbourhood in Tameside to support a 10 year programme to improve outcomes and increase social capital. The decision about where this funding will be targeted will be taken by the Big Lottery Fund but we as an authority will be given an opportunity to inform this decision.
- 1.4 In STAR Procurements Strategy 2017-2020 core values of the decision making process include a focus on communities and collaboration¹. The strategy states that *“strengthening local and SME spend, facilitating simplified interaction through the procurement process and embracing Social Value where relevant and proportionate to add value into the local communities we serve”*. The Council will need to continue to monitor this relationship to ensure such values remain at the heart of the procurement decision making process.

2.0 COOPERATIVE COUNCILS NETWORK

- 2.1 The Cooperative Councils Innovation Network is a network of local authorities that are implementing co-operative policies and ways of providing services, which give communities power and a real say over the ways they are run.
- 2.2 The current membership of the network includes:-

• Oldham	• Rochdale	• Salford
• Liverpool	• Newcastle	• Sunderland
• Telford and Wrekin	• Stevenage	• Lambeth
• Bassetlaw	• Bristol	• Cardiff
• Croydon	• Glasgow	• Hull
• Knowsley	• Milton Keynes	• Norwich
• Plymouth	• Preston	• Greenwich
• Sandwell	• Southampton	• South Tyneside

More councils are expected to join as the Network develops.

¹ The Star Procurement Strategy 2017-2020 (<https://www.star-procurement.gov.uk/About-us/about-us.aspx>)

- 2.3 Membership is open to all local authorities that are implementing cooperative policies and service delivery models; groups in opposition that are advocating or campaigning for cooperative policies and models in their local authority area; and other organisations working toward these aims and objectives.
- 2.4 Each participating council will bring at least one significant service that is being transformed along cooperative or co-productive lines, with other councils acting as a reference group providing feedback and comment, so that new service delivery models can be developed and learning shared.
- 2.5 The benefits of membership of the Cooperative Councils Network are attached at **Appendix 1**.
- 2.6 An example of a draft Cooperative charter can be found attached at **Appendix 2**.
- 2.7 An example of a draft Statement of ethics can be found attached at **Appendix 3**.

3.0 PRINCIPLES AND APPROACHES

- 3.1 In a time of funding cuts to local government, new approaches to service delivery are inevitable to meet the challenges and to continue to support local communities. Harnessing the potential of co-operatives, mutuals and of local residents could provide positive new ways to deliver services that are flexible, personalised and more effective.
- 3.2 Cooperative Councils aim to drive forward new cooperative approaches to transform the way local public services are delivered in their areas and support local communities in the face of funding cuts. Collective action, co-operation, empowerment and enterprise will be used to help transform local services and local communities. The vision is to end the era of top-down services where people are expected to put up with whatever's on offer. In future, residents, rather than public sector organisations, will be in the driving seat.
- 3.3 It is believed that cooperative approaches can be applied to almost every aspect of local government, including community regeneration and economic development, youth services, housing leisure, social services and education. The precise model is different from service to service, but the approach is the same – working together, building self-reliance, encouraging innovation.
- 3.4 This approach is not about turning all services into cooperatives, and it is not intended to replace skilled professionals with volunteers. It is about giving local people choice and control over the public services they use. The way different services work will vary, but the objective of finding new ways to hand more power, choice and control to local people remains constant.
- 3.5 Cooperative and mutual models are thought to help councils to retain jobs and investment locally, are ethical, are more flexible around citizen and workers' needs, and can contribute to all aspects of the local economy. Cooperative values can also shape the way local economies are rebuilt, putting long term social benefit ahead of short-term private gain.

4.0 CO-OPERATIVE COUNCILS IN ACTION

- 4.1 Lambeth Council; Britain's first cooperative council² - Lambeth's cooperative council offers a way forward for delivering public services through citizen engagement and sharing power,

² For the full briefing – follow this link: http://www.policy-network.net/pno_detail.aspx?ID=4190&title=Britain%E2%80%99s+first+co-operative+council

resources and decision-making, which embodies the tradition of civic participation, community ownership and self-organisation. The model has generated considerable interest across local government and it will be interesting to see how the model translates from theory into practice, and from inner city London to former industrial heartlands.

- 4.2 GM Co-operative councils - Oldham Council³, Rochdale Council, Salford City Council; have all become members of the CCIN and each have reviewed their previous practises embarking on the route to full accreditation.
- 4.3 The Cooperative Councils programme offers significant opportunities for growth in the co-operative economy to be supported by government at a local level, which is potentially where economic policy levers can have the greatest impact. Meanwhile facilitating the creation of quality public service co-operatives that meet people's needs will not only boost the UK co-operative statistics, but more importantly will bring more people into contact with co-operative enterprise.
- 4.4 Both Wigan Council and Manchester City Council have adopted different approaches to the Co-operative model. These are still ethos driven models, but with varying amounts of social interaction. Both LA's base their visions on working documents and incorporate their visions in varying ways within their council's structure.
- 4.5 Wigan Council: The 'Wigan Deal' was the first model of its type in Greater Manchester. Co-ordinated by CEO Donna Hall, it has had a marked impact on the way in which Wigan provides its basic services. They have committed to a series of pledges which require residents and business involvement. So far Wigan Council have saved over £115m. They believe they can continue to keep Council Tax bills down and still balance their books if residents help by doing things such as recycling, volunteering in communities and using online services. By 2020 Wigan asserts that it will no longer be in receipt of any funding from central government. For the full Deal brochure – follow this link: <https://www.wigan.gov.uk/Docs/PDF/Council/The-Deal/The-Deal-Brochure.pdf>
- 4.6 Manchester City Council: The 'Our Manchester' project was initiated after Manchester's then CEO, Sir Howard Bernstein started to exchange ideas with Wigan Council as to how basic services could be provided across the centre of the conurbation. Drawn from the working document of The Manchester Strategy⁴ the City Council has fundamentally sought to re-evaluate its working ethos, incorporating social value into its procurement policies while asking what sort of city Manchester wants to be by 2025.

5.0 FORMAL ACCREDITATION PROCESS

- 5.1 This is a Local Authority led process, which would require a review of several existing Council practises, including the way in which Tameside Council provides most of its basic and statutory services. The Cooperative Councils Innovation Network has a formal application in which new co-operative Councils' standards are assessed before accreditation⁵.
- 5.2 The necessary requirements for Local Authorities to join the CCIN are outlined in the application as follows:

³ Oldham Council Co-operative Strategy: https://www.oldham.gov.uk/info/200572/co-operative_oldham/1192/co-operative_council/1

⁴ For the full strategy document – follow this link: file:///C:/Users/tfrob/Downloads/Our_Manchester_The_Manchester_Strategy_2016.pdf

⁵ CCIN application to become a member Council (<http://www.councils.coop/wp-content/uploads/2014/10/Application-process-for-councils-wishing-to-join-CCIN.pdf>)

They each must have:-

- Discussed the cooperative council approach with other parties (informally);
- Discussed the cooperative council approach at full council;
- Discussed the cooperative approach with strategic partners and/or community partners;
- Endorsed the values and principles of the Network at a corporate level;
- Established a code of ethics;
- Adopted cooperative values in your approach to commissioning;
- Carried out any corporate communication of cooperative values;
- Taken a Cabinet decision to endorse cooperative values;
- Undertaken any public campaigns that demonstrate cooperative principles;
- Changed or have plans to change the council constitution to reflect cooperative values.

6.0 NEXT STEPS

6.1 The necessary requirements for Local Authorities to join the CCIN are outlined in the application are as follows, along with proposed timescales should Tameside Council wish to take forward a cooperative approach:

- Endorse the values and principles of the Network and the ambition to become a cooperative council at Board/ Cabinet.
- Establish a code of ethics. Example for discussion and development in appendix 4.
- Discuss the cooperative approach with strategic partners and/or community partners through the Health and Wellbeing Board/Public Service Reform Board.
- Hold an elected members' development session led by a representative of the CCIN. This will ensure that all Parties are properly consulted.
- Adopt cooperative values in our approach to commissioning. (Commission STAR to undertake a review)
- Carry out any corporate communication of cooperative values.
- Take a Cabinet decision to endorse cooperative values.
- Undertake any public campaigns that demonstrate cooperative principles.
- Discuss holding a Cooperative conference in the autumn, bringing local community projects together for a morning/afternoon event.
- Discuss plans to change the Council constitution to reflect cooperative values at Full Council.

6.2 The aim is to present our application at the next CCIN Committee in October 2019 to be held in Rochdale.

APPENDIX 1

MEMBERSHIP BENEFITS

Join the CCIN to be part of a growing and influential network of councils committed to developing a new relationship with citizens.

There is a growing interest, across the political spectrum, in how to share power and responsibility with citizens, support the development of community and civic life and find more cost effective ways to create successful and resilient communities.

By becoming part of the network you will:

- access the **latest ideas** and thinking about putting Cooperative principles into practice
- position your council as an **innovator**
- help to **influence** policy thinking at national level
- share examples of projects and initiatives and **learn from others** about what works
- co-produce **tools and techniques** to support the development of cooperative approaches
- be invited to **Cooperative Conferences** around the country where you can meet and work with peers
- join an **officer network** who are leading the development of new approaches
- have access to a cadre of ambitious **political leaders** who are trying to bring change to their communities
- access a growing body of **resources** on the CCIN website
- be part of **regional and national networks** in England, Scotland and Wales
- join the **debate** on our active social media platforms
- profile your council's **achievements** nationally.

APPENDIX 2

DRAFT - CO-OPERATIVE CHARTER

Our ambition

Tameside is committed to developing a Co-operative future; one where citizens, partners and staff work together to improve the borough. We want all members of the community to play an active part in building our co-operative borough. This means everybody doing their bit.

Our values

To help make this ambition a reality we have developed Co-operative Values. We will encourage our staff, citizens and partners to adopt these values in everything they do:

1.0 Fairness

We will champion fairness and equality of opportunity, and ensure working together brings mutual benefits and the greatest possible added value. We will enable everyone to be involved.

2.0 Openness

We will be open and honest in our actions and communications. We will take decisions in a transparent way and at the most local level possible.

3.0 Responsibility

We take responsibility for, and answer to our actions. We will encourage people to take responsibility for themselves and their actions. Mutual benefits go hand-in-hand with mutual obligations.

4.0 Working together

We will work together and support each other in achieving common goals, making sure the environment is in place for self-help.

5.0 Accountability

We recognise and act upon the impact of our actions on others, and hold ourselves accountable to our stakeholders.

6.0 Respect

We recognise and welcome different views and treat each other with dignity and respect.

7.0 Democracy

We believe and act within the principles of democracy, and promote these across the borough.

8.0 Engagement

We believe that public consultation should be central to the Council's decision making processes.

APPENDIX 3

DRAFT - STATEMENT OF ETHICS

As a co-operative council we are committed to living our co-operative values and behaviours. By promoting how the organisation is embedding these values, this ethical framework helps both inform and guide our actions to create a co-operative borough in Tameside.

Why do we need an Ethical Framework?

The framework highlights our responsibilities and showcases some of what we are doing as an organisation to meet these, as well as demonstrating our accountability to our co-operative principles.

How are we making a difference?

Our Ethical Framework is summarised below. It is focussed around the seven co-operative values and shows how we are both living and leading these across the organisation.

Fairness

We will champion fairness and equality of opportunity, and ensure working together brings mutual benefits and the greatest possible added value. We will enable everyone to be involved.

Example: Equality Objectives – these ensure that equality is integral to our co-operative approach and is owned across our organisation

Example: Fair Employment Charter – as well as being an employer of choice the charter actively encourages fair employment practices to partners and businesses across Tameside

Openness

We will be open and honest in our actions and communications. We will take decisions in a transparent way and at the most local level possible.

Example: Budget Consultation – we actively involve residents in shaping our financial priorities

Example: Broadcasting Full Council – we are open about how decisions are taken, providing greater access to council meetings

Responsibility

We take responsibility for, and answer to our actions. We will encourage people to take responsibility for themselves and their actions. Mutual benefits go hand in hand with mutual obligations.

Working Together

We will work together and support each other in achieving common goals, making sure the environment is in place for self-help.

Example: Tameside Partnership – brings together public, private, voluntary and community organisations to create a place with healthy, aspirational and sustainable communities

Accountability

We recognise and act upon the impact of our actions on others, and hold ourselves accountable to our stakeholders.

Example: Paying our suppliers on time – we are committed to paying all our suppliers in a timely manner

Example: Social Value Procurement Framework – we have reshaped our procurement practices to better promote social value outcomes

Respect

We recognise and welcome different views and treat each other with dignity and respect.

Example: Aligning our workforce profile to local communities – we are committed to ensuring that our workforce more closely reflects the demographic profile of the borough

Democracy

We believe and act within the principles of democracy, and promote these across the borough.

Example: Councillors' Annual Reports – the annual reports showcase the work that councillors undertake on behalf of local people and the borough.

Report to:	EXECUTIVE CABINET
Date:	26 June 2019
Executive Member/Reporting Officer:	Councillor Gerald Cooney – Executive Member (Housing, Planning and Employment) Jayne Traverse – Director of Growth
Subject:	CHARGING FOR PRE-APPLICATION ADVICE (PLANNING APPLICATIONS)
Report Summary:	<p>The National Planning Policy Framework sets out the importance of pre-application engagement between developers and local planning authorities. This is currently offered free of charge in Tameside and, as a result, the local planning authority receives a high number of requests for service. Since only a finite level of resource can be allocated to providing responses this often means only basic advice can be provided. Furthermore, provided without charge, the system remains open to exploitation by planning agents who can simply pass on the advice to their clients and charge for it.</p> <p>Councils have the ability to charge for providing pre-application advice and many authorities across the country have already begun doing so. More locally, most of the Greater Manchester council's charge for providing this except for Manchester, Bolton and Oldham.</p> <p>The introduction of pre-application charges will likely reduce the number of requests being made and enable the service to be more focussed on those that are likely to benefit more by engaging in such discussions. This might be to a homeowner who wishes to extend their home or a developer looking at a major scheme in the borough. It will also allow for the costs of providing the service to be recovered which forms part of the Planning Department's budgetary targets to fund the current staffing structure.</p> <p>Whilst applicants for planning permission are not required to engage in pre-application discussions they are actively encouraged to. However, those who do choose to engage will receive an improved and dedicated offer with clear service standards.</p>
Recommendations:	<ul style="list-style-type: none">(a) To authorise a period of consultation with active planning agents who have submitted planning applications in the preceding twelve month period on the proposed Charging Schedule for pre-application advice attached at Appendix 1.(b) To delegate to the Executive Member for Housing, Planning and Employment via a key decision, any subsequent determination on whether to implement pre-application charges and any consequential decision on the most appropriate approach to implementation.
Corporate Plan:	To support a modern infrastructure and sustainable environment.

Policy Implications: To consult on the introduction of a new policy to introduce charges for pre-application advice.

Financial Implications: The Development Management Service income budget includes a £25,000 fee income target from pre-application charges, based on a prudent assessment of the likely demand following a consultation process with developers. This will be monitored throughout the year and adjusted accordingly as part of the annual budget process. The charging schedule set out within this report has been developed to ensure that the income generated will recover all costs associated with providing the pre app advice. The service will charge both internal and external customers. Internal customers will be recharged for any advice given.

(Authorised by the statutory Section 151 Officer & Chief Finance Officer)

Legal Implications: Section 93 of the Local Government Act 2003 gave local authorities the power to charge for pre-application planning advice. The income generated from any charges must not exceed the costs of provision in accordance with the duty set out under S93 (3):

(Authorised by the Borough Solicitor)

The power is subject to a duty to secure that, taking one financial year with another, the income from charges under that subsection does not exceed the costs of provision.

It will therefore be a requirement to justify the charges made and be able to demonstrate that they are valid.

Any advice given by Council officers for pre-application enquiries does not indicate any formal decision by the Council as Local Planning Authority. Any views or opinions are given in good faith, and to the best of ability, without prejudice to the formal consideration of any planning application.

The final decision on any application that is then submitted can only be taken after the Council has consulted local people, statutory consultees and any other interested parties. The final decision on an application will then be made by senior officers or by the Council's Speakers Panel and will be based on all of the information available at that time.

Pre application advice cannot guarantee the final formal decision that will be made the application(s).

Any pre-application advice that has been provided will be carefully considered in reaching a decision or recommendation on an application; subject to the proviso that circumstances and information may change or come to light that could alter that position. It should be noted that the weight given to pre-application advice will decline over time.

Any decision of the Council to introduce and the implementation approach will be a key decision.

Risk Management: If rejected the Local Planning Authority must continue to provide free professional advice. However, this is not financially viable since the council cannot continue to meet the costs of providing it, and income from providing this service is included in the department's budget requirements.

In addition, continuing with providing free advice will result in

more limited engagement with applicants, and conflict with the principles set out the National Planning Policy Framework of working proactively with applicants at this early stage. This would fail to maximise opportunities for improving the quality and standard of applications made by agents and developers.

However, once consultation commences, there is a short-term risk of a 'spike' in requests for free pre-application advice. This would potentially hinder ability to maintain and further improve service performance.

Access to Information:

The background papers relating to this report can be inspected by contacting Martyn Leigh, Development Manager



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1. INTRODUCTION

- 1.1 Pre-application engagement by prospective applicants provides significant opportunities to improve both the efficiency and effectiveness of the planning application system and improve the quality of planning applications and their likelihood of success. It allows relevant policies to be identified along with other material planning considerations associated with proposed development at an early stage.
- 1.2 Pre-application advice is provided on an informal basis and is not binding on any future decision that might be taken on a subsequent application. However, it facilitates collaborative working at an early stage of advancing development proposals, and engaging with relevant consultees provides opportunities to identify any mitigation requirements (including the possible need for a Section 106 agreement). It also identifies what information should be submitted with the application. This can then facilitate the smoother progression of an application through the formal process once submitted resulting in the likelihood of quicker decisions. Furthermore, pre-application engagement can be used to put in place a Planning Performance Agreement (PPA) where this would facilitate managing the process and agreeing dedicated resources for processing an application.
- 1.3 Across the ten Greater Manchester Authorities only Bolton, Tameside, Manchester and Oldham do not currently have Charging Schedules in place. As a result of not charging, Tameside Council receives a high number of requests that are becoming increasingly difficult to accommodate to a high professional standard.
- 1.4 Many requests are submitted through the formal channels and are recorded with an allocated reference number on a database together with copies of plans, documents, and correspondence from officers providing informal advice. For the period 1 May 2018 to 30 April 2019 there were 59no requests made for advice logged onto this database. However, it must be recognised that there are a large number of informal approaches made directly by developers and planning agents to officers for 'on-the-spot' verbal advice which is a practice we are looking to discourage. This is because it is time consuming, can be disruptive, and does not provide an accurate written record of the advice that has been provided.
- 1.5 Charging for providing the discretionary service of charging for pre-application advice for all types of application is permitted under section 93 of the Local Government Act 2003, providing these charges do not exceed the cost of providing it. As such, it is proposed that the local planning authority begins charging for such advice. This would reduce the number of requests being made thus allowing available resource to be targeted at those who need it. This might be for homeowners who have not engaged in the planning process before or for advising developers on complex or strategically important development proposals. At the same time the income derived from charges for providing this service supports the department's budget requirements.
- 1.6 However, as set out below, it is proposed to undertake a period of consultation with planning agents who regularly submit planning applications to Tameside Council.

2. POLICY CONTEXT

- 2.1 The National Planning Policy Framework (NPPF) provides clear advice on the importance of pre-application advice and frontloading of planning applications. Paragraph 39 states *..."Good quality pre-application discussion enables better coordination between public and private resources and improved outcomes for the community."*
- 2.2 The NPPF explains that although it cannot be made a mandatory requirement local planning authorities should encourage participation in any services offered.

- 2.3 The council recognises the importance of investment and development in the borough and the delivery of a high quality pre-application advice service is integral to this. The council also has significant growth aspirations. The opportunities for development that might arise from the adoption of the Greater Manchester Spatial Framework (GMSF), the Stalybridge Town Centre Challenge initiative, and development opportunities identified in the future revised Local Plan, mean that engagement in detailed pre-application discussions will maximise the potential benefits that such schemes bring. Therefore, the availability of a formal, high quality, well-resourced pre-application advice service is integral to the growth and investment aspirations in Tameside.

3. PROPOSALS

- 3.1 Introducing charges for pre-application advice should not be designed to discourage pre-application discussions. As such, it is important that where charges are applied, there is clear charging structure in place providing certainty about what should be expected by engaging in such a process. Therefore, the proposed charging schedule (attached at Appendix 1) has been developed around a fixed price structure, providing certainty for developers over the costs of entering into pre-application discussions. Charges would be applied to requests made by, or on behalf of, other Tameside Council departments which would be secured via an internal recharge.
- 3.2 The proposed pre-application service and charging schedule has been prepared on the basis of striking a balance between recovering costs without discouraging developers from engaging discussions with the council. It is designed to support rather than discourage inward investment into the borough. It is considered unlikely, however, that the schedule of charges will always recover the full costs of service delivery particularly taking into account the need to involve a range of expert officers and additional external expertise.
- 3.3 It is proposed that the charging schedule would comprise four tiers to reflect the varying degree of resources needed for the different types of development projects. As such, the four categories of service proposed allow the charging structure to be simplified, yet the charges reflect the level of work, engagement and consultation necessary commensurate to the scale and complexity of the proposals.
- 3.4 The schedule provides for flexibility for the most significant and complex development projects by allowing a bespoke pre-application fee to be negotiated; an approach that will suit a longer term, planning performance agreement led approach. This will help to provide greater certainty for developers as to the cost of pre-application charges and assist in securing continued investment into Tameside.
- 3.5 Of the 59no. recorded requests for pre-application advice that are logged for the period between 1 May 2018 and 30 April 2019 this would have generated an income of between £16,100 (if all requests were for Written Advice Only) rising to £28,400 (for requests for a Meeting and Written Advice). Of those requests, only two related to domestic extensions accounting for an income of between £100 and £150 depending on the level of service requested.
- 3.6 For those Greater Manchester authorities who operate charging schedules, and where planning permission is required for domestic extensions, only Salford provides this freely of charge. More locally, Rochdale and Stockport charge £101 and £84 respectively for providing advice on domestic extensions as shown in Table 1 below. The table also provides clarification on what consultation process, if any, was carried out prior to the introduction of charges.

Table 1 – Greater Manchester Authority position on pre-application advice charges:

	Adopted Charging Schedule in place?	Charge for advice on domestic extensions	Consultation prior to introducing charges?
Oldham	No	n/a	n/a
Rochdale	Yes	£101	With Members only
Salford	Yes	No	No
Manchester	No	n/a	n/a
Stockport	Yes	£84	(Unknown)
Bury	Yes	£91	None
Bolton	No	n/a	n/a
Wigan	Yes	£25	None
Trafford	Yes	£250	Informed Agents

- 3.7 Homeowners can, and often do, make use of the recently launched (free) Duty Planning Officer service, which would remain unchanged. This can be used to obtain advice as to whether planning permission is actually required for their proposals (since many can be undertaken under ‘permitted development’ rights).
- 3.8 Although most Greater Manchester authorities who charge for pre-application advice apply these charges to domestic extension proposals, it is recommended in the first instance that Tameside Council does not charge, but that this is kept under review.
- 3.9 In summary, it is proposed that Tameside Council identifies any active planning agents (which we will define as those who have submitted a planning application within the preceding twelve month period) and to consult with them on the proposals for a period of 21 days. They would be invited to submit any representations which will be considered prior to a decision being taken on whether to apply charges for providing pre-application advice.

4. PROPOSALS TO LAUNCH AND MANAGE THE PRE-APPLICATION ADVICE SERVICE

- 4.1 Without prejudice, and if adopted, details of the charging schedule setting out what customers should expect by engaging in the services offered will be provided on the Council’s website.
- 4.2 In engaging in chargeable pre-application discussions customers would be asked to complete a pre-application advice form. This would necessary to standardise the information submitted with any request for service and clarify the level of service being sought. Customers would be provided with the following:
- Customers would receive acknowledgement of their request within 5 working days and whether their submission is valid. Once valid, a case officer with the relevant level of expertise would be assigned to it, and the customer would be advised of their contact details.
 - All requests for service would be logged on the Uniform database and allocated a unique reference number.
 - Where a meeting has been requested this will be arranged within 10 working days from the receipt of the valid submission. These would be accommodated at Tameside One, Dukinfield Town Hall, and when required on the proposed site.

- The target is for all requests for advice to be processed within 42 days of the receipt of a valid submission. However, providing advice on some schemes may require further time, and discussions will be held with customers at an early stage where this is deemed necessary. This might occur, for example, where external consultee engagement is required.
- Responses to such requests will always be caveated to ensure that customers understand the advice provided is informal and does not pre-determine the outcome of an application for planning permission.

4.3 Any advice provided will be logged and recorded since it may be the subject of a future Freedom of Information request.

5. CONCLUSIONS

5.1 That charges are not applicable for providing advice on domestic extensions although this will be kept under review.

5.2 That recharges will apply to other Council services making requests for formal pre-application advice.

5.3 That the Council authorises a period of consultation with active planning agents on the proposal to adopt the proposed Charging Schedule set out in **Appendix 1** (all prices are inclusive of VAT at 20%).

5.4 The proposed consultation would involve emailing all planning agents (i.e. architects and planning consultants) who have submitted a planning application to Tameside Council over the preceding twelve month period seeking their views on the proposals to introduce charges. This would ensure that there is a broad engagement with agents submitting all types of application from small scale householder proposals to strategically important major developments.

6. RECOMMENDATIONS

6.1 As set out on the front of the report.

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APPENDIX 1

SCHEDULE OF CHARGES FOR PRE-APPLICATION ADVICE CHARGES

PRE-APPLICATION CHARGING SERVICE	MEETING & WRITTEN ADVICE	FOLLOW UP MEETINGS	WRITTEN ADVICE ONLY
Major Development Service (A)	£1,000	£500	£600
<ul style="list-style-type: none"> ➤ 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; and, ➤ Drilling operations and wind turbines. 			
Major Development Service (B)	£750	£375	£400
<ul style="list-style-type: none"> ➤ 1,000 – 9,999 square metres of commercial floorspace; ➤ 100 – 999 square metres retail floorspace; ➤ 10 – 49 dwellings; and, ➤ Sites between 1 – 1.5 hectares. 			
Minor Advice Service	£250	£125	£150
<ul style="list-style-type: none"> ➤ 100 – 999 square metres of commercial floorspace; ➤ Up to 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); and, ➤ Small scale proposals not within above categories. 			
Planning Performance Agreements			
<p>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.</p> <p>Where such agreements exist, to recover costs of required external consultancy fees (such as Retail Impact Assessment specialists) plus an admin fee of 10%.</p>			
Exemptions Listed Building Work Minor Elevational Alterations Advertisements Tree Advice / TPO works Non-Material Amendments Householder service			

A detailed explanation of the charging schedule categories is provided below.

1. **The Major Development Service (A) and (B)**

This charge will apply to proposals for major developments which are more likely to be strategically important, complex, and raise sensitive issues. As a result engagement in this service will likely involve communication with both internal and external consultees who would be involved once a formal application is submitted. Meetings will usually be led by the Development Manager or Principal Planning Officer but, depending on the nature of the proposals, could require support from the Planning Policy Manager, highway engineers, ecologists, or environmental health officers.

The charge would assist applicants to assemble their development teams and to identify potential issues which may require specific attention, justification, or mitigation.

Written advice only is offered which could cater for speculative enquiries from agents undertaking valuation exercises by investigating potential land use options for vacant and derelict sites. However, for other purposes, it is anticipated that most developers would recognise the benefits of meetings to discuss issues, opportunities, constraints and a platform to provide meaningful feedback which can influence the final submitted proposals. It also facilitates the building of professional working relationships between applicants and officers which is particularly important given the aspirations of the Council and to support delivery of key priorities and allocations in the emerging GMSF and future Local Plan.

This charge is split into two parts in recognition of the variation in scale of development that is defined as major development within planning regulations.

2. **Minor Advice Service**

The minor advice service is aimed towards smaller scale routine proposals which can be led and managed by a Planning Officer with limited input from other experts. The approach is suitable for small scale commercial proposals such as business extensions, use class enquiries, and telecommunications proposals.

The written advice charge is therefore reflective of this with the research and written advice (rather than a meeting) accounting for the substantial costs.

3. **Planning Performance Agreements**

The charging schedule includes the provision for developers to agree to enter into a Planning Performance Agreement with the local planning authority. This arrangement moves away from arbitrary deadlines and instead works towards a planned timetable negotiated and agreed by both parties. This approach is also likely to require a number of meetings over an agreed timescale and for that reason charges would be based on the hourly rate of £100 per hour for a Principal Planning Officer involvement in agreeing a bespoke fee to cover the whole pre-application process. This is intended to cover arrangements including the options for 'payment in kind' whereby the developer could, for example, fund the costs of an additional officer whose responsibility would be to lead on that particular scheme selected by, and under the direct management of the Local Planning Authority.

4. **Exemptions**

A number of exemptions from the charging schedule are proposed which would extend to include domestic householder proposals, listed buildings*, advertisements, and non-material amendments to existing planning permissions. *The listed building exemption only applies where the works relate solely to an LBC. Where the listed building is part of a wider proposal, the full fees will be payable.

Report to: EXECUTIVE BOARD

Date: 5 June 2019

Reporting Officer: Executive Member (Finance & Economic Growth)
Director of Growth - Jayne Traverse
Assistant Director of Finance - Tom Wilkinson

Subject: **FUTURE OPTIONS FOR SERVICES DELIVERED THROUGH CONTRACTS WITH THE LOCAL EDUCATION PARTNERSHIP (LEP)**

Report Summary: This report sets out the options for services currently delivery by the Local Education Partnership (LEP). The LEP was established in February 2009 as a condition of the then government's flagship Building Schools for the Future (BSF) programme. The creation of the LEP, as a delivery vehicle, allowed the Council to access more than £400m of capital investment which enabled the Council to replace, rebuild and refurbish the majority of its secondary school estate, which, like most of the national school estate, were in poor condition and no longer suitable to modern educational needs. The Council's arrangement with the LEP was for an initial 10 year period with an option to extend for up to another 5 years, up to February 2024.

The BSF programme was a success and resulted in the replacement or modernisation of more than 20 primary and secondary schools across Tameside.

The LEP through its construction and facilities management delivery partner, Carillion, allowed additional capacity and expertise to be accessed by the Council. The Council maximised the flexibility of the LEP by folding some non-core, but poorly performing, services into the partnership. This released significant savings to the Council and improved statutory compliance across the estate.

The LEP currently provides a number of services that can be broken down into four areas:

- Primary School Catering
- Strategic Estates Management
- Capital Projects
- Facilities Management (FM)

Since the LEP's inception the operating environment has changed significantly. In particular the cancellation of the BSF programme, the financial squeeze of austerity, the collapse of Carillion in January 2018 and the schools academisation programme, mean that it is now the right time to review the arrangement.

The LEP was due to be reviewed in 2018, but the collapse of Carillion has meant that the Council has had to focus its energies and redirect resources on maintaining existing service continuity and completion of significant capital project Tameside One. The Council supported the LEP in securing a new delivery partner, allowing the completion of the flagship Tameside One building, which was only partially built when Carillion entered liquidation.

Recognising these resource pressures and priorities, in July 2018 Executive Cabinet agreed an extension of the LEP and its associated contracts until July 2019, whilst a review of future options took place.

Following that decision in summer 2018, a number of key vacancies arose at Director, Assistant Director and Head of Service level within the Growth Directorate, which is responsible for the commissioning and management of the LEP services. This significantly reduced the strategic and operational resource in the Directorate and meant resources were prioritised on the delivery of Tameside One and the Recant Programme. As a result of this the facilities management, school catering and capital programme services have not yet been fully reviewed, however, the estates service review is complete.

The review that was instructed by Executive Cabinet in June 2018 looked into the effectiveness of the current LEP arrangements and identified potential options that could be considered for the future delivery of the services currently provided by the LEP.

The outcome of this review concludes that the contractual provisions between the Council and the LEP were fit for purpose at the time of letting. However, the passage of time, and changes to the local government operating environment does mean that there is the opportunity to review these arrangements and, if necessary, re-scope and re-test them. It also advises on changes the Council can make internally to improve its LEP management arrangements

Due to the changing environment the review suggests that the Council takes a mixed or hybrid approach to delivering these services over the long term with a different approach to the delivery of each service. This could include an in-sourced approach, a continuation of existing arrangements through the LEP, or alternative delivery models.

The new Director of Growth is undertaking a review of the whole structure and operation of the Growth Directorate. As part of this she has concluded a detailed review of the Strategic Estates service. The Director's view is that the current service delivery structure does not maximise the opportunities available to the Council and its health partners, and that it is difficult to see this being addressed through an outsourced resource, where staff are less invested in the delivery of the Council's priorities and objectives. It is therefore essential that the estates service is embedded at the heart of the Growth Directorate, in order to ensure the management of council land and property assets align with corporate priorities, help facilitate economic and housing growth, stimulate prosperity and help support the organisations long-term financial sustainability.

Given all the services which are subject of the review are within the Growth Directorate and to ensure continuity of management arrangements between the council and the LEP, it is also recommended that the Director of Growth assume Director position on the LEP Board and its associated companies, replacing that of the Chief Executive.

The LEP contract comes to an end in July 2019, and can be extended for up to 5 years. It is recommended that an extension for a further year is approved whilst the internal resource is switched

from the delivery of Tameside One, and an in depth operational review of the remaining services is undertaken.

This report therefore sets out an interim stage of the review process. It proposes the next steps required to ensure that high quality value for money services are delivered.

The Director of Growth will report all options and recommendations to Executive Members by December 2019.

Recommendations:

- (a) That it is acknowledged that until the collapse of Carillion in 2018, the additional services arrangements with the LEP have served the Council well. However, after a decade, a review was always necessary to ensure the arrangements remained fit for purpose in a changing landscape brought about by significant austerity budget reductions together with the Council's own ambitions as set out in its newly launched corporate plan. Additionally it should be acknowledged that the decision to agree Robertson in replacing Carillion as the building and construction partner have also served the Council well. Robertson have supported the Council in completing ambitions for Tameside One and supporting the workforce who deliver crucial services to schools and the council in relation to catering, FM and capital projects.
- (b) To enable a proper review and consultation with service users it is recommended that the Additional Service Contract which can be extended up to 5 years is extended until 31 July 2020, whilst options are explored in respect of the following 3 services:
 - Primary School Catering
 - Capital Projects
 - Facilities Management (FM)
- (c) The success of any contract largely depends on how well it is managed by the client. The review process should seek to strengthen the Councils expertise in this area to ensure that the existing contract is effectively managed and to inform any re-scoping and renegotiating exercise relating to future arrangements and therefore the assistance of APSE the Association for Public Service Excellence who in particular are supporting a number of councils across the country to rebuild in house capacity will be considered as part of the review.
- (d) That the Director of Growth and Assistant Director Education notify schools of the extended arrangements for Primary School Catering to July 2020 and consult with them about alternative options.
- (e) That the Director of Growth be authorised to inform the LEP that management of Strategic Estates service will be brought back in-house during August 2019 subject to any contractual and TUPE consultations being undertaken as necessary.
- (f) That the Director of Growth be nominated as the Council's

representative on the LEP Board and its associated companies, replacing the Chief Executive.

Corporate Plan: To support the delivery of corporate plan.

**Financial Implications:
(Authorised by the
statutory Section 151
Officer & Chief Finance
Officer)** There are no direct financial implications as a result of this report as budget provision for the current services provided by the LEP will continue. The costs will be need to revaluated when the contracts are reviewed and any reassessments of budget provision made at that time.


The insourcing of the Estates provision will be funded from the existing budget provision within the service, this is currently used to fund the service provided via the LEP.

The Council currently spends approximate £8m a year through the LEP and has a £100m capital programme pipeline. This is therefore an important decision on the effective application of almost £200m of Council and Schools' capital and revenue resource as the Council plans strategically for the future.

**Legal Implications:
(Authorised by the
Borough Solicitor)** The contracts have been shown to be fit for purpose, however, what needs to be reviewed are whether the services now meet the Council's requirement given revised budgets and new corporate plan. This needs a significant review and the timing is right as we finish the handover and snagging of Tameside One and finalise current relocations. Accordingly in the circumstances with confirmation contracts are fit for purpose it makes sense to extend the contracts for a year or so as we determine what we are seeking for the next decade.

Risk Management: Set out in the report.

**Background
Information:** The background papers relating to this report can be inspected by contacting Tom Wilkinson (Assistant Director of Finance)

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1. INTRODUCTION

- 1.1. The Council set up the Local Education Partnership (LEP) in 2009 as a delivery vehicle through, which capital investment from the governments Building Schools for the Future (BSF) programme could be effectively deployed. The contract with the LEP was subsequently expanded to include additional services and as time progressed the LEP was used increasingly to deliver services traditionally delivered by the Council. The Strategic Partnering Agreement through the Council and the LEP was set to run for an initial 10 year period which was due to expire in February 2019. There are provisions within the agreement to extend this for up to a further 5 years to February 2024.
- 1.2. The terms of the BSF programme meant that the Council had to engage with a strategic delivery partner through the LEP and that partner take an 80% shareholding in the LEP. The remaining 20% shareholding was split equally between the Council and Building Schools Future Investments (BSFI) which at the time was owned by the Department for Education. The strategic partner was Carillion until their demise in 2018 following a comprehensive procurement process.
- 1.3. The establishment of the LEP has allowed the Council to deliver over £400m of school and operational capital works over the past 10 years and has been a successful deliverer of significant investment into the Borough with the rebuilding and modernisation of more than 20 schools.
- 1.4. The Council has four main contracts with the LEP:
 - Primary School Catering – schools have the option to opt out;
 - Estates Management – supporting the Council with its estates strategy and asset acquisitions and disposals;
 - Capital projects – the delivery of capital projects, each subject to separate model contracts;
 - Additional Services – Providing Facilities Management to the Council for its operational buildings (excluding schools).
- 1.5. The Council was planning to review the LEP in early 2018, in preparation for the ending of the initial 10 year phase of the agreement. However, the collapse of Carillion in January 2018 and their involvement in a number of high profile strategic projects in the Borough has meant an initial delay to this work, as effort and resources have been diverted to ensure the continuity of services to the Council and residents and the completion of key projects.
- 1.6. Since the creation of the LEP in 2009, the Council has had to deal with the impact of austerity in which it has seen its central government funding reduce in real terms by more than 47% to £83m including business rates. Shortly after the creation of the LEP, the austerity cuts from 2010, meant that the Building Schools for the Future (BSF) programme was cancelled and the schools rebuilding programme that the LEP was specifically set up to deliver ceased. The LEP was maintained largely as a result of the inclusion of additional services and primary school catering, which became the bulk of its operations in addition to the wider (non-schools) capital programme delivery, and specifically the construction of Tameside One and to undertake small education capital projects.
- 1.7. Following the collapse of Carillion the LEP engaged directly with Robertson Group to ensure continuity of services to the Council and schools as well as ensuring the completion of the flagship Tameside One building in the centre of Ashton, as a key plank of the strategy to regenerate the town centre and deliver public service reform ambitions.

- 1.8. As a result of the liquidation of Carillion, PWC, the liquidators have since sold the Carillion shares (80%) in the LEP to Amber Infrastructure, who now control 90% of the LEP, therefore breaking the link with the ownership of the LEP and its strategic delivery partner.
- 1.9. The current circumstances are therefore very different to those when the LEP was established and as stated above was due to be reviewed as a natural course of events, which was affected by the Carillion liquidation.
- 1.10. Executive Cabinet agreed in June 2018 that the LEP could replace Carillion with Robertson Group as the main strategic partner to allow the completion of the Vision Tameside Phase Two programme and the continuity of facilities management, primary schools catering and estates management services to the Council and its schools. The underlying contracts for these services were extended to July 2019, to allow Robertson to effectively mobilise and maintain its resources at no additional cost to the Council. The particular reason for appointing Robertson was the fact they were a well-established construction company with a healthy balance sheet, they agree to undertake contracts on the same terms and to TUPE the staff whose Terms and conditions remained unchanged with access to the pension fund.
- 1.11. Executive Cabinet at this time also agreed a review into the operation and effectiveness of the LEP and provide future options for the delivery of services in the future in light of the changing landscape for this type of arrangement following the collapse of Carillion.
- 1.12. The review provides a number of options that will require further work and, in all likelihood, capacity and expertise to work up the options to ensure a fit for purpose solution to the delivery of any implementation of new arrangements for these important Council services.
- 1.13. The success of any review and implementation of solutions will require strong and accountable leadership from within the Council with the Director of Growth taking single senior officer responsibility for overseeing implementation.

2. TIMING OF THE REVIEW

- 2.1. Since June 2018 Council resources have been focused on the successful delivery and completion of the Tameside One, meaning that the LEP was required to continue as main contractor, and continue to exist to allow snagging and defect liabilities to be covered. Inevitably, reprioritisation of resources has resulted in a delay in fully reviewing Primary School Catering, Capital Projects and Facilities Management (FM) services in detail and the issuing of the LEP review. This impacts on the timing of some of the options available, given the LEP contract expires July 2019.
- 2.2. A new permanent Director of Growth was appointed in January and is the client for the LEP, and she needs sufficient time to review the operations of the Directorate, consider how Primary School Catering, Capital Projects and Facilities Management are being delivered by the LEP and assess the most appropriate delivery options. She has already completed a review of the Estates service.
- 2.3. The Director of Growth is using the external LEP review and other work to inform the future structure of the Directorate and to provide evidence to support the recommendations in this report.
- 2.4. Urgent decisions are now needed with regards to arrangements beyond July 2019.

3. SUMMARY OF REVIEW OF THE OPERATION OF THE LEP

- 3.1. The review provides that the contract with the LEP is broadly fit for purpose, but due to the changes to the Council's operating environment outlined above, and the efflux of time, should be reviewed in terms of the scale and scope of the arrangements as was always intended.
- 3.2. The review recommends a mixed, or hybrid, approach to the future delivery of services. Each of the 4 service areas do not need to have the same delivery solution and the different circumstances now faced by the Council mean that these services can be considered individually, with different solutions and timescales applied to their implementation. The following sections outline the current position for each of the service areas subject to review.

4. PRIMARY SCHOOL CATERING

- 4.1. The main LEP contract was varied in March 2016 to include the provision of primary school catering to 68 schools. The reason for the contract was the changing landscape for schools as they converted to Academies and the demise of traditionally provided services for traded services, which started to create a significant risk for the Council to manage particularly health and safety. This contract variation was to run for 3 years to March 2019. This has since been varied again in June 2018 to extend to July 2019 and is provided by Robertson to enable the continuity of services following the collapse of Carillion. Any new primary school catering arrangements would need to be put in place for the start of the autumn term 2019.
- 4.2. Since March 2016, 25 schools have left the contract due to them converting to an academy and being part of a Multi Academy Trust with their own catering arrangements, and choosing to procure their own provider directly.
- 4.3. The transfer of the contract to Robertson and extension to July 2019 changed the contractual provision so that the remaining 48 schools could not give notice during this time. A further 8 schools have announced their intention to leave the contract from September 2019. The market for school catering has developed and matured significantly over the past 10 years with many smaller local providers competing with the traditional national providers. Schools are therefore proactively seeking to contract directly with providers rather than use the Council let contract. The erosion of the number of schools has made the current arrangements less viable in their current form.
- 4.4. In 2017/18 over £3.5m was spent on the primary school catering contract. The cost of this contract is funded from the income generated from paid school meals, the universal free infant school meals grant and those children who qualify for free school meals. It should therefore be cost neutral to the Council, although it retains risks associated with managing catering equipment and kitchens. This, coupled with a reducing number of schools has resulted in shortfalls in Council budgets in previous years.
- 4.5. The transfer to Robertson and extension of the contract was carried out to ensure continuity of service at current prices, and to protect staff, with a view to finding a new solution in the delivery of primary school catering from the start of the Autumn term by September 2019.

Given resource pressures outlined above and the additional time needed to undertake a thorough review of this service and consult with schools, it is recommended that the Council instruct the LEP to extend this contract to 31 July to ensure that catering services are in place for the start of the autumn term 2019 on the basis that the Director of Growth

and Assistant Director Education will liaise with the schools to inform them of the extended arrangements to July 2020 and explore alternative options with them over the period June and September 2019 reporting the findings back to Executive Members December 2019 with a way forward.

5. STRATEGIC ESTATES MANAGEMENT

- 5.1. The Council has an operational estate of more than 480 assets, as well as owning over 1,000 non-operational assets. The estates function was not specified in the original contract with the LEP; however, as staff left the Council, Carillion filled the resource gap and now Robertson's provide this service.
- 5.2. The CCG's Estates Business Manager now reports to the Director of Growth and has been performing a critical client role of behalf of the Council, supporting the Director of Growth with the high priority estates work. The new Director of Growth has reviewed the service and considers it too remote from other key services. If it were in-house and embedded at the heart of the Growth Directorate it would better align with other services such as economic development, regeneration, housing and health and thus help facilitate commercial and housing growth and promote social value in the Borough. This would enable the service to have an improved strategic link/fit with Council priorities and better support other services.
- 5.3. In-sourcing would also enable improved accountability in terms of delivery and output and development of a Strategic Asset Management Plan and Estates Strategy, which supports delivery of the Corporate Plan. By bringing the service back in-house, it provides the opportunity to shift from the current reactive/maintenance approach to a strategic, enabling approach which supports the capital programme and identifies and delivers innovative ways of generating new income for the Council.
- 5.4. The balance sheet value of the Council's land and buildings is almost £500m. Estates are therefore an area of great potential for the Council with opportunities to exploit its relationship with the NHS, where significant funding sources for integration projects are available and rationalisation of the wider public estate can release sites for commercial developments and new homes

The Director of Growth recommends that Estates be brought back in-house with a new full-time Head of Estates and estates team recruited to re-integrate the function back into the Council, work towards creating a viable estates support for services and align with CCG property management. It is also recommended that this be implemented at the earliest opportunity, following formal consultation with staff affected and the Unions.

6. CAPITAL PROJECTS

- 6.1. The LEP was established primarily to deliver major capital projects, under the BSF programme. Since then there has been a number of other projects and the major Vision Tameside Phase 2 programme. The Council has a small project team consisting of a manager, 2 project managers and an apprentice, as the contract is designed so that the majority of work is passed to the LEP for them to manage under standard design and build contracts. Since the collapse of Carillion, there has been limited resource within the LEP, and with the majority of that resource been focused on the delivery of the Tameside One building. Uncertainty about the future operation of the LEP means that they have been unable to resource the LEP with any permanent staff, which is both costly and constrains capacity.

- 6.2. The Council's three year capital programme was approved in 2017/18 at £189m, and there are schemes with a value of more than £100m that still require delivery, subject to sufficient capital receipts being achieved. The lack of strategic and project management capacity and capability has started to impact on the delivery of the Education capital programme and this area needs to be strengthened as part of the Director of Growth's review of the Directorate.
- 6.3. The changing construction market generally, the new relationship between the LEP and Robertson and the fact that the Council now has in house procurement capacity delivered by STAR mean that it is an appropriate time for review with the challenge being whether this type of strategic partnership still represents the best value for money for the Council. There are now a number of construction frameworks that the Council can easily access that can drive value through mini-competition and continue the use of standardised contracts.
- 6.4. The overall review of the Growth Directorate being undertaken by the new Director will allow a strategic assessment of the requirements and appropriate expertise and capacity to be established. This will inform the future direction of the delivery of capital projects.
- 6.5. It is therefore recommended that an extension to this element of the LEP contract to 31 July 2020, would be needed whilst the review is undertaken and this would provide sufficient time to embed any new Directorate staffing structure and review Robertson's performance / in-house capacity and complete existing projects. This will be undertaken between June and October 2019 and the findings reported back to Executive Members December 2019.

It is therefore recommended that an extension to this element of the LEP contract to 31 July 2020, would be needed whilst the review is undertaken and this would provide sufficient time to embed any new Directorate staffing structure and review Robertson's performance / in-house capacity and complete existing projects. This will be undertaken between June and October 2019 and the findings reported back to Executive Members December 2019.

7. FACILITIES MANAGEMENT

- 7.1. The facilities management service is also delivered through the additional services part of the contract, and was let in November 2011 for 5 years with an option to extend by a further 2 years to November 2018. The collapse of Carillion and the need for continuity of service meant that it was extended to run until July 2019 in line with the extended arrangement with the LEP and the catering contract.
- 7.2. The fact that the contract has been in place for over 7 years does mean it should be reviewed and tested as a matter of course as set out in the contracts. This was planned to take place during 2018, but the collapse of Carillion meant that resources were concentrated on ensuring that services under the contract would continue and that required finding an alternative provider in the short-term.
- 7.3. The nature of service delivery and the number of buildings operated by the Council has changed since 2011, and whilst there have been contract adjustments for changes in building occupancy, the opportunity to review the Council's requirements and reflect the future ambitions of the Council.
- 7.4. The core monthly price for the contract was set in November 2011 at £4.625m per annum to be indexed annually. Since then the changes to service delivery, such as library closures and the decant from the TAC building in Ashton has seen this annual fee reduce

to £3.859m (about 15%) in 2018/19. A detailed schedule of the changes made has been maintained by Financial Management.

- 7.5. The services provided within the Additional Services Contract core price are:
- Cleaning Services
 - Helpdesk Services
 - Building and Asset Maintenance Services
 - Contract Management Services
 - Technical Services
 - Caretaking Services
- 7.6. In addition there are further charges that can be levied on the Council in relation to Reactive (or additional) Charges which include:
- Reactive Maintenance
 - Specialist Cleaning
 - Emergency reactive cleaning
 - Additional Caretaking Services
 - Technical Services Charges
- 7.7. The reactive charges range between 20% to 60% of the core monthly fee and represent a significant uplift. The level of deductions for poor performance is capped in the contract to the level of profit at £22,595 per month.
- 7.8. The Facilities Management element of the contract is complex and supports the Council with regards to statutory buildings compliance and risk management, and has enabled the Council to reduce its risks in this area. It also employs around 200 people, so the implementation of alternative options in relation to a long term solution being in place for July 2019 isn't possible given these complexities and time constraints. In order to ensure a value for money solution to facilities management provision longer term options should all involve re-specifying the service required, market testing and benchmarking.

The success of any contract largely depends on how well it is managed by the client. The review process should seek to strengthen the Councils expertise in this area to ensure that the existing contract is effectively managed and to inform any re-scoping and renegotiating exercise relating to future arrangements. It may be helpful to seek the assistance of APSE the Association for Public Service Excellence who in particular are supporting a number of councils across the country to rebuild in house capacity.

That the existing contractual arrangements are extended in accordance with the contract to 31 July 2020, which would enable the new Director of Growth time to complete an in depth review of the service between June 2019 and October 2019 and understand the scope going forward to deliver the contract taking into account the new requirements for Tameside One with the findings reported back to Executive Members by December 2019.

8. STRATEGIC OVERSIGHT & CLIENT MANAGEMENT

- 8.1. The Growth Directorate holds the budget for the delivery of the services provided by the LEP and should have the strategic oversight and client management responsibility for these to ensure that the contract is effectively managed and delivers value for money.
- 8.2. The Council affords a Director position on the LEP Board, which is currently held by the Chief Executive. For reasons of continuity of the client management role, it is recommended that the Director of Growth assume the Director position on the LEP Board and its associated companies.

9. THE FUTURE OF THE LEP AS A LEGAL ENTITY

- 9.1. The LEP is a company limited by guarantee and its ownership of shares in the two PFI project companies, will mean that it will continue to exist as a corporate body until the end of these PFI contracts in 2035. There are also a number of guarantees and warranties that it is liable for on works delivered by it for the Council.
- 9.2. Amber Infrastructure, the main LEP shareholder, are keen to continue to work with the Council through the LEP and are looking at different delivery models and ownership structures through which the Council could deliver projects and services. An extension of the LEP contract until July 2020 will provide time for the Council to consider any proposition from Amber and whether this is a suitable strategic fit for the Council in the longer-term.

10. RECOMMENDATIONS

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

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Report To:	EXECUTIVE CABINET
Date:	26 June 2019
Executive Member/Reporting Officer:	Councillor Bill Fairfoull – Deputy Executive Leader (Children and Families) Jayne Traverse, Director, Growth
Subject:	CONTRACT FOR THE PROVISION OF A CAREER GUIDANCE AND SUPPORT SERVICE
Report Summary:	<p>Authorisation is required to conduct an open and competitive tender process, testing the market to secure an appropriate supplier to deliver a Career Guidance and Support Service for Tameside. The service currently performs well compared to statistical neighbours due to a focus on early intervention and maximising other funding sources to align provision.</p> <p>The current budget is £450,000 per annum and it is proposed the service should run for a further 5 years subject to satisfactory performance. Annual contract discussions with a report of the previous 4 quarters will be required to substantiate the review and ongoing contract period. A 3-6 month notice or change of direction period will also be applied.</p>
Recommendations:	It is recommended that approval is given to conduct a tender for the provision of a Career Guidance and Support Service for Tameside with the support of STAR procurement ensuring compliance with Procurement standing orders.
Links to Community Strategy:	<ul style="list-style-type: none">• Supportive Tameside• Learning Tameside• Safe Tameside• Healthy Tameside• Prosperous Tameside
Policy Implications:	Career Advice and Guidance Support Services for Children and Young People.
Financial Implications: (Authorised by the Borough Treasurer)	Annual Budget provision of £450,000 is held within the Growth Directorate for this contract. This will remain for the length of the contract. We need to ensure that the correct procurement and evaluation takes place to ensure the Council is getting value for money.
Legal Implications: (Authorised by the Borough Solicitor)	<p>Members need to decide if this is an appropriate use of Council budget, to meet its priorities and statutory duties given the total amount £2,250,000. If it is agreed that the service should be retendered the Service must seek guidance from the Council's partner, STAR Procurement in doing so. An Equalities Impact Assessment will be required to ensure the Council is complying with its section 149 Equality Act 2010 duty.</p> <p>The quotations from young persons in the report should not be capable of being attributed to/ traced back to an individual, unless they have given informed consent for their remarks to be set out in an open report.</p>

It would be useful to see some form of qualitative data going forward, as this would help to inform an understanding of the process and how value for money is being evaluated – there is a competing statutory duty to ensure all services including statutory are delivered efficiently and effectively.

Risk Management:

The commissioners will work closely with the provider to manage and minimise any risk of provider failure consistent with the providers contingency plan

Access to Information:

The background papers relating to this report can be inspected by contacting the report author David Berry, Head of Employment and Skills



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1.0 BACKGROUND

- 1.1 This report sets out a summary of the successful Careers Support commissioned service. The service has delivered strong performance with low numbers of young people not in education employment and training and high numbers participating at 16 and 17 years old. Tameside has taken a preventative early intervention approach by providing targeted career guidance from year 9. This has enabled us to perform well on a comparably smaller budget to our neighbours across the conurbation. The report requests approval to tender for the service from December 2019. The service is provided by Positive Steps and has been well managed since December 2014 due to an employment commissioned focus with an improvement in outcomes and effective transition from a failing provision pre-Positive Steps. The Council has a statutory duty to provide services to young people that enable, encourage and assist them to participate in education and training. This includes a commitment to ensure support is provided for the most vulnerable groups and to support them into education, employment or training.
- 1.2 Young people should have access to a high quality Career Guidance and Support Service (CGSS) that caters for a broad range of needs and which contributes to improving the outcomes and progression for young people. The service will also be required to track outcomes and destinations of young people leaving school and report on these quarterly to commissioners.
- 1.3 The service must enable the Council to meet its statutory obligations in accordance with legislation:
- Encourage, enable and assist participation in education and training by young people in accordance with Section 68 of ESA 2008 and EA 2011;
 - Secure independent and impartial careers guidance to targeted/vulnerable young people in schools including at risk of NEET;
 - Complete Careers Guidance Information Reports (CGIs) for young people with LDD in transition year (Year 11+) and share with Local Authority and future education/training provider;
 - Deliver targeted support to vulnerable young people, ensuring services are aligned with the policy for Raising the Participation Age (RPA);
 - Track and record destinations of 16 to 18 year olds and up to 25 for those with a learning difficulty or disability, including updating the Client Caseload Information System (CCIS);
 - Effective partnership working with schools, Early Help and other post-16 agencies.
- 1.4 Since April 2012 Local Authorities no longer have a responsibility to secure a universal careers service for young people. Since September 2012 schools have responsibility for the provision of impartial careers guidance to every pupil in Years 9 to 11– the universal element.
- 1.5 The Council retains the general duty to “*encourage, enable or assist young people to participate in education or training*” – the targeted element. These responsibilities are important in the context of the requirement, from 2015, for young people to participate in education or training until the end of the academic year in which they turn 18.
- 1.6 This service must be: presented in an impartial manner; comprehensive, covering all the options available in respect of 16-18 education and training, including apprenticeships; and promote the best interests of the young people accessing the advice.

2.0 TARGETED ELEMENTS

2.1 The service will provide vulnerable young people, from the age of fourteen, with Careers Information and Education Advice so as to “encourage and assist young people’s participation in education or training” (Section 68, Education & Skills Act 2008). This will include elements of careers education.

2.2 Specifically, the Council will continue to have the following duties:

- Securing independent and impartial information, advice and guidance for the most vulnerable young people;
- To track and record offers made to young people and their participation in education and training by maintaining a Client Caseload Information System (CCIS) that meets the National CCIS Management Information requirements.
- Completion of Career Guidance information reports for young people with special educational needs in transition year (Year 11+);
- The special educational needs and disability (SEND) green paper ‘Support and Aspiration: A new approach to special educational needs and disability’ set out the government’s proposals to replace the current LDAs and the special educational needs (SEN) statement with a single assessment process and ‘Education, Health and Care Plan’ (EHCP), which will follow the young person from birth up until they are aged 25.

2.3 This service will encompass all Tameside young people who are educated within the alternative provision, including the Pupil Referral Unit (PRU), alternative providers, attending educational placements outside of the borough and young people educated at home.

2.4 The service will provide careers education in addition to Information Advice and Guidance to young people with learning difficulties and/or disabilities (LDD), aged 14 – 25, as part of the Learning Difficulty Assessment (LDA) and Action Planning for young people with LDD.

2.5 In terms of tracking the service should:

- co-ordinate the Offer (previously the September Guarantee) returns from all schools within the borough (including non-participating schools), and deliver the Offer for all Year 11 pupils in scope of the targeted element;
- accurate and timely input of these data onto the CCIS database;
- manage and administer the annual Year 11 Learner Destination Survey (November) in all schools in the borough;
- track the participation, progression and retention of residents aged 16-18 who were known to be in education, training or employment, to ensure the currency status of these young people does not lapse.

3.0 AIMS AND OBJECTIVES – DETAILED INDICATIVE SERVICE SPECIFICATION

3.1 The new specification will be subject to consultation with interested Council services, young people and suppliers. In addition, flexibility will be required to ensure the contractor can respond to the changing needs and priorities of the borough and its young people over the duration of the contract. The annual contract discussion will provide an opportunity to revise targeted groups and ensure commissioned activities are maximised by all affected service areas.

- 3.2 Based on the current service, an indicative specification is detailed from 3.3. The final specification must include the statutory responsibilities of the authority; however the targeted service including work with vulnerable young people with a learning difficulty and or disability, young people within alternative education settings such as Pupil Referral Unit (PRU), Looked after Children (LAC), recent care leavers and teenage parents attending educational placements outside of the borough and young people who are educated at home are subject to the results of engagement and proposed flexibility as proposed at 3.1.
- 3.3 For young people with a learning difficulty and/or disability the service will be available to up to the age of 25 years.
- 3.4 The targeted service will work with young people resident in Tameside who have dropped-out from post 16 provision and support their re-engagement in education, training, and employment (with training).
- 3.5 To ensure local outreach support is offered to all Year 11 leavers without an offer post-16 and/or at risk of becoming NEET, the targeted service will be available to young people resident in Tameside but previously attending statutory education outside the borough.
- 3.6 For learners with a learning difficulty and/or disability the service will prepare Action Plans/Learning Difficulty Assessments (LDA) for learners in Years 11 and 12/13 where these are required.
- 3.7 The service will support the placement of learners aged 19 to 24 into Independent Specialist Providers (ISP), monitor progress by attending annual reviews and inform the transitions process.
- 3.8 The targeted service will provide Careers Information and Education Advice to support the most vulnerable young people, including young people aged 14 – 25 with learning difficulties and/or disabilities (LDD), into post-16 education, training or employment (with training).
- 3.9 Provide Careers Information and Education Advice to support any young resident of Tameside:
- who is in statutory education outside the borough and at risk of not securing a post-16 offer;
 - who has dropped out of post-16 provision (NEET) to support their re-engagement in education employment or training.
- 3.10 The contractor will identify vulnerable young people in Years 9 to 11 (and Years 12 to 13 where relevant) who are most at risk of disengaging and identify appropriate (or alternative) opportunities to participate in education, training and employment (with training) which closely meet their needs.
- 3.11 The service will engage with relevant partners to ensure integrated and targeted support, based on individual holistic need, is provided to assist the young person overcome the barriers limiting their ability participate. This will include:
- referring young people who have become NEET to other appropriate services as part of a Team Around the Child Approach;
 - ensuring young people who are homeless, or at risk of homelessness, receive a Plan that supports their progression;
 - supporting teenage parents to access childcare to enable them to continue training or employment;
 - develop integrated working practices for looked after young people and recent care leavers.

- Young people known to the Youth Offending team

3.12 The priority groups for Tameside are currently:

- Increase the number of 16-19 year old teenage parents known to the service and in Education Employment and Training
- Increase the number of 16-25 year olds with a learning difficulty or disability in Employment and Training
- Increase the percent of 16-19 year old care leavers in Education Employment and Training
- Increase the number of 16/17 year old young offenders known to the YOT who are in 16 or more hours ETE at the end of their orders
- Monitor the position of BME groups who are NEET relative to that of the white cohort

4.0 CURRENT POSITION AND PERFORMANCE

4.1 The original contract commenced on the 1 October 2015 for a two year period with provision to extend for up to an additional two year period. The extension ends on 9 December 2019.

4.2 The service has been subject to three monthly performance management meetings (and monthly performance reports), which includes a review of performance data and case studies. It is also subject to an annual validation.

4.3 Evidence from young people (service users) shows they clearly value the service and feedback from young people is extremely positive regarding outcomes and quality of support. **Appendix 1** provides 2 case studies from young people who have accessed the current services.

4.4 The service has been performing as required under the contract and there are no contractual compliance issues, and overall the service has developed well with joint working across stakeholders. The service has supported organisations such as Whitebridge Pupil Referral Unit and Works4U to enhance their careers provision to the boroughs most vulnerable young people.

4.5 The Moving on Report published by Positive Steps and showing our position as at 31st October 2018 records Tameside NEET performance at 2.4% which has reduced from 2.5% the previous year. Participation was recorded at 96.7%, which again is an improvement on the previous year of 96.6%. This means of 2,602 young people at this time only 63 were recorded as NEET.

4.6 The table at **4.7** shows the Moving on Report performance data from 2014 and the consistently strong performance of our current contractor, despite a slight dip in performance in 2016 further to the loss of two popular post-16 providers in the borough.

4.7

Moving on Report 31 October	2014	2015	2016	2017	2018
NEET	2.7%	2.6%	3.3%	2.5%	2.4%
Participation	96.6%	96.7%	95.3%	96.6%	96.7%
This data is a 'snapshot' of data as at 31 st October of each year					

4.8 The National NEET Scorecard which compares the previous year's performance with that of the year before continues show improvement and has recorded faster improvement than England. The table at 4.9 sets out Tameside's continually improving performance compared to that of England for both NEET and Unknown. This is reflected by our local data published in December 2018 showing NEET 2.9% (141) and Unknown at 2.0% (95) of

a total cohort of 4,791 young people. We anticipate further improvement which can be attributed to the quality of the service provided and the additional benefits of a quality provider capable of securing both national and GM funding to deliver more intensive support for our young people.

4.9

Period	NEET Known		Unknown		Total NEET and Unknown	
	Tameside	England	Tameside	England	Tameside	England
2016 (16-17 age)	3.0	2.7	4.1	4.4	7.1	7.1
2017 (16-17 age)	4.2	2.8	3.7	3.2	7.9	6.0
2018 (16-17 age)	3.5	2.7	1.6	3.3	5.2	6.0

4.10 The NEET Scorecard also highlights the Participation performance compared to England and we again have outperformed by improving from 90.8% to 92.4%, whilst England achieved 92.0%. This is a great improvement and shows our recovery following the establishment of Juniper Training (OFSTED GOOD) in the borough delivering post-16 provision and the equitable and mutually beneficial relationship developed by Positive Steps to ensure the young people that may benefit from Traineeships and Study Programmes have the opportunity to review the new in-borough provision. Current local Participation data (December 2018) is at 95.3%.

4.11

% 16-17 year olds participating	Tameside	England
2016	92.0	91.5
2017	90.8	92.1
2018	92.4	92.0

4.12 The targeted work carried out by our current contractor also highlights some excellent performance data in December 2018. Our SEND young people in EET aged 16-19 years are at 92.0% and 16-25 years 89.1%. Teenage Parents in EET are at 17.8%, Care Leavers 84.5% and Youth Offenders at 76.9%. Whilst we are performing well, we will continue to seek improvement in these areas, develop new partnerships, referral and tracking methods to ensure the right support is provided at the right time for identified young people.

4.13 Given the early commencement of the governance process this will give Commissioners the opportunity to review the current Service Specification, consult with Young People and stakeholders and make any adjustments to the specification and associated tender documents prior to commencing the procurement process.

5.0 CONTRACT OPTIONS

5.1 The total cost for a further period of up to five years will be £2,250,000.

5.2 The service is essential to ensure there is support for vulnerable groups of Young People that will assist them to participate in education and training.

5.3 The following options have been considered and discounted for the reasons stated below:-

- **End contract and amalgamate the service with other services/contracts.** Due to the specific nature of this service, it would be extremely difficult to undertake any form of amalgamation with other services/contracts as it was felt that the elements of the service

could easily be consumed and the success of the service suffer as a result. It would be difficult to purchase the individual elements of the service for the financial commitment that is already provided, as outlined above.

- **End contract and re-tender;** this is the preferred option given that the contract will end on the 9 December 2019.
- **Extend contract on renegotiated terms;** the current contract price in terms of the significance of this work reflects value for money. To reduce the current contract price would seriously jeopardise the service as the supplier would find it difficult to deliver the same levels of support.
- **Extend contract on current terms;** this is not an option under PSO's given that the contract ends on the 9 December 2019.

6.0 RECOMMENDATIONS

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



POSITIVE STEPS - Case Study 1

Client's forename	Lewis (alias name)
Client's background	<p>Lewis was NEET and had been accessing careers advice about how to get into Primary Teaching. He wanted to go to University but does not have the appropriate qualifications for the degree programme so was struggling to know what to do next. He wanted to explore his options and get support in applying for appropriate courses. He also needed some work experience to help support his applications. Lewis had limited knowledge about what qualifications he would need to get onto a Primary Teaching degree programme so was disillusioned with the route he would need to take and the length of time it would involve. He does not have GCSE Maths which is a major barrier for him to access a teaching programme and Lewis was not aware of how this would hold him back.</p> <p>Lewis has suffered with low confidence and some mental health in the past and this has held him back. His confidence has affected him being able to gain work experience and led him to drop out of a level 3 course he had been doing in the past.</p>
How they have moved forward	<p>Lewis signed up to our ESF NEET project and so received intensive support and IAG around his career choices, options and breaking down his barriers. He attended appointments on a weekly basis and engaged fully with the support offered. He accessed full guidance around his career choice of being a teacher and was able to create a plan that was realistic and achievable. He was also supported to find various options for work experience opportunities.</p> <p>We focused on a big barrier for Lewis which was his confidence and anxiety and he accessed some sessions to help with this and gain some tips that he can use in everyday life. Due to Lewis's engagement and co-operation he was able to use the advice and techniques and implement them into his life.</p> <p>Once he had begun to develop his confidence and tackle his anxiety, we were able to explore options for how he could achieve his goal of becoming a Primary School teacher. Lewis was empowered enough to do his own research and decision making around this and applied for a foundation degree at University, which would also allow him to achieve his Maths GCSE. This was a brave decision and one that I challenged to ensure he was fully prepared for the academic jump he would be taking to do a degree programme when he has been disengaged from education for so long. Lewis felt confident with his plans and felt it was an opportunity he had to take.</p> <p>Lewis is now happy on his Foundation degree in Early Years studies and after completing this and his Maths GCSE he will be able to apply for a Primary teaching programme.</p>
Comments from	Lewis has always been very grateful for the support he has received and feels that working with us has really helped him some way to achieving his

client	goals. He provided excellent feedback from all the sessions he attended. Direct quote from a thank you card Lewis sent to the Tameside team: <i>"Thank you for everything that you've helped me with and the best career adviser I could have asked for! All the best for the future. Thanks to Positive Steps Team for an excellent service you do for the young people – will miss it a lot!"</i>
Date completed	12/11/18

POSITIVE STEPS - Case Study 2

Client's forename	Shannon (Alias name)
Client's background	Shannon was a SEND student, leaving school in June 2018. She was a very weak learner with dyspraxia and dyslexic tendencies. Shannon had no confidence in herself and her ability to achieve her aims and seemed very anxious about the prospect of leaving school. She had wanted to work with young children since Yr. 9 when she took part in the Teens and Tots project but didn't feel this was possible due to her academic ability.
How they have moved forward	<p>I met with Shannon several times throughout Yr. 10 and 11 when we discussed her ideas and the possible options open to her which focused on related college courses. We looked at local colleges and appropriate courses. As a result, Shannon visited 3 colleges with her mother. After the Open Events we met and together we completed application forms for L1 Child Care courses, noting her support needs. I reassured her that by discussing her needs with the college they would be better able to support her. Prior to her college interviews we met again to discuss what to expect and practiced the information she could talk about focusing on her child care related skills and experiences. We also identified questions she could ask relating to her support needs, as a result Shannon felt more confident about speaking to people at college.</p> <p>By the end of January She had been to 3 college interviews and had received 3 offers. She felt that the L1 Diploma in Caring for Children at Tameside College was the best course for her as she felt that they would offer her the most appropriate support. Shannon spent the rest of Yr. 11 happy and relaxed about her future plans.</p> <p>She is currently enjoying her L1 course at Tameside College and hopes to progress onto L2 next year.</p>
Comments from client	Shannon felt that this process helped her feel more positive about herself and the future. It also helped her cope with what she felt was a very frightening process. She felt that her successful interviews made a much more confident person.
Date completed	3/12/18

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Report to:	EXECUTIVE CABINET
Date:	26 June 2019
Executive Member/Reporting Officer:	Councillor Allison Gwynne – Executive Member, Neighbourhoods, Community Safety and Environment Emma Varnam – Assistant Director, Operations & Neighbourhoods
Subject:	STAMFORD PARK CONSERVATORY
Report Summary:	<p>Stamford Park is Tameside’s premier park and as such attracts thousands’ of visitors every year. The park has been refurbished to a high standard in recent years following a successful £3.9million HLF lottery bid.</p> <p>The Conservatory has been closed to the public since April 2015 after safety concerns were raised following a structural survey.</p> <p>The conservatory is in a poor condition and this report sets out the various options available; repairing the conservatory; building a new conservatory; demolition of the conservatory. It sets out the financial and maintenance implications of each option and sets out a proposed way forward.</p>
Recommendations:	Option 3 is the preferred option: To demolish the conservatory and create a new formal garden in its place. This option is the most appropriate in terms of value for money, use of public money and long term sustainability.
Links to Community Strategy:	This project links to the Corporate Plan under several strands. The new garden will be an important asset within the park and will contribute towards a sustainable environment – there will be relatively low maintenance costs and it will not rely on oil heating as the current conservatory does. The new garden will also go towards the aim of Nurturing Communities as there will be an increased level of satisfaction with the park and there will be opportunities for volunteers to get involved with the maintenance of the garden.
Policy Implications:	This project does not have wider policy implications for the Council.
Financial Implications: (authorised by Section 151 Officer)	The costs of the proposed option can be funded by the earmarked reserve which currently has a balance of £120,586.91. The ongoing maintenance will be managed within the existing staffing and revenue budgets within Operations and Greenspace.
Legal Implications: (authorised by Borough Solicitor)	The recommendations should make clear that Option 3 is the option recommended, and the report should make clear what is the best option from the public purse and value for money perspectives. All options are within the Council’s power provided they can be so justified. Any option pursued of significant amount will need to ensure procurement options are properly evaluated.
Risk Management :	The current Conservatory poses a risk to the safety of anyone entering the building and therefore it has been closed to both staff

and the public. Option 1 detailed in the report is high risk as once repair work starts it is likely additional costs will be incurred and the work will be complex and costly. Option 2 has slightly less risks in that it will involve a new building being erected but there is a greater reputational risk to the Council of investing in a new building at a time when the Council is having to make significant savings elsewhere. The third option is likely to lead to some initial reputational risk to the Council but longer term there will be far fewer risks to manage as the garden will be easy to maintain and low risk in terms of any hazards.

Access to Information :

The background papers relating to this report can be inspected by contacting Nick Sayers, Head of Operations & Greenspace



Telephone:0161 342 2704



e-mail: nick.sayers@tameside.gov.uk

1. INTRODUCTION

- 1.1. Stamford Park is one of Tameside's premier park and as such attracts thousands' of visitors every year. The park is registered under the Historic Buildings and Ancient Monuments Act 1953 within the Register of Historic Parks and Gardens as Grade II listed and by Historic England for its special historic interest. It has been refurbished to a high standard in recent years with funding from the Heritage Lottery Fund and the Council's capital funding.
- 1.2. Stamford Park has a wide range of facilities which are enjoyed by both local residents and visitors from much further afield. These facilities include play areas for both younger and older children, water fountains, an aviary, café and toilets within the pavilion, bowling greens, multi-use games area and formal flower displays. Feedback from residents and visitors is overwhelmingly positive and sources such as Trip Advisor feature a large number of positive reviews.
- 1.3. The Conservatory has been closed to the public since April 2015 after the findings of a structural survey demonstrated safety concerns.

2. CONSERVATORY DESCRIPTION

- 2.1. The Conservatory is a Victorian Style timber and iron framed glass house. It was first constructed in October 1907 and was the gift of John Neild but was subsequently completely rebuilt in 1982-84. It was later refurbished in May 2003. Due to the significant rebuilding of the Conservatory including use of soft wood and polycarbonate rather than glass the Conservatory was not a priority for funding from the HLF as much of its historic integrity has been lost. Registration of Stamford Park as a Historic Park identifies the park's importance and historic significance but the status does not trigger any special statutory protection system. The significant changes to the Conservatory also mean that it is not a listed building in its own right and is not separately protected.
- 2.2. The building is made up of three parts with two outer wings, the North and South Houses, which are approximately 4m high to eaves, the roofs to which are each supported off four internal columns in a rectangular layout.
- 2.3. The North and South houses are connected at the rear by a lower level Centre House section which is approximately 2.5m high to eaves. The outer sections of the building are supported from glazed timber support frameworks built off low level brickwork, ranging from 600mm to 2m in height depending on external ground levels.
- 2.4. The Central House roof is duo pitched with a raised central ridge and timber / metallic trusses. The trusses support the purlins with 3 sections of glazing panels between trusses, in turn supported off timber glazing bars supported by the steel angle sections at mid span.

3. SURVEY FINDINGS

- 3.1. In 2015 Officers requested the inspection of the conservatory by Engineers due to concerns for the condition of the timber superstructure, which was seen to be suffering from rot in many areas. The survey was conducted using a high level platform when the heavy metallic roof finial details were removed, due to concerns about their fixity in the rotten timber ridges.
- 3.2. Further deterioration was noted in the rafters and hips extending to the ridge. Bolt fixings have become exposed in rotten timbers above the roof line where they provide fixity to the metallic brackets through the steel reinforced main rafter sections, and that support the higher roof sections. Further additional checks on the remainder of the buildings, were then

requested, following the recommendation that costly repairs would be necessary to the timber structure. Officers also recommended that the building be closed to the public for safety reasons due to the condition of the rotten timbers.

- 3.3. Although much of the substructure is in a good condition, due to water penetration, defects were noted to the South House floor over the basement, which is leading to corrosion of the supporting steelwork within the basement and to deterioration of the more recently replaced concrete floor slab itself.

4. OPTIONS FOR FUTURE USAGE

Option 1: Repair of existing structure

- 4.1 The existing timber structure could be locally repaired replacing existing rotten timbers on a like for like basis. Preliminary estimates for the replacement of those sections of timber already observed to be decayed are of the order of £35,000. This could escalate further if evidence of deterioration becomes apparent during the works. It should be noted that such repairs could not be guaranteed for much more than another 5 years and thus are not a long term solution. Other repairs would be required to the original steel beam members and some additional water proofing. Additional repairs are required to the windows and doors. The overall costs for these repairs are circa £84,000 and as stipulated above could also include more additional repairs and replacement. It must be noted that these repairs do not offer a long term solution. The heating and electrical systems have not been tested but there may be a significant cost in repairing these systems should the building be refurbished.

Option 2: Replacement of existing structure with alternative new structure

- 4.2 This option considers 3 independent quotations for a full replacement of the existing superstructure above the present brick walls. These estimates range from £250 -500k.
- 4.3 The first option would cost approximately £250,000 to £300,000 and is based on the layout of the existing conservatory footprint and using the company's Cedar range of glass houses. The supplier has indicated that they would expect the life expectancy of the greenhouse to exceed 30 years and there is a 10 year structural guarantee.
- 4.4 The second option would cost approximately £450,000 - £500,000. This would be a bespoke glass house made in the same style to fit the existing brick base. This option would be the most aesthetically pleasing however is also the most costly.
- 4.5 The third option would be a metal framed option. This would cost in the region of £350,000. They indicated that the existing steel mechanisms for the window opening devices could be incorporated into a new steel structure and aluminium glazing system.

Option 3 – Demolition of the conservatory

- 4.6 The estimated costs for demolition of the Conservatory and removal of the materials from site are in the region of £11,250. If a decision is taken to demolish the conservatory there will be a need to create a high quality space and which brings the space back into the park.

Creation of a formal garden

- 4.7 If the conservatory was demolished the site could be developed into a high quality garden space featuring ornamental planting, some interpretation of the site, formal benches, paths and pergolas created from the original ironwork within the Conservatory. A design proposal is attached at **Appendix 1**.
- 4.8 The costs of the new garden are approximately £39,654. This capital cost will be funded from a reserve which is available solely for Stamford Park and was created to ensure future

maintenance of the lottery funded park. A table for the overall costs of this option is attached below:

	Stamford Park Conservatory: Demolition and Creation of Formal Garden Costs
Demolition/Site set up cost:	£11,250
Site Preparation	£4,208
Hard Landscaping	£15,667
Soft Landscaping	£4,000
Plants/Trees/Shrubs	11,151
Contingencies	£4,628
Total:	£50,904

4.9 The timeline for the work involved is as set out below:

Timeline	Date and Duration
Prior Notification of Demolition	1 July, for 4 weeks.
Demolition of Conservatory	2 September, for 2 weeks.
Grading, Levelling of Site and Hard Landscaping	16 September, for 3-4 weeks.
Planting of Trees and Shrubs	Mid October-Early November (3-4 weeks).

4.10 Whilst the garden would be formal and look attractive it has been designed to be fairly low maintenance. Some of the maintenance of it could be carried out with volunteers from the community on the monthly Conservation Days. The day to day maintenance will be carried out by staff already based within the park as part of their daily duties.

5. MAINTENANCE OF THE CONSERVATORY

- 5.1. The Conservatory has always been a high maintenance element of the Park, not only in terms of labour but also the cost of fuel to keep it heated throughout the year. Previously the Grounds Maintenance staff maintained the plants, unlocked and locked the building each day, cleaned and vented the building and treated pests and diseases.
- 5.2. In addition to the staff time approximately £10,000 was spent each year on oil to fuel the boilers which kept the Conservatory at a constant temperature.
- 5.3. In the past the conservatory had been prone to vandalism and on the last occasion approx. £2,000 of repairs were required, mainly to the glazing.

6. CONSULTATION

- 6.1. The Conservatory is part of the heritage of Stamford Park and as such views have been sought from Tameside Council Planning, the Samuel Oldham Trust and Ward Members.
- 6.2. The Heritage Lottery Fund has already been consulted as they have funded the restoration of the rest of the park. Whilst they are disappointed that the Conservatory may be lost they are realistic about the pressures on local authority budgets and have accepted the proposals.

- 6.3. The Samuel Oldham Trust has provided funding for the previous refurbishment and has recently funded a new garden within the Park. Officers have been in dialogue with the Trust about the Conservatory and they are aware of the proposals.
- 6.4. Tameside Council Planning Department will be consulted via an application to determine if the proposed demolition is Permitted Development subject to Prior Approval as to the method of demolition and any proposed restoration of the site (if required). A site notice will be displayed on the Conservatory for 28 days, and before an application for a Prior Approval determination is formally submitted, as required by legislation and to inform the public of the proposals. The plan of the proposed garden will be displayed alongside the Demolition notice. Whilst the public can complain they cannot formally object.
- 6.5. When the Conservatory initially closed there were very few complaints from the public; however a post on Facebook Tameside Tourism highlighted the closure and led to more complaints about the closure of the Conservatory. Officers met with a representative from Tameside Tourism in November 2017; the representative was keen to work with the community to see the conservatory restored. However since the meeting we have not had any more contact and we have not been provided with a plan of how the community would restore and maintain the conservatory.
- 6.6. Staff working in the park are sometimes asked about the Conservatory by members of the public but there have been relatively few formal complaints about it in email or in writing.
- 6.7. Relevant Ward Members have been consulted about the proposals for demolition and the new Garden design. Whilst they are disappointed to see the loss of the Conservatory they recognise the financial restrictions placed on the Council and are supportive of the new formal garden.

7. CONCLUSION

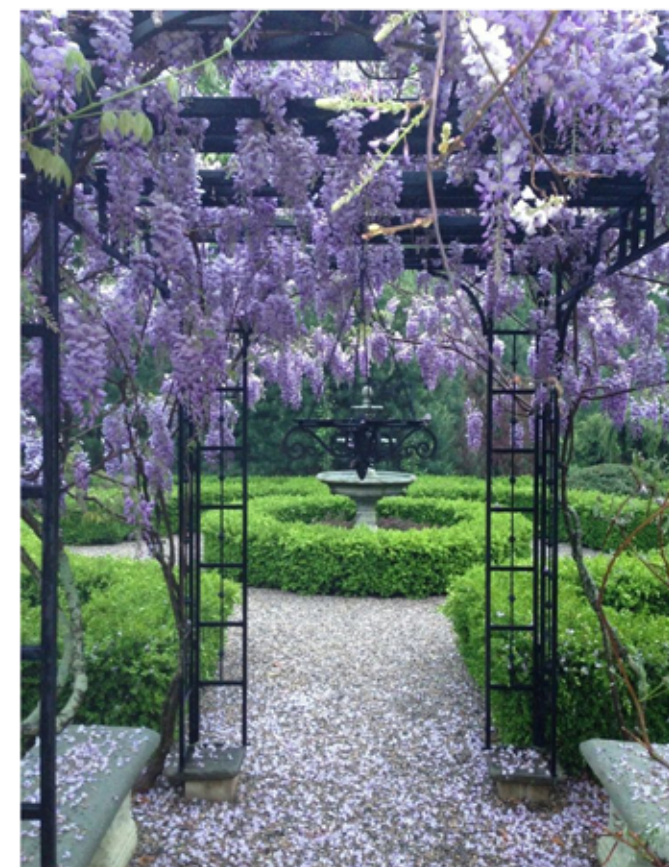
- 7.1. Stamford Park is Tameside's destination park attracting thousands of visitors each year from Tameside and beyond. The Conservatory cannot be left to rot any further and a decision needs to be taken to ensure that this high profile part of the park is in keeping with the high standards maintained elsewhere. Within the current financial climate of severe budget cuts across the Council tough decisions have to be made and there has been a commitment from Councillors to protect services over buildings.

8.0 RECOMMENDATIONS

- 8.1 As set out at the front of the report.



- 1. Block paved paths and patios with seating
- 2. Tall evergreen hedge with railings
Prunus lusitanica (Portuguese Laurel)
- 3. Feature tree
Acer pseudoplatanus 'Worlee' (Golden Sycamore)
- 4. Feature tree
Metasequoia glyptostroboides (Golden Redwood)
- 5. Ornamental planting
- *Ameria maritima*
- *Salvia officinalis* 'Purpurascens'
- 6. Ornamental planting
- *Heuchera micrantha* 'Palace Purple'
- *Heuchera cylindrica* 'Greenfinch'
- 7. Interpretation board
- 8. Seating area with block paving
- 9. Ornamental planting
- *Euphorbia characias wulfenii*
- *Matteuccia struthiopteris*
- *Santolina chamaecyparissus*
- 10. Ornamental planting
- *Alchemilla mollis*
- *Erysimum* 'Bowles's Mauve'
- *Allium hollandicum* 'Purple Sensation'
- 11. Pergolas
Constructed from reclaimed ironwork with climbing wisteria
- 12. Low hedge with ornamental planting
- *Buxus sempervirens*
- 13. New steps
- 14. Graded embankment
- 15. Existing paths
- 16. Existing tree cover



No dimension to be scaled from this drawing	Date	Rev	Dwn
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Landscape Architecture
Arboriculture

Trevor Bridge Associates Ltd
Ashton Old Baths
Stamford Street West
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E-mail: info@trevorbridge.co.uk

Project
**Stamford Park Conservatory,
Stalybridge, Tameside**

Title
Landscape Layout with Precedent Images

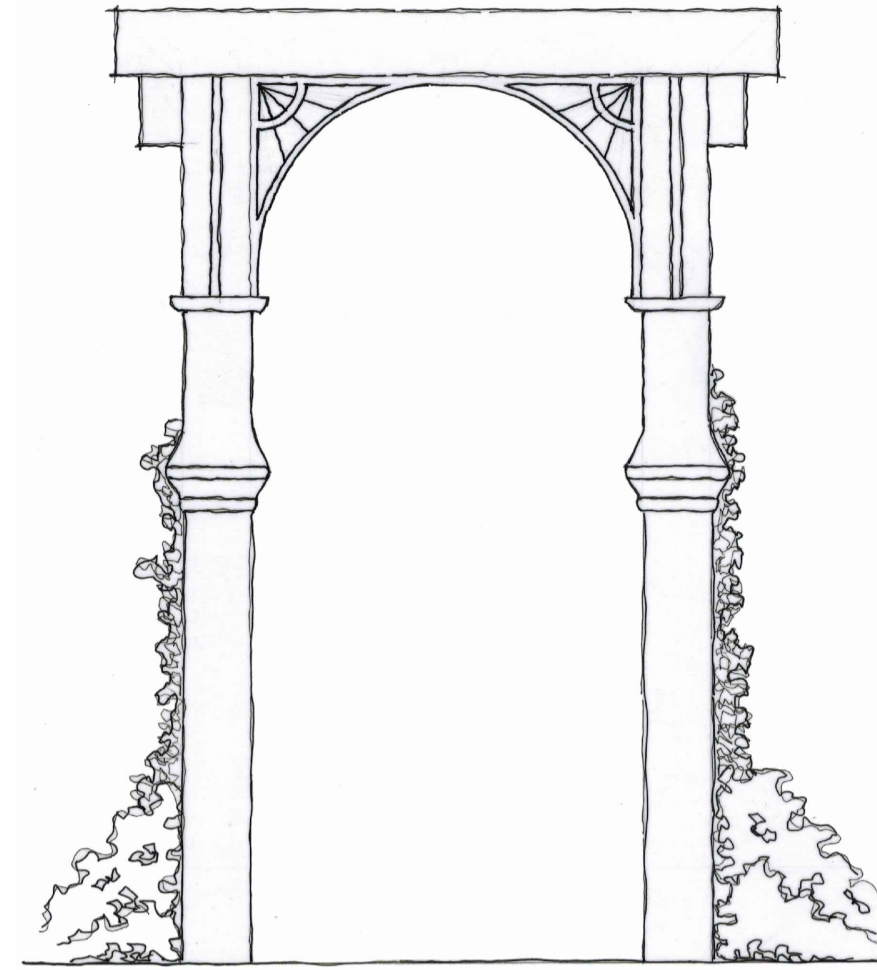
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CW	DG	A1	



EXAMPLE OF BENCH



EXAMPLE OF INTERPRETATION BOARD



PERGOLA CREATED FROM CONSERVATORY IRONWORK



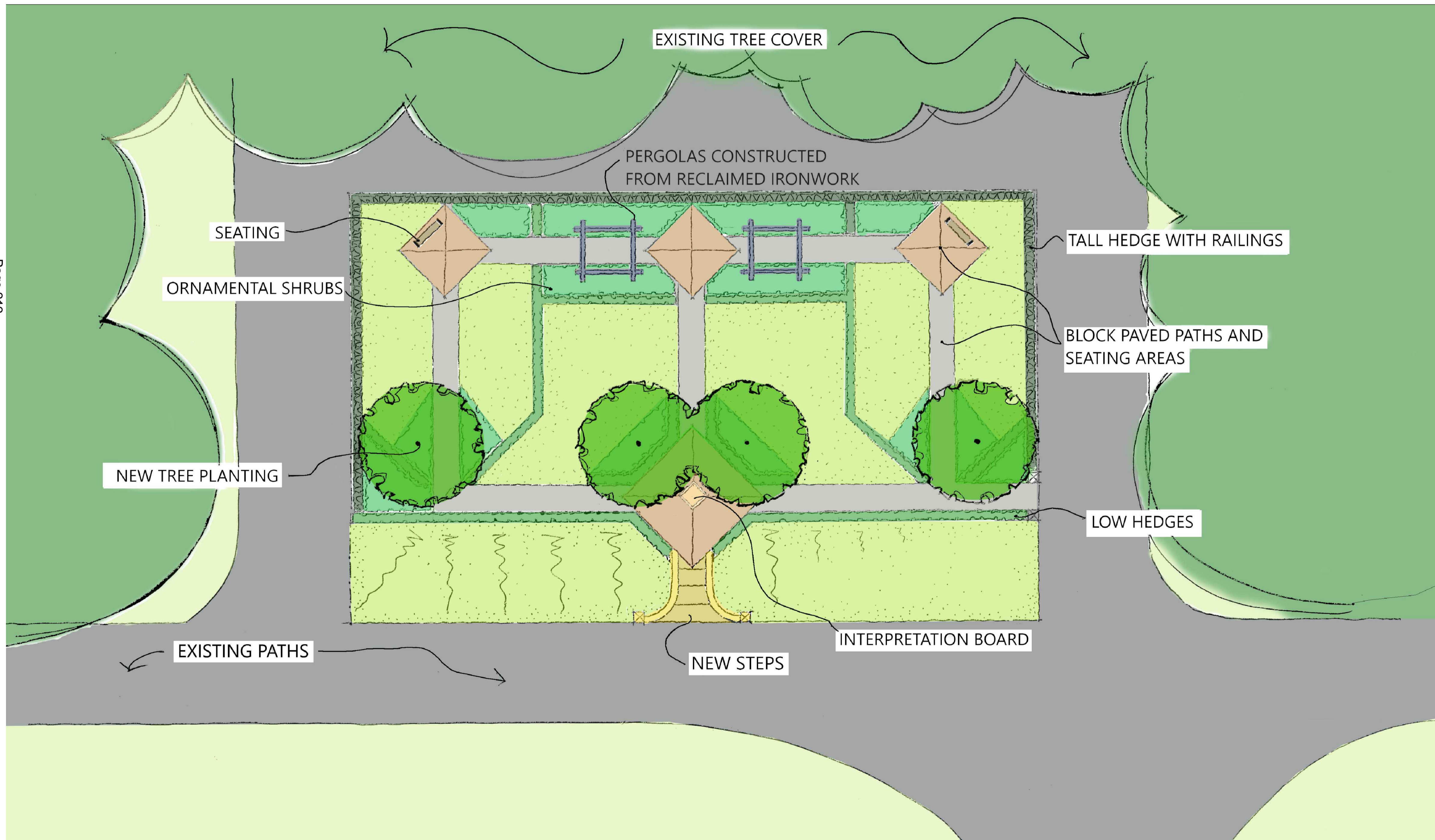
EXAMPLE OF ORNAMENTAL SHRUB PLANTING



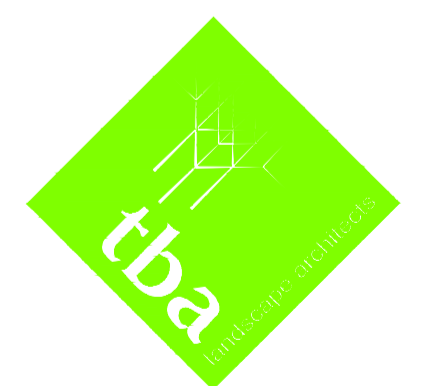
EXAMPLE OF TALL BEECH HEDGE



EXAMPLES OF LOW BOX HEDGES



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Project
STAMFORD PARK, FORMER CONSERVATORY
TAMESIDE COUNCIL
Title
SKETCH DESIGN

Date	Scale(s)	Dwg no	Rev
OCT '18	1:100@ A1	5870.01	
Dwn DG/ HS	Chkd DG		

Report to:	EXECUTIVE CABINET
Date:	26 June 2019
Executive Member/ Reporting Officer:	Councillor Cooney Executive Member (Housing, Planning and Employment) Jayne Traverse – Director of Growth
Subject:	PLOTS A & B HATTERSLEY INDUSTRIAL ESTATE, STOCKPORT ROAD, HATTERSLEY
Report Summary:	To approve terms agreed to sell the freehold interest in the land.
Recommendations:	That the Head of Legal Services be authorised to complete the sale of the land to RSK Group for the sum of £400,000.
Policy Implications:	None. Land is classed as Employment Land and the purchasers proposals create new and protect existing employment.
Financial Implications: (Authorised by the statutory Section 151 Officer & Chief Finance Officer)	<p>A capital receipt of £400,000 will enable the Council to progress with its approved capital programme.</p> <p>Any costs incurred by the council as a result of the sale will be charged against the capital receipt as long as it doesn't exceed 4%. If costs exceed 4% these will be charged against the Estate Service budget.</p> <p>As a result of the sale it is anticipated that this will result in the development of industrial units which will bring in additional Business rates to the Council.</p>
Legal Implications: (Authorised by the Borough Solicitor)	<p>A Key Decision is required because in the absence of an approved Council Estates and Land Disposal Policy authority is needed for any sale of parcel of land - although it should be noted there is an approved Disposal Policy for the disposal of any approved sale which complies with the Local Government Act 1972.</p> <p>The Council's duty under s 123 (s 123) of the Local Government Act 1972 is to achieve best consideration, reasonably obtainable. This is confined to transaction elements which are of commercial or monetary value, so irrelevant factors should not be taken into account, such as job creation, when assessing whether it is obtaining the best consideration reasonably available.</p> <p>Section 123 is essentially a statutory embodiment of the fiduciary duty affecting local authorities and other public bodies to deal prudently with public assets in the manner of a trustee.</p> <p>Terms were agreed to sell the land which is the subject of this report for the sum of £400,000 in March 2017 subject to the grant of planning after marketing with Manchester Agents WT Gunson and on the basis that this was not just the only offer received to purchase the land, but also a very good offer. The land had been placed on the open market for sale in January 2016.</p> <p>Accordingly the Council has complied with its duty under s 123 in achieving best consideration. Whilst the intention of the developer is to develop the land as employment land creation of jobs perse was not a consideration when deciding to dispose of land under s 123, and so should not be taken into account when making this</p>

decision.

However, in this case, the land has been designated as employment land in the UDP and so it was perfectly proper to market the land on this basis.

Also in line with s 123 regarding open space, the intention of the Council to sell the site was advertised in the Tameside Reporter for two consecutive weeks on 24 and 31 January 2019 with a deadline for objections to be received by no later than 22 February 2019 (non received).

The case of R (Faraday Developments Ltd) v West Berkshire Council 2016 helpfully sets out some principles on the application of s 123.

Where a Council is challenged on its decision, the court may not substitute its own 'facts and merits' view for that of the local authority. They may only interfere if there was no material upon which the authority's decision could have been reached, or, if in reaching that decision, the authority disregarded matters it ought to have taken into consideration, or took into account matters which were irrelevant, or if its decision was irrational.

The court is likely to find a breach of section 123(2) only if the local authority: (a) failed to take proper advice, or (b) failed to follow proper advice for reasons which cannot be justified, or (c) although following advice, this was so plainly erroneous that in accepting it the authority must or ought to have known that it was acting unreasonably.

Section 123(2) does not mandate the authority to have regard to any particular factors, nor is there any absolute requirement to market the land being disposed of or to obtain an independent valuation. The Council must however also follow its own Disposal Policy, which takes into account the s 123 duty, which it has done.

Risk Management:

Set out in report.

Access to Information:

APPENDIX 1 – location plan.

The background papers relating to this report can be inspected by contacting Ian Coulson, Senior Estates Manager, Estates Team:



Telephone: 0161 342 3419



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

1. INTRODUCTION

- 1.1 This site comprises 2 separate plots of land extending to 1.14 and 1.95 acres respectively and can be seen on the location plan set out at **Appendix 1**. It was originally acquired from Manchester City Council forming part of Hattersley Industrial Estate on 29 March 1978 for the sum of £111,500.
- 1.2 It was subsequently sold on 6 October 1980 to Greater Manchester Economic Development Corporation (GMEDC) for £125,000 and immediately leased back to the Council under the terms of a lease for a term of 125 years' subject to payment of an annual rent of £28,690. The Council subsequently purchased the freehold from GMEDC for £287,000 on 25 March 1983. The land was acquired by the Council using powers conferred upon it by The Local Government Act 1972 for the purposes of Industrial development.
- 1.3 Terms were agreed to sell the land for the sum of £400,000 in March 2017 subject to the grant of planning after marketing with Manchester Agents WT Gunson and on the basis that this was a very good albeit the only offer received to purchase the land. The land was placed on the open market for sale in January 2016.
- 1.4 As the land could be classified as open space the intention of the Council to sell the site was advertised in the Tameside Reporter for two consecutive weeks on 24 and 31 January 2019 with a deadline for objections to be received by no later than 22 February 2019. No objections have been received to the disposal.
- 1.5 A planning application for the erection of B1, B2 and B8 units including geosciences laboratory with a total floor area 4,703sqm is currently being progressed through planning with a decision due on 29 May 2019 this year.
- 1.6 The purchasers are relocating from their premises at Sand Pitts Industrial Estate and the intention is to bring another RSK company to this location. The investment is estimated to be £10 million and should safeguard 80 jobs and create 220 new jobs over 5 years.
- 1.7 The purchaser is the RSK Group whose Head Office is based in Chester and which is the largest privately owned integrated environmental engineering and technical business for consulting, testing and inspection of land. The company were set up in 1989 and employ 2,300 staff across UK/Europe/Africa & Middle East.

2. FINANCIAL IMPLICATIONS

- 2.1 Each party will pay its own costs, which for the Council will be legal and surveyors fees estimated to be £1,500.
- 2.2 All other costs to be paid by purchaser.
- 2.3 Completed development will bring in additional Business Rates income when development completed.

3. PROPOSAL

- 3.1 To proceed to complete a sale of the site unconditionally.

4. OTHER OPTIONS CONSIDERED

4.1 Remarket the site which is not a sensible option as the Council are highly unlikely to receive a higher offer.

5. RISK

5.1 That the purchaser does not proceed with the development of the land which is considered highly unlikely given the investment already made with regard to the payment of fees in carrying out site investigation test and preparation and submission of planning application.

6. CONCLUSION

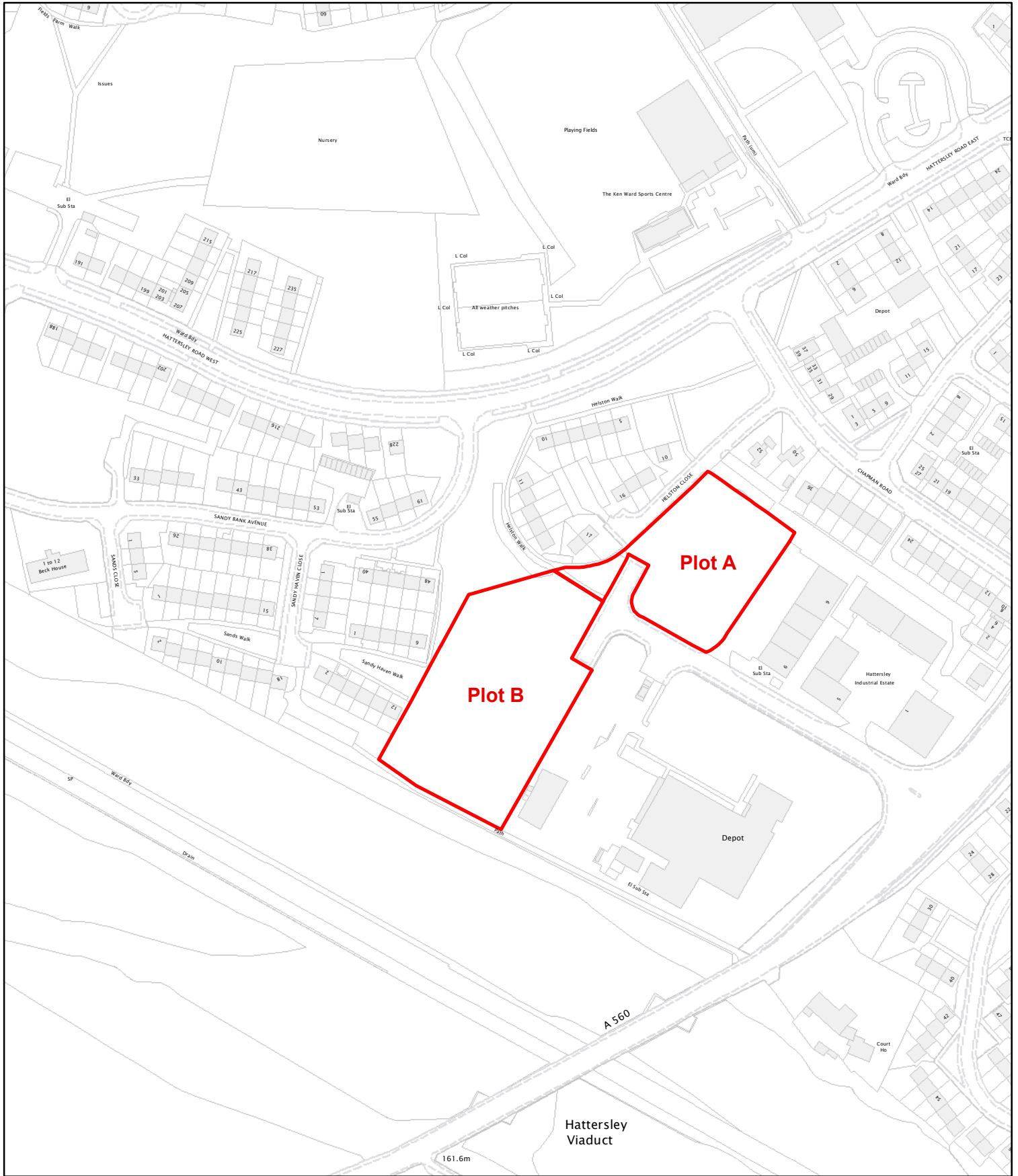
6.1 To proceed with an unconditional sale of the land, subject to Planning, to the RSK Group.

6.2 The Council had regard to both its duty to achieve best consideration reasonably obtainable under s 123 of the Local Government Act 1972, and its own Disposal Policy, which takes into account s 123.

7. RECOMMENDATIONS

7.1 As set out at the front of the report.

Hattersley Industrial Estate



1:2,500

SJ9794SE



Page 217

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Ordnance Survey 100022697

Plan prepared by Bill Boaden 26/2/2015



Estates & Asset Management Unit
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