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EXECUTIVE CABINET

Day: Wednesday
Date: 12 February 2020
Time: 1.00 pm (or at the rise of the Strategic Commissioning Board, whichever is the later)
Place: 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.	MINUTES	
a)	EXECUTIVE CABINET To consider the Minutes of the meeting of the Executive Cabinet held on 22 January 2020.	1 - 6
b)	STRATEGIC COMMISSIONING BOARD To consider the Minutes of the meeting of the Strategic Commissioning Board held on 22 January 2020.	7 - 8
c)	GREATER MANCHESTER COMBINED AUTHORITY To receive the minutes of the Greater Manchester Combined Authority meeting held on: 7 January 2020.	9 - 14
4.	JOINT OVERVIEW/EXECUTIVE CABINET ITEMS	
a)	SCRUTINY UPDATE To consider the attached report of the Director of Governance and Pensions.	15 - 30
b)	SCRUTINY REPORT - RECRUITMENT AND RETENTION OF FOSTER CARERS To consider the attached report of the Chair of the Integrated Care and Wellbeing Scrutiny Panel.	31 - 42

From: Democratic Services Unit – any further information may be obtained from the reporting officer or from Carolyn Eaton, Principal Democratic Services Officer, 0161 342 3050 or carolyn.eaton@tameside.gov.uk, to whom any apologies for absence should be notified.

Item No.	AGENDA	Page No
c)	ASSURANCE REVIEW OF LGSCO FOCUS REPORT ON SEND To consider the attached report of the Director of Governance and Pensions.	43 - 50
5.	CORPORATE RESOURCES ITEM	
a)	MONTH 9 INTEGRATED REVENUE MONITORING REPORT To consider the attached report of the Executive Member, Finance and Economic Growth / Director of Finance.	51 - 66
b)	BUDGET CONVERSATION 2020-21 To consider the attached report of the Executive Leader / Executive Member, Finance and Economic Growth / Joint CCG Chairs / Director of Governance and Pensions.	67 - 88
c)	2020/21 BUDGET REPORT To consider the attached report of the Executive Leader / CCG Chair / Director of Finance.	89 - 310
6.	SERVICE OPERATIONS ITEMS	
a)	STALYBRIDGE TOWN CENTRE CHALLENGE To consider the attached report of the Executive Member, Finance and Economic Growth / Director of Growth.	311 - 348
b)	CONSULTATION ON ADMISSION ARRANGEMENTS To consider the attached report of the Executive Member, Lifelong Learning, Equalities, Culture and Heritage / Head of Access Services.	349 - 378
7.	URGENT ITEMS To consider any additional items the Chair is of the opinion shall be dealt with as a matter of urgency.	

From: Democratic Services Unit – any further information may be obtained from the reporting officer or from Carolyn Eaton, Principal Democratic Services Officer, 0161 342 3050 or Carolyn.eaton@tameside.gov.uk, to whom any apologies for absence should be notified.

EXECUTIVE CABINET

22 January 2020

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

In Attendance:	Steven Pleasant	Chief Executive
	Sandra Stewart	Director of Governance and Pensions
	Ian Saxon	Director of Operations & Neighbourhoods
	Richard Hancock	Director of Children's Services
	Stephanie Butterworth	Director of Adult Services
	Jess Williams	Director of Commissioning
	Tom Wilkinson	Assistant Director of Finance
	Ilys Cookson	Assistant Director, Exchequer Services
	Sarah Threlfall	Assistant Director, Policy, Performance and Communications
	Debbie Watson	Assistant Director, Population Health
	Sarah Exall	Consultant, Population Health
	Dr Ashwin Ramachandra	Co-Chair of NHS CCG Tameside & Glossop
	Dr Asad Ali	Co-Chair of NHS CCG Tameside & Glossop

92 DECLARATIONS OF INTEREST

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

93 MINUTES OF EXECUTIVE CABINET

RESOLVED

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

94 MINUTES OF STRATEGIC COMMISSIONING BOARD

RESOLVED

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

95 MONTH 8 INTEGRATED REVENUE MONITORING REPORT

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

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

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

RESOLVED

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

96 CORPORATE PLAN PERFORMANCE UPDATE

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

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

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

RESOLVED

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

97 GREATER MANCHESTER CLEAN AIR PLAN UPDATE

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

RESOLVED

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

- (v) That the report to determine the timings for commencing the consultation will be received in the Spring of 2020, be noted;
- (vi) That the outstanding need to secure a clear response from the Government on clean vehicles funding asks, be noted;
- (vii) That Highways England had not been directed to act in relation to tackling NO² exceedances in the same way as the Greater Manchester authorities, and that this will leave some publicly accessible areas of GM adjacent to trunk roads managed by Highways England, with NO² exceedances that are not being addressed by the Highways England plan, be noted;
- (viii) That delegated authority be given to the Executive Member, Neighbourhoods, Community Safety and Environment, to agree the final content and submission of the documents listed in Appendix 1 to the report, for formal submission to the Joint Air Quality Unit and note their publication status;
- (ix) That delegated authority be given to the Executive Member, Neighbourhoods, Community Safety and Environment, to determine any further technical reports for formal submission to the Joint Air Quality Unit; and
- (x) That it be noted that the Executive Member, Neighbourhoods, Community Safety and Environment will co-sign a letter from the GM Authorities to the Transport Secretary asking them to bring forward the launch of a statutory consultation to strengthen rules on vehicle idling.

98 EMPLOYMENT SERVICES TAMESIDE AND GLOSSOP

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

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

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

RESOLVED

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

99 REVIEW OF APPOINTEE AND DEPUTYSHIP SERVICE

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

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

Conclusions drawn from the review were detailed as follows:

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

RESOLVED

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

100. URGENT ITEMS

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

CHAIR

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STRATEGIC COMMISSIONING BOARD

22 January 2020

Comm: 1.00pm

Term: 1.20pm

Present: Dr Ashwin Ramachandra – NHS Tameside and Glossop CCG (Chair)
Councillor Warren Bray – Tameside MBC
Councillor Gerald Cooney – Tameside MBC
Councillor Bill Fairfoull – Tameside MBC
Councillor Leanne Feeley – Tameside MBC
Councillor Allison Gwynne – Tameside MBC
Councillor Joe Kitchen – Tameside MBC
Councillor Oliver Ryan – Tameside MBC
Councillor Brenda Warrington – Tameside MBC
Councillor Eleanor Wills – Tameside MBC
Steven Pleasant – Tameside MBC Chief Executive and Accountable Officer for 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:	Sandra Stewart	Director of Governance & Pensions
	Stephanie Butterworth	Director of Adults Services
	Ian Saxon	Director of Operations & Neighbourhoods
	Richard Hancock	Director of Children's Services
	Jessica Williams	Director of Commissioning
	Tom Wilkinson	Assistant Director of Finance
	Ilys Cookson	Assistant Director, Exchequer Services
	Sarah Threlfall	Assistant Director, Policy, Performance and Communications
	Debbie Watson	Assistant Director, Population Health
	Sarah Exall	Consultant Population Health

53 DECLARATIONS OF INTEREST

There were no declarations of interest.

54 MINUTES

RESOLVED

That the minutes of the meeting of the Strategic Commissioning Board held on 18 December 2019 be approved as a correct record with the addition of Councillor Kitchen to the list of persons present in his ex officio capacity as Chair of Council Business.

55 PERMISSION TO SPEND: TENDER FOR THE PROVISION OF A HEALTH IMPROVEMENT SERVICE

Consideration was given to a report of the Executive Member Adult Social Care and Population Health / CCG Chair / Director of Population Health / Consultant in Public Health, which outlined the proposed approach to the re-commissioning of Health Improvement Services with an annual budget of £1,092,000. The report sought authorisation to tender the service for new contracts to

start on 1 October 2020. The Council were working with STAR procurement to re-tender the service.

The report gave details of:

- the case for change;
- consultation and engagement;
- proposed new model;
- value for money;
- contracting proposal;
- alternatives considered and discounted;
- equalities; and
- risk management.

RESOLVED

That the Strategic Commissioning Board:

- (i) Approves the tender for the Health Improvement Service to commence 1 October 2020 for a five year period with a termination period of six months; and**
- (ii) That approval be given for the Director of Public Health to approve the contract award following the tender, subject to compliance with the Council's Procurement Standing Orders.**

56 CORPORATE PLAN PERFORMANCE UPDATE

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

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

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

RESOLVED

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

57 URGENT ITEMS

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

CHAIR

**MINUTES OF THE MEETING OF THE GREATER MANCHESTER COMBINED AUTHORITY
HELD TUESDAY, 7TH JANUARY 2020 AT BOARDROOM, CHURCHGATE HOUSE, OXFORD STREET,
MANCHESTER, M1 6EU**

PRESENT:

Greater Manchester Mayor	Andy Burnham (In the Chair)
Greater Manchester Deputy Mayor	Baroness Bev Hughes
Bolton	Councillor David Greenhalgh
Bury	Councillor David Jones
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

OFFICERS IN ATTENDANCE:

GMCA – Chief Executive	Eamonn Boylan
GMCA - Deputy Chief Executive	Andrew Lightfoot
GMCA – Monitoring Officer	Liz Treacy
GMCA - Treasurer	Steve Wilson
Bury	Geoff Little
Rochdale	Steve Rumbelow
Stockport	Kathryn Rees
Trafford	Sara Todd
Wigan	Alison McKenzie-Folan
Office of the GM Mayor	Kevin Lee
GMCA	Simon Nokes
GMCA	Julie Connor
GMCA	Sylvia Welsh
GMCA	Phil Swan
TfGM	Steve Warrener

GMCA/1/20 APOLOGIES

RESOLVED/-

That apologies for absence were received and noted from Councillor Councillor Andrea Simpson (Bury), Councillors Sue Murphy and Bev Craig (Manchester), Councillor Janet Emsley & Sara Rowbotham (Rochdale), Councillor Tom McGee (Stockport), Councillor Leanne Feeley (Tameside) and Councillor Mark Aldred & Councillor Jenny Bullen (Wigan) and Tony Oakman

BOLTON
BURY

MANCHESTER
OLDHAM

ROCHDALE
SALFORD

STOCKPORT
TAMESIDE

TRAFFORD
WIGAN

(Bolton), Joanne Roney (Manchester), Jim Taylor (Salford), Pam Smith (Stockport) and Steven Pleasant (Tameside).

GMCA/2/20 CHAIRS ANNOUNCEMENTS AND URGENT BUSINESS

There were no Chairs announcements or items of urgent business

GMCA/3/20 DECLARATIONS OF INTEREST

There were no interests declared.

GMCA/4/20 MINUTES OF THE GMCA MEETING HELD ON 29 NOVEMBER 2019

RESOLVED/-

That the minutes of the GMCA meeting held on 29 November 2019 be approved as a correct record.

GMCA/5/20 TFGM EXECUTIVE BOARD - RECRUITMENT OUTCOMES

The GM Mayor introduced a report which provided an update on the recruitment process for the appointment of new Non-Executive Directors of Transport for Greater Manchester (TfGM) and confirming the outcome of the recruitment process, whereby two candidates were recommended for appointment.

RESOLVED

1. That the appointment of Jo Kaye and Tracey Matthews as Non-Executive Directors of TfGM be approved.
2. That authority be delegated to the Chief Executive Officer, GMCA & TfGM, to formalise the terms of the appointments.

GMCA/6/20 APPOINTMENT OF INDEPENDENT MEMBERS OF THE AUDIT COMMITTEE

Councillor David Molyneux introduced a report which requested GMCA approval of the appointment of the two proposed individuals as independent members to the GMCA's Audit Committee.

RESOLVED/-

That the appointment of Mr Grenville Page and Ms Susan Webster, as Independent Members of the Audit Committee, be approved subject to completion of required pre-employment checks, with immediate effect.

GMCA/7/20 GM TRANSPORT COMMITTEE - APPOINTMENTS

RESOLVED/-

1. That the appointment of Councillor Shah Wasir to replace Councillor Liam O'Rourke (Rochdale) as a member of the Committee by the GM Mayor be noted.

2. That the appointment of Councillor Paul Prescott to replace Councillor Carl Sweeney (Wigan), as a substitute member of the Committee, be noted.

GMCA/8/20 GMCA ECONOMY, BUSINESS GROWTH & SKILLS OVERVIEW & SCRUTINY COMMITTEE

RESOLVED/-

That the appointment of Councillor John Walsh to replace Councillor Mudasir Dean (Bolton) be approved.

GMCA/9/20 GMCA CULTURAL & SOCIAL IMPACT FUND COMMITTEE/STATUTORY FUNCTIONS COMMITTEE

RESOLVED/-

That the appointment of Councillor Paul Prescott to replace Councillor Carl Sweeney (Wigan) be approved

GMCA/10/20 GREATER MANCHESTER LOCAL FULL FIBRE NETWORK PROGRAMME

Councillor Elise Wilson introduced a report which summarised the outcome of the tender process for the Greater Manchester Local Full Fibre Network (LFFN) programme.

Members were advised that a preferred provider had been identified for each GM Arc (North and South) to deliver the Public Sector Anchor Tenancy (PSAT) element of this programme following a PCR2015 compliant procurement process.

The report also confirmed partner capital investment and sought agreement on a simplified and consistent approach across all GM Local Authorities for the way in which digital infrastructure is delivered (see GM Prospectus at Appendix A of the report).

Members were reminded that investing in digital infrastructure was a key priority in the GM Digital Strategy as an important enabler for the delivery of GM Strategic priorities.

From a public perspective, the investment will enable GM to provide better services across the City region, connecting community libraries children's and early years centres, council buildings, transport facilities, underpinning the ambition to be a smarter City Region.

There was a strong social value component alongside investment in apprenticeships, digital skills, free broadband services to arrange of homeless hostels and shelters and professional support to help projects.

Members were assured that there had been a coordinated approach to discussions with GM Local Authorities with a view to minimising potential disruptions to transport and the impact on highways. A key element of the appraisal process focussed on a partner who could work alongside GM Local Authorities, with people at the heart of the process.

The GM Mayor thanked Councillor Wilson and the GM wider Digital Team for the work undertaken to meet Government timescales.

RESOLVED/-

1. That it be agreed to enter into a grant funding agreement with DCMS to secure the grant element from DCMS for the GM LFFN programme for up to £21.3M (this may be up to £1.7m lower to reflect Salford City Council moving to a Public Sector Building Upgrade model – para 2.6).
2. That the allocation of £835,000 from the DCMS LFFN grant, to Manchester City Council for the purposes of Public Sector Building Upgrade be approved.
3. That the allocation of £90,000 from the DCMS LFFN grant, to Salford City Council for the purposes of Public Sector Building Upgrade be approved.
4. That Manchester City Council and Salford City Council be commended to follow a Public Sector Buildings Upgrade model under a separate Grant Funding Agreement direct with DCMS.
5. That it be noted that the decision of the GMCA (1st March 2019) to select up to two providers under single supplier framework contracts was delegated to the GMCA Treasurer.
6. That it be noted that providers will be used by the GMCA, and also each participating Local Authority to enter into a contract in their own right for each locality, in accordance with the recommendations in the Tender Outcome Report (Part B report).
7. That it be agreed that the GMCA enter the Inter Authority Agreement (IAA) with Local Authority partners.
8. That the publication of the GM Prospectus be welcomed and agreed as the agreed basis for all Authorities to work consistently across GM for working with any provider looking to install fibre to minimise disruption to residents, minimise cost of installation and maximise private fibre investment. This prospectus will form an integral part of the IAA and is approved as the basis to work with the successful bidders.
9. That authority be delegated to the GMCA Monitoring Officer to review and complete all necessary legal documentation and award and enter into contracts.

GMCA/11/20 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED/-

That, under section 100 (a)(4) of the local government act 1972 the press and public should be excluded from the meeting for the following item of business on the grounds that it involved the likely disclosure of exempt information, as set out in the relevant paragraphs of part 1, schedule 12a of the local government act 1972 and that the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

GMCA/12/20 GREATER MANCHESTER LOCAL FULL FIBRE NETWORK PROGRAMME

Councillor Brenda Warrington left the meeting during the discussion of this item.

Councillor Elise Wilson introduced a report which set out the details of the financial and commercial aspects of the process.

RESOLVED/-

1. That the GMCA record its thanks to Councillor Elise Wilson and the GM Digital Team for the progress of work over the last 2 years.
2. That the recommendations in the report be approved, including the arrangements to enter into grant agreements with DCMS as detailed within the report.
3. That the DCMS grant funding distribution as detailed in the report be approved and that the decision to enter into grant agreements to allocate funding to the GM public sector partners for the anchor tenancy element of the GM LFFN programme be delegated to the GMCA Treasurer.
4. That the allocation from the DCMS LFFN grant, to the GMCA for connecting Fire & Rescue sites for the purposes of Anchor Tenancy across Greater Manchester be approved.
5. That the allocation from the DCMS LFFN grant to the GMCA for connecting Urban Traffic Management Control sites and TfGM assets for the purposes of Anchor Tenancy across Greater Manchester be approved.
6. That an increase to the GMCA capital programme of £19.7M, of which £7.1m was agreed by GMCA in March 2019, be approved, subject to final design to support investment in GMCA/TfGM UTMC assets and sites.
7. That an increase in the GMCA capital programme of £1.55M be approved to reflect the GMCA investment in GMFRS sites.
8. That it be noted that the GM led procurement has secured substantially improved value for money than originally anticipated in the GMCA report of 1st March 2019.
9. That Bolton, Bury, Wigan, Rochdale and Oldham Councils be commended to sign their respective contracts in the Northern Arc, in accordance with the recommendations in the Tender Outcome Report.
10. That Trafford and Stockport Councils be commended to sign their respective contracts in the Southern Arc, in accordance with the recommendations in the Tender Outcome Report.

11. That it be agreed that GMCA enters into contracts to connect F&RS and TfGM assets for both the Northern Arc and the Southern Arc, in accordance with the recommendations in the Tender Outcome Report.

Report To:	JOINT EXECUTIVE CABINET/OVERVIEW PANEL
Date:	12 February 2020
Reporting Officer:	Sarah Threlfall, Assistant Director – Policy, Performance and Communications Sandra Stewart, Director – Governance and Pensions
Subject:	SCRUTINY UPDATE
Report Summary:	To receive for information, a summary of the work undertaken by the Council's two Scrutiny Panels.
Recommendations:	That Overview Panel are asked to note the content of the report and summary of scrutiny activity. All related documents can be viewed within the appendices.
Links to Corporate Plan:	Scrutiny work programmes are linked to the Council's corporate priorities. Scrutiny activity seeks to support effective decision making across Tameside.
Policy Implications:	Work programmes comprise activity that seeks to check the effective implementation of the Strategic Commission's policies and if appropriate make recommendations to the Executive with regards to development, performance monitoring, outcomes and value for money.
Financial Implications: (Authorised by the Section 151 Officer)	There are no direct financial implications as a result of this report. Any costs incurred by the Scrutiny Panels must be met from existing budgets.
Legal Implications: (Authorised by the Borough Solicitor)	There is a need to ensure that there is a robust and effective scrutiny function that facilitates effective decision-making across the Council.
Risk Management:	Regular updates to Overview Panel provide assurance that scrutiny is progressing with an effective work programme, supporting good decision making and service improvement.
Access to Information:	The background papers relating to this report can be inspected by contacting Paul Radcliffe, Policy and Strategy Lead by:  Telephone: 0161 342 2199  e-mail: paul.radcliffe@tameside.gov.uk

1. INTRODUCTION

- 1.1 The Scrutiny Update provides a platform for appropriate insight, activity, outcomes and proposals to be relayed. This method of reporting supports the improved responsiveness of Scrutiny work and also prevents any delay in the communication of key messages.
- 1.2 The report, by nature, aims to provide members with a general summary of Scrutiny activity and proposals. It remains that all reports produced by Scrutiny Panels as a result of in-depth review will be tabled separately and at the earliest opportunity.

2. SCRUTINY ACTIVITY

- 2.1 Scrutiny in practice remains mindful of the suitability and appropriateness of timings with regards to the impact and value of planned activity. This includes the selection and order of topics and updates to be received during the year. The annual work programmes and priorities were agreed at the June meetings and this coincides with consultation activity for which a valued response and input can be achieved. The tables below provide a summary and chronology of Scrutiny activity by Panel.

Figure 1: Breakdown of activity at the formal Scrutiny Panel meetings

PLACE AND EXTERNAL RELATIONS	
5 November 2019	7 January 2020
<ul style="list-style-type: none">• Sarah Exall, Consultant Public Health:<ul style="list-style-type: none">- Feedback on Healthy Spaces peer review• Scrutiny response to consultation on a New Deal for Renting, submitted on 12 October 2019.• Corporate Performance Scorecard<ul style="list-style-type: none">- Quarterly review / monitoring• Greater Manchester Scrutiny<ul style="list-style-type: none">- Feedback on priorities from the individual members that attend meetings• Local Government and Social Care Ombudsman<ul style="list-style-type: none">- Reporting methods and scrutiny oversight going forward	<ul style="list-style-type: none">• Lee Holland, Head of Engineering Services:<ul style="list-style-type: none">- Highways and Flood Prevention• Scrutiny response to regional consultation – ‘Doing buses differently – proposed franchising scheme for Greater Manchester.• Greater Manchester Scrutiny<ul style="list-style-type: none">- Feedback on priorities from the individual members that attend meetings

INTEGRATED CARE AND WELLBEING	
7 November 2019	9 January 2020
<ul style="list-style-type: none"> • James Mallion, Consultant in Public Health: <ul style="list-style-type: none"> - Feedback on Domestic Abuse peer review • Scrutiny response to consultation on VCSE in Greater Manchester, submitted on 30 September 2019. • Corporate Performance Scorecard <ul style="list-style-type: none"> - Quarterly review / monitoring • Greater Manchester Scrutiny <ul style="list-style-type: none"> - Feedback on priorities from the individual members that attend meetings • Local Government and Social Care Ombudsman <ul style="list-style-type: none"> Reporting methods and scrutiny oversight going forward. 	<ul style="list-style-type: none"> • Councillor Leanne Feeley, Executive Member; and Tim Bowman, Assistant Director of Education: <ul style="list-style-type: none"> - Response to Ombudsman focus report on SEND • Scrutiny report on Recruitment and Retention of Foster Carers • Greater Manchester Scrutiny <ul style="list-style-type: none"> - Feedback on priorities from the individual members that attend meetings

2.2 The table below provides an additional summary of Scrutiny activity and oversight carried out during 2019/20, covering a period June 2019 to January 2020. This includes in-depth reviews and updates to seek assurance on service provision and outcomes where necessary. A separate sub-section has been included within this report titled 'Consultation and Engagement', which provides detail specific to Scrutiny responses from September 2018 onwards.

Figure 2: Summary of Scrutiny activity and oversight (June 2019 to January 2020)

Place and External Relations	Integrated Care and Wellbeing
<ul style="list-style-type: none"> • GM Clean Air Proposals and public conversation • Housing Strategy <ul style="list-style-type: none"> - Quality and standards in the private rented sector • Peer review of Healthy Spaces • Highways and flood prevention • LGSCO – focus reports and shared learning • Corporate Plan / Performance Monitoring • Cooperative Council update • Mid-year budget update 	<ul style="list-style-type: none"> • Quality of care homes • Children's Services improvement <ul style="list-style-type: none"> - Recruitment and retention of foster carers • Peer review of Domestic Abuse • Urgent Treatment Centre / Winter preparedness • LGSCO – focus reports and shared learning • Corporate Plan / Performance Monitoring • Cooperative Council update • Mid-year budget update <p><u>Children's Working Group</u></p> <ul style="list-style-type: none"> • Outcomes from activity and recommendations to the Executive on: <ul style="list-style-type: none"> - Reading - Attendance / Exclusions. • Children's mental health and wellbeing

In-depth reviews

2.3 The following in-depth reviews have been carried out during 2019/20:

2.4 Place and External Relations Scrutiny Panel

A review completed on Quality and Standards in the Private Rented Sector. Report and Executive Response presented at Overview Panel on 18 November 2019. Scrutiny will remain involved in consultation and developments to inform the local approach.

2.5 Integrated Care and Wellbeing Scrutiny Panel

A review completed on the Recruitment and Retention of Foster Carers. Report and Executive Response presented at the joint meeting of Executive Cabinet and Overview Panel on 12 February 2020. Scrutiny to periodically review the impact of sustainability projects directly aimed to improve fostering placements and outcomes

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

LGSCO – Assurance reviews

2.7 On 9 September 2019, Overview Panel received a report on the 'Local Government and Social Care Ombudsman (LGSCO) Annual Report for Complaints Monitoring'. A recommendation was made for the Council's Scrutiny Panels to develop a consistent approach to review learning and improvement outcomes to inform future work priorities.

2.8 At the next meeting of Overview Panel on 18 November 2019 a further report provided detail on the planned approach of Scrutiny Panels to routinely review decisions and focus reports published by the Ombudsman. A new approach has been adopted to ensure shared learning opportunities are directly communicated with service areas and that a formal response and/or position statement be returned to the appropriate Scrutiny Panel within agreed timescales.

2.9 It will remain important to ensure that the subject matter is appropriate, proportionate and can add value. This allows Scrutiny to seek assurances that learning opportunities are noted by services and acted upon.

2.10 Work in this area has now progressed, with a plan to ensure responses are reported to Overview Panel at the earliest opportunity. Activity informed by recent LGSCO focus reports is listed below:

- Focus report - Not going to plan? Education, Health and Care Plans two years on (published in October 2019).
 - Response of the Executive and Assistant Director of Education presented to the Integrated Care and Wellbeing Scrutiny Panel on 9 January 2020.
 - Report presented at the joint meeting of Executive Cabinet and Overview Panel on 12 February 2020.
- Focus report – Focus on Housing Benefit (published in January 2020).
 - Response of the Executive and Assistant Director of Exchequer to be received in February 2020 and reported to the Place and External Relations Scrutiny Panel in March 2020.

Budget Consultation

2.11 All Scrutiny Panel members were provided with an opportunity to attend one of two budget briefing sessions held on 14 and 15 January 2020. This follows on from a mid-year budget position update received at panel meetings held in September 2019. The independence of scrutiny enables members to seek assurances on budget planning, process and priorities for 2020/21 and beyond. It can also be considered appropriate for budget priorities to inform future Scrutiny activity and work programmes.

2.12 A number of points were discussed with regards to demand pressures on statutory services along with the tailoring of financial priorities to a neighbourhood model. Details of the discussions have been drafted in a letter of the Scrutiny Chairs to the Executive Member for Finance and Economic Growth; and the Director of Finance – Section 151 Officer, **Appendix 1**.

Consultation and Engagement

2.13 Scrutiny will remain suitably informed of open consultations at a local, regional and national level. Past responses include:

- Over the Counter Medicines – 14 September 2018
- Greater Manchester Clean Air Conversation – 30 June 2019
- New Rent Standard – 30 July 2019
- Domestic Abuse Services – 2 August 2019
- VCSE in Greater Manchester – 30 September 2019
- A New Deal for Renting – 12 October 2019

2.14 The Place and External Relations Scrutiny Panel submitted a formal response to the following regional consultation on 8 January 2020. Efforts were made to ensure input and insight was sought from relevant services and partners to inform the submission.

- Greater Manchester – Doing Buses Differently, **Appendix 2**.

Keeping Scrutiny Members Informed

2.15 All Scrutiny Panel members receive a regular update email, with the purpose of raising awareness to a variety of materials to support them in their role, to provide access to scrutiny resources and the ongoing opportunity for councillors to contribute and share any open consultations and engagement exercises. This will continue to include a wide variety of topic areas for consideration.

2.16 The update email also includes links to Greater Manchester priorities and work of the Combined Authority Scrutiny Panels. The emails create a further opportunity to inform members how the work of scrutiny is shared and reported within the Council. Recent updates include November 2019 and January 2020, **Appendix 3 & 4**.

3. RECOMMENDATIONS

3.1 As set out on the front of the report

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Chairs of the Scrutiny Panels

Councillors Teresa Smith and Mike Glover

Councillor Oliver Ryan
Executive Member
Finance and Economic Growth

Tameside One
Market Place
Ashton-under-Lyne
OL6 6BH

Ms Kathy Roe
Director of Finance – Section 151 Officer

email: paul.radcliffe@tameside.gov.uk
Ask for Paul Radcliffe
Direct Line 0161 342 2199
Date 17 January 2020

Dear Councillor Ryan and Ms Roe,

Consultation with Scrutiny Panels regarding the 2020/21 Budget

We write in response to the budget consultation meetings held on 14 and 15 January 2020, at which an opportunity was provided for all scrutiny members to receive a comprehensive overview of the planning and monitoring process associated with budget setting for 2020/21 and beyond. In addition to mid-year budget monitoring information presented to Scrutiny Panels in September 2019, the sessions have enabled members to seek further assurances on the Strategic Commission's approach to setting a balanced budget and to mitigate risk or exposure to any external or unforeseen financial pressures.

This letter provides an account of discussions captured from the meetings. It is also hoped that the Budget Consultation ending 15 January 2020, has been successful in gaining resident insight on a range of priorities for the Strategic Commission. Please pass our thanks to the Assistant Director of Finance for the helpful summary, with a request that consideration be given to the points raised in the meetings prior to the budget report being finalised.

Having now entered the final months of a four year funding plan, it was reported that the Council has recently received notification of a single year financial settlement for 2020/21. This in itself brings a level of uncertainty and it remains important that a consistent approach is taken to support the long-term aim of system-wide stability. It is accepted that greater levels of confidence and assurance can be achieved should a longer funding plan be granted by the government to local authorities beyond the next financial year.

It was pleasing to hear that a number of financial monitoring mechanisms are in place, with Star Chambers providing a good example of effective in-year challenge. Plans to develop this further are encouraging and members agree with the future approach to align spending priorities to themes set within both the Corporate Plan and NHS Long-Term Plan. It is accepted that financial integration towards a neighbourhood model will provide additional opportunities to tailor a range of spending priorities to local areas and communities. It is important that this work is supported by a robust evidence base which allows for priorities to be shared with, and informed by, a range of stakeholders.

During 2019/20 the Scrutiny Panels have continued to review the ability of services to improve outcomes for residents while at the same time deliver value for money. The Council continues to face high levels of demand on statutory services and members are supportive of a short-term need to allocate additional financial resource to Children's Services. Concerns were raised on the

Council's ability to sustain budget increases of this nature and the use of reserves. Improving outcomes for children and vulnerable residents remains a pressure and Scrutiny will continue to work with services to review the impact of sustainability projects. Members discussed the positive impact that preventative services and partnerships can have in promoting the wellbeing of children and families in Tameside.

Recent scrutiny activity has focused on improving outcomes for looked after children through good foster placements and the Council's role to improve quality and standards in the private rented sector. Points were made on the resilience of budgets to deal with any additional short-term pressures that may arise in these areas and the approach to improve long-term outcomes with financial sustainability.

A number of questions were asked on health budgets and the need for greater investment in mental health services. Ms Roe informed members that the mental health budget is receiving a greater uplift for 2020/21 when compared with other services. The impact of poor mental health is now widely acknowledged, with high prevalence when assessing the demand on services. Conversations are also ongoing with school leaders to consider how combined services can best support the mental health and wellbeing needs of young people. Members agreed that this may require a change in funding options and to consider the impact of commissioned services. It is hoped that greater opportunities will arise during the coming year to broaden and strengthen the provision of mental health services across each neighbourhood.

Members appreciate that the Council has limited ability to increase revenue when taking account of the relatively low base levels for Council Tax and Business Rates, which is also further exacerbated by the economic and health needs of residents. It is felt that the strategic direction for growth and investment have an important role to play going forward. Mr Wilkinson advised that the Growth directorate has received additional investment to progress strategic priorities. The development of separate housing and estate strategies is welcomed and it was viewed that work in related areas needs to deliver inclusive growth across all communities.

The Executive has remained supportive of Scrutiny reporting methods which ensure findings and recommendations are shared in a timely manner and to prevent delay. Scrutiny will continue to seek assurances and identify suitable opportunities to inform local, regional and national decision making. Examples of this include responding to consultations and to review shared learning opportunities made available by the Local Government and Social Care Ombudsman. Where necessary, Scrutiny will remain mindful of any associated financial implications.

It was encouraging to hear that all decisions made through the Strategic Commission continue to remove duplication and promote the effective use of pooled resources. With a need to plan past 2021, scrutiny members are supportive of the aim to encourage transparency in budget conversations and request that a future mid-year financial update be arranged at the panel meetings. The information presented will also be used to inform scrutiny work programme priorities where appropriate.

Yours sincerely,

Councillor T Smith - Chair to Integrated Care and Wellbeing Scrutiny Panel

Councillor M Glover – Chair to Place and External Relations Scrutiny Panel

Doing Buses Differently

gmbusconsultation@greatermanchester-ca.gov.uk

Chair of the Place and External Relations Scrutiny Panel

Councillor Mike Glover

Tameside One
Market Place
Ashton-under-Lyne
OL6 6BH

Email: mike.glover@tameside.gov.uk
Phone: 0161 342 2199
Ask for Paul Radcliffe
Date: 8 January 2020

To whom it may concern,

Doing Buses Differently

I write on behalf of Tameside Council's Place and External Relations Scrutiny Panel. The Panel seeks to submit a formal response to the consultation on Doing Buses Differently, which closes on 8 January 2020. This letter therefore aims to provide a summary of collective points and to express any areas of issue and concern. I would be extremely grateful if on receiving this letter you are able to take the appropriate action to ensure the collective response is suitably recorded and submitted to the consultation.

Tameside, as a place, continues to face significant challenges with an ongoing need to address social, economic and health inequalities. There is also a growing need to ensure that the local and regional bus network supports a wider ambition to connect people and places in Greater Manchester.

The borough continues to benefit from recent investment to improve transport links and connectivity, with examples of the Metrolink extension and current development of a new interchange in Ashton-under-Lyne. The Scrutiny Panel is supportive of plans to deliver a regulated and more integrated bus network across all of Greater Manchester.

With continued efforts being taken to improve air quality across Greater Manchester, this can be further complemented by developing a more joined-up and controlled approach to deliver a new model for bus services that becomes more outcomes focused for residents and communities.

This response letter further supports a motion put forward by Councillor David Mills, at a meeting of Full Council on 23 July 2019. Detail focused on the campaign Better Buses for Greater Manchester and called for improved services and regulation. This also included the future ability of local partnerships to set bus routes, timetables, fares and standards.

The feasibility of delivering a system-wide public transport system will require a significant amount of research and planning. The removal of vital bus routes in Tameside has shown first-hand how challenging some journeys have become for residents of all ages. While there is a justifiable need to ensure popular and more economically viable routes are maintained, there is also a need to review past and present routes that provide access to basic amenities and help to prevent social isolation for some of our most vulnerable residents.

Having familiarised myself with the consultation document, I have listed some of the main points below, which are to be viewed under the collective of Tameside's Place and External Relations Scrutiny Panel.

- That Tameside becomes part of a simplified integrated public transport system for Greater Manchester which concentrates more on the needs of an individual journey rather than the service operator or transport type.
- Current challenges suggest that Tameside, as part of a Greater Manchester public transport network, is in need of a renewed and regulated bus network that becomes increasingly fit for purpose, accessible, reliable, affordable and customer focused.
- There is a future requirement to ensure income generated from financially sustainable parts of the network are used to support expansion into areas of need where a bus service would be essential for social reasons, but not necessarily profitable.
- Residents continue to face significant challenges associated with the complexity of routes, multiple operators and a geographical separation of services between national bus operators.
- Local topography can present a number of challenges for residents, with a need to develop sustainable connections to people living in semi-rural communities.
- There is a possible requirement to ensure a community needs assessment is undertaken for each authority area, with support of targeted engagement to draw insight from the voluntary and community sector and to inform a review of all bus routes.
- That the general affordability of bus travel is reviewed as part of the ongoing consultation, with a view to bring a more consistent approach to pricing that can be easily interpreted by residents and visitors to the region.
- That regulating the bus network in Greater Manchester can further support the work to improve air quality by better meeting the expectations of the public and creating a more consistent offer that can be considered as a genuine alternative to car use.

If further clarity is needed on any of the above points, please do not hesitate to contact me.

Yours faithfully,

Councillor Mike Glover
Chair - Place and External Relations Scrutiny Panel

January 2020

Welcome to the January 2020 Scrutiny Update.

The regular updates aim to keep you informed of upcoming activity, including engagement and consultation with regards to local, regional and national decision making. All of the open consultations listed below are available for you to access and complete, with the opportunity to raise greater community awareness and participation where possible. For further information and to have your say please follow the relevant links below.

I hope this is something you will continue to find useful and please let me know if you require any further information.

Things to be aware of:

[Greater Manchester Walking Grants](#) – Between November 2019 and June 2020 Greater Manchester Centre for Voluntary Organisation (GMCVO) will be giving out a total of £225k in grants to VCSE organisations to get Greater Manchester walking. They will be available for voluntary and community groups and social enterprises for people who are usually less active to get out and start walking or increase the amount they walk.

[North West Ambulance Service](#) has formed a Patient and Public Panel and is looking for people who are interested in joining. It gives a chance for members to have their views acted upon. It will offer meaningful opportunities to influence improvements to emergency, patient transport and 111 services.

Open Consultations

[Healthwatch Tameside Social Care Surveys](#) – Healthwatch Tameside would like to find out what people in Tameside think about the care they have received in the past 12 months. This includes care in your own home, in a residential care home, a nursing home or in temporary respite care. There are 3 surveys – the Home Care Survey; Residential Care Survey and Carers & Relatives Survey. Closing date: **21 February 2020**

[Police Funding 2020/21](#) – Funding for the police comes both directly from a central Government grant and also from the police precept element of council tax. About 20% of the funding for Greater Manchester Police comes from that police precept, one of the lowest proportions in the country. GMCA are therefore consulting on whether the public agree, in principle, with an additional charge of up to an extra £2 per month for the average band D household to ensure that police officers are able to continue to tackle crime. Closing date: **27 January 2020**

[The Ignition Project](#) – The Ignition Project brings together 12 partners from Greater Manchester's local government, universities, non-governmental organisations and businesses. It aims to address the emergency cause by climate change. They are investigating how they can fund the delivery of more nature based projects that will help make us less vulnerable to climate change.

They aim to achieve a 10% increase in the city's coverage of plants and trees by 2038. They

would like to hear from everyone who lives or works in Greater Manchester on this. Closing date:
1 February 2020

[LGBT Foundation Trans and Non-Binary People Affected by Cancer](#) - LGBT Foundation is currently looking to inform healthcare professionals on how they can best support trans and non-binary people affected by cancer. They want to hear experiences of those who received such care in order to understand where improvements can be made.

National Engagement and Consultations

There are currently a number of pieces of work being led by government departments and agencies that you may wish to take part in. For further information and to have your say please follow the relevant links below:

[Ofsted Inspection: Removal of the Outstanding Exemption](#) – The DfE is seeking views on the removal of the exemption for outstanding schools, colleges and other organisations delivering publicly-funded education and training. Some schools, colleges and other organisations delivering education and training that were rated Outstanding by Ofsted at their last inspection, are legally exempt from further routine Ofsted inspection. It is proposed that this exemption be removed. Closing date: **24 February 2020**

All live and past consultations are available for viewing at the [Big Conversation](#) pages on the Council's website.

Regional Scrutiny

The links below provide you with access to the most recent meeting papers for each of the GMCA Scrutiny Panels.

[Corporate Issues & Reform Overview & Scrutiny](#)

[Economy, Business Growth & Skills Overview & Scrutiny](#)

[Housing, Planning & Environment Overview & Scrutiny](#)

Scrutiny Resources

I will look to share any available material to support you in your role during the course of the year.

Publications:

- [Making homelessness strategies happen](#)
- [Whole systems approach to obesity: a guide to support local approaches to achieving a healthier weight](#)
- [Councils Can: 2019 conference paper](#)
- ['The lives we want to lead' – the LGA green paper for adult social care](#)

November 2019

Welcome to the November 2019 Scrutiny Update.

The regular updates aim to keep you informed of upcoming activity, including engagement and consultation with regards to local, regional and national decision making. All of the open consultations listed below are available for you to access and complete, with the opportunity to raise greater community awareness and participation where possible. For further information and to have your say please follow the relevant links below.

I hope this is something you will continue to find useful and please let me know if you require any further information.

Scrutiny Reports

For the interest of all scrutiny members, a number of reports directly related to scrutiny activity will be presented at the next meeting of the Council's Overview Panel on 18 November 2019. The following reports are to be discussed and can be viewed online at the following [link](#).

Scrutiny Update

Scrutiny Interim Report – Improving Quality and Standards in the Private Rented Sector

LGSCO – Informing the Work of Scrutiny

Learning from Peer Reviews

Corporate Plan Performance Scorecard

Scrutiny Activity

It was agreed at the Scrutiny Panel meetings held on 5 and 7 November 2019, that in addition to current methods used to inform scrutiny work priorities a consistent approach will be developed to review Local Government and Social Care Ombudsman reports and recommendations. The attention of scrutiny will concentrate primarily on the shared learning detailed within the focus reports and key questions for good practice. This will also contribute to the evidence gathered throughout the municipal year and used to develop annual work programmes.

The role of scrutiny will be to seek assurances with individual services based on the learning available to all councils. Please see report in the section below for further information, LGSCO – Informing the Work of Scrutiny.

Open Consultations

[Tameside Health Improvement \(Local\)](#) – Tameside Council is collecting information on the support available in Tameside to improve your health and wellbeing. They want to get information, views and opinions from people living and working in the area, including individuals and organisations who work to support communities in Tameside. They want to find out how, when

and why you use services, groups, and facilities to improve your health and wellbeing. They want to know what you use, and what your experiences of these are. Closing date: **24 November 2019**.

[Greater Manchester Hate Crime Plan \(Regional\)](#) - Greater Manchester is a place where everyone should feel safe to be themselves. There is a lot of work taking place to tackle hate crime in each area of Greater Manchester but it is felt that it could be more effective if we work together. So, GMCA are creating the Greater Manchester Hate Crime Plan to help prevent and tackle hate crime. If you've been a victim or witness of hate, they also want to hear about your experiences, whether you reported it or not. Sharing your experiences and suggestions will help us to get a better understanding of what is working and what can be improved. Closing date: **20 November 2019**.

[Doing Buses Differently – Proposed Franchising Scheme for Greater Manchester \(Regional\)](#) - Greater Manchester is consulting on a proposed bus franchising scheme. This would mean bus services would be under Greater Manchester's control and they would decide which bus services would be provided, like the way buses are run in London and other major cities. GM would set the routes, timetables, tickets and standards, while bus operators would run the services. You can share your views on the proposals by following the link. Closing date: **8 January 2019**.

[LGBT Foundation Trans and Non-Binary People Affected by Cancer \(Regional\)](#) - LGBT Foundation is currently looking to inform healthcare professionals on how they can best support trans and non-binary people affected by cancer. They want to hear experiences of those who received such care in order to understand where improvements can be made.

National Engagement and Consultations

There are currently a number of pieces of work being led by government departments and agencies that you may wish to take part in. For further information and to have your say please follow the relevant links below:

[Sprinklers and other fire safety measures in new high-rise blocks of flats](#) – This consultation outlines the government's proposal on options to reduce the trigger height for sprinkler provision in new high-rise blocks of flats in England, alongside other fire safety measures – improving wayfinding signage within blocks of flats and installing evacuation alert systems for use by fire and rescue services. Closing date: **28 November 2019**.

[Statutory guidance review for local youth services: have your say](#) – The review is designed to highlight the positive role Local Authorities should play in the provision of youth services. The government want to have an open conversation about the statutory guidance document, what is working well, and what government can do to strengthen it further. Closing date: **1 December 2019**.

[Independent review of Prevent: call for evidence](#) – The review will critically examine and report on the government strategy for supporting people vulnerable to being drawn into terrorism. Closing date: **9 December 2019**.

All live and past consultations are available for viewing at the [Big Conversation](#) pages on the Council's website.

Regional Scrutiny

The links below provide you with access to the most recent meeting papers for each of the GMCA Scrutiny Panels.

[Corporate Issues & Reform Overview & Scrutiny](#)

[Economy, Business Growth & Skills Overview & Scrutiny](#)

[Housing, Planning & Environment Overview & Scrutiny](#)

Scrutiny Resources

In addition to the past training events, I will look to share any available material with you. This will include any material to support you in your role during the course of the year.

Recent publications:

- [Tameside Carers Signpost Newsletter \(Autumn 2019\)](#)
- [Helping to support and transform the lives of people affected by alcohol](#)
- [Making safeguarding personal 2018/19 case studies](#)
- [A Councillor's guide to digital connectivity](#)

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Report To:	JOINT EXECUTIVE CABINET/OVERVIEW PANEL
Date:	12 February 2020
Scrutiny Panel / Executive Member:	Councillor Teresa Smith - Chair of the Integrated Care and Wellbeing Scrutiny Panel Councillor Bill Fairfoull – Deputy Executive Leader (Children and Families)
Subject:	RECRUITMENT AND RETENTION OF FOSTER CARERS
Report Summary:	The Chair of the Integrated Care and Wellbeing Scrutiny Panel to comment on the Executive Response (Appendix 1), and report on the Recruitment and Retention of Foster Carers, with recommendations made to support future services (Appendix 2).
Recommendations:	To note the recommendations detailed in Section 5 of Appendix 2 .
Policy Implications:	The review itself has no specific policy implications. Should the recommendations of this report be accepted by Tameside Council's Executive, the relevant services will need to assess the policy implications of putting individual recommendations in place.
Financial Implications: (Authorised by the Section 151 Officer)	Members should note that any related costs arising from the recommendations stated in section 5 of the report will need to be resourced from within the directorate revenue funding envelope. For context, Members should note that the 2020/21 fostering service revenue budget within Children's Social Care is £13 million. This includes staffing costs of £ 1.3 million, payments to Tameside foster carers of £ 5 million and payments to independent foster care agencies of £ 6.7 million.
Legal Implications: (Authorised by the Borough Solicitor)	In developing the existing offering, account will need to be taken of the overarching safeguarding obligations and the need to secure a diverse range of provision that is fit for purpose. Significant increase in uptake of foster carers will improve outcomes for children with better placements whilst significantly reducing costs.
Risk Management:	Reports of Scrutiny Panels are integral to processes which exist to hold the Executive of the authority to account
Access to Information:	The background papers relating to this report can be inspected by contacting Paul Radcliffe by:  Telephone: 0161 342 2199  e-mail: paul.radcliffe@tameside.gov.uk

APPENDIX 1

Scrutiny Executive Response

In Respect of: Scrutiny Report – Recruitment and Retention of Foster Carers
Date: 10 January 2020
Response of: Councillor Bill Fairfoull, Deputy Executive Leader (Children and Families)
Coordinating Officer: Richard Hancock, Director of Children’s Services

Recommendations	Accepted/ Rejected	Executive Response	Officer Responsible	Action By (Date)
1. That immediate attention is placed on increasing the number and range of foster placements available in Tameside.	Accepted	Significantly improved grade of new Fostering Marketing and Recruitment role agreed. Refreshed role and responsibilities for the post drawn up with performance targets being a key feature of the new post holder’s responsibilities; Strategic Link: Sufficiency Strategy Known Risks: Delay in recruiting to the M&R post will impact upon the timeline for achievement. May require interim measure to be put in place to prevent delay.	Tracy Morris	Immediate effect. Role advertised Jan 2020, to be recruited by March 2020.

Recommendations	Accepted/ Rejected	Executive Response	Officer Responsible	Action By (Date)
2. That future action is taken to raise the profile of fostering and to gain greater understanding of the local barriers to fostering.	Accepted	<p>Consultation forum to be established across localities to ensure all foster carers have the opportunity to contribute and input into a newly developed local model.</p> <p>A 'core offer' for Tameside Fostering to be developed and co-produced alongside and in conjunction with Tameside foster carers; linked to core offer project work underway with already agreed additional funding and identified lead in place (capacity to lead this agreed as "strand 6" of the Looked After Sufficiency Strategy by Exec Cabinet in November 2019).</p> <p>Scope opportunities across a wide footprint to ensure Tameside Fostering Service establishes a Unique Selling Point (USP) to attract, maintain and support good foster carers who can demonstrate excellent practice</p> <p>Known Risks: Delay in recruiting to M&R role would delay establishing a Tameside USP. Greater Manchester and wider NW LA and Independent Fostering Agencies fostering services are recruiting from the same 'pool' of prospective carers. USP essential to attract interested carers to positively choose Tameside.</p>	Tracy Morris	<p>Forum to be established by March 2020 and ongoing</p> <p>Core Offer to be agreed by Executive by July 2020</p> <p>By May 2020 and ongoing</p>

Recommendations	Accepted/ Rejected	Executive Response	Officer Responsible	Action By (Date)
<p>3. That services look to develop a programme of listening and engagement activity which includes role requirements, what to expect from the Council, training, development plans, remuneration and reward.</p>	Accepted	<p>A new offer based upon the to be 'Tameside Model' to be co-produced alongside and in conjunction with current and also prospective carers.</p> <p>A corresponding, bespoke training programme that ensures all levels of carers have focused and specific needs led training opportunities; to include changing expectations around carers undertaking training and development requirements.</p> <p>Communication plan in place to ensure all carers have a clear understanding of the Tameside Model and standards, and what respective responsibilities the council and carers hold; to be based upon valuing carers and raising expectations and quality of service.</p> <p>Cross cutting links: With Tameside training and development offer With foster panel independent scrutiny role With Foster Care Independent Reviews</p>	Tracy Morris	<p>Scope proposals by end March 2020.</p> <p>Work in partnership to revamp training offer for carers by Sep 2020.</p> <p>Align rewards with review of payment and remuneration system for foster carers.</p>

Recommendations	Accepted/ Rejected	Executive Response	Officer Responsible	Action By (Date)
4. To review options and potential advantages of introducing a mentoring scheme for fostering and to actively seek foster carer representatives to work more closely with the service.	Accepted	<p>Formal Mentoring Scheme to be established; the scope of the role to include responsibilities to contribute to ensuring minimum standards for carers are maintained at all times and identified poor practice is supported and challenged.</p> <p>Selection process from interested carers to be put in place; updated reward and remuneration opportunities for carers to be part of a scheme.</p> <p>Strategic Link: Corporate Parenting Strategy</p>	Tracy Morris	<p>Review options by April 2020.</p> <p>Model agreed and established by September 2020. Subject to ongoing and scrutiny of effectiveness to maintain and raise foster care standards.</p>
5. That the Council creates a clear and consistent offer for Tameside foster carers, with learning available from other authorities to support the development of a new benefits package for foster children and families.	Accepted	<p>See (2), (3) and (4) above. In addition:</p> <p>Establish an attractive 'generic' benefits package that will be available to every approved foster carer in Tameside</p> <p>Align the new offer and associated remuneration with robustly assessed and monitored skill set requirements.</p> <p>Strategic Link: Tameside Commissioning Strategy</p>	Tracy Morris	Offer to be fully established by Dec 2020.
6. That options are explored to establish an adequately resourced foster carer recruitment function, with a dedicated role that can be responsive to future demand.	Accepted	<p>To be part of the revised Marketing and Recruitment role.</p> <p>Strategic Link: Corporate Parenting Strategy</p>	Tracy Morris	Target of April 2020.

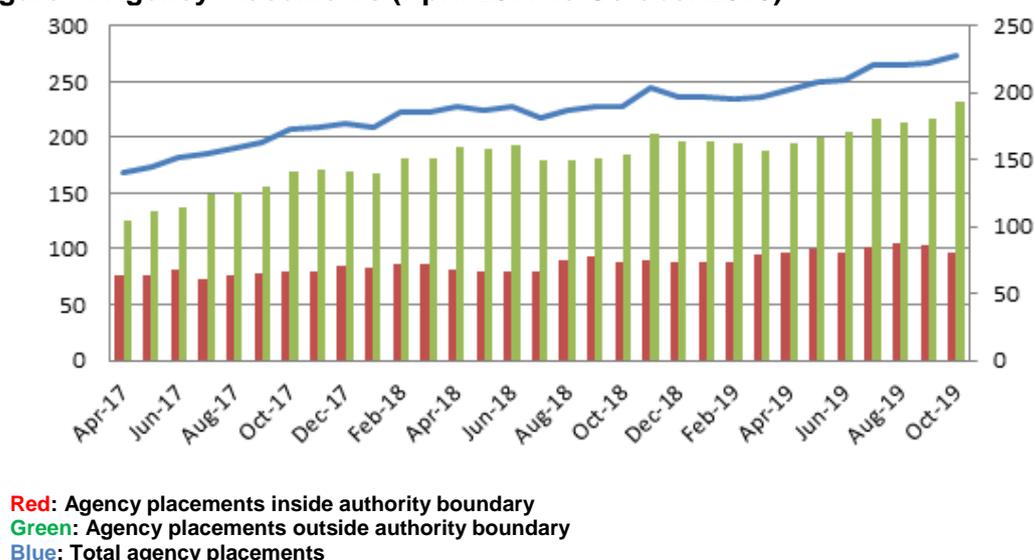
Recommendations	Accepted/ Rejected	Executive Response	Officer Responsible	Action By (Date)
7. That the Executive involves Scrutiny in future development stages and consultation aimed to improve service delivery and outcomes.	Accepted	<p>Executive to oversee and direct the project plan; ensure essential links are made with other related strategic programmes of work.</p> <p>Executive and Scrutiny Steering Group to be formed, to provide leadership, scrutiny and direction to the programme of work.</p> <p>Strategic Link: Corporate Parenting Strategy and adopted priorities for permanence and stability for all looked after children in Tameside.</p>	Richard Hancock / Tracy Morris	Steering Group formed and ToR agreed by March 2020. Quarterly updates to Steering Group members.

APPENDIX 2

1. BACKGROUND

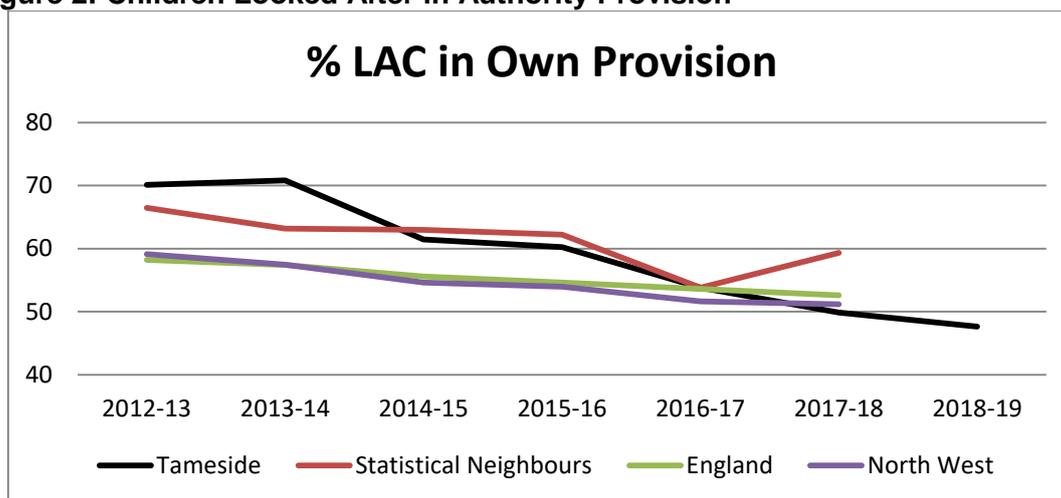
- 1.1 The national picture shows a shortage of high quality foster carers, which is also reflected at a regional and local level. Based on growth in the number of children looked after, it is estimated that Tameside requires 20 to 30 additional foster carers in the short to medium term. Notwithstanding the growth in numbers, it remains important that the authority works to actively increase the range of placement options to best meet the needs of children. Methods of recruitment can be challenging when taking account of the options available to attract and retain foster carers in a competitive market.
- 1.2 Fostering placement rates in Tameside are significantly below that of comparison authorities. While the actual number of placements has risen during the last two years, the growth in numbers of children looked after has outpaced this. Almost two thirds of children looked after are fostered, with only 15% of placements classified as long-term.
- 1.3 Figure 1 below shows an increase in the number of children in agency placements both inside and outside of the authority area. Data for the year ending October 2019 shows a 20% increase in the total number of children in agency placements. This growth is attributed predominantly to placements made outside of the borough.

Figure 1: Agency Placements (April 2017 to October 2019)



- 1.4 With significant increases in the number of children looked after, it is important that the Council actively seeks to grow the number of foster carers. Figure 2 below shows less than half of placements are now made to authority provision. The data does include residential placements, however the majority is made up by fostering.

Figure 2: Children Looked After in Authority Provision



- 1.5 The improvement journey for Tameside Children's Services started in 2016, following the result of an Ofsted inspection whereby local services were judged to be 'Inadequate'. Services have been redesigned to improve practice standards, effectiveness of delivery and future sustainability. This has affected all areas across Children's Services including fostering.
- 1.6 Ofsted completed a full re-inspection in May 2019, with Children's Services receiving a judgement of 'Requires improvement to be good'. Examples of improved practice and management oversight were included within the final report, which also acknowledges efforts made by the Council in the period since 2016. The number of Tameside children becoming looked after has risen over time, with a need to continually review the capacity and success of services to meet the needs of young people over time.

2. INTRODUCTION

- 2.1 Councillor Bill Fairfoull, Deputy Executive Leader (Children and Families); and Richard Hancock, Director of Children's Services, attended the Integrated Care and Wellbeing Scrutiny Panel meeting on 25 July 2019, to provide an overview of fostering services in Tameside. A working group was established to review current arrangements for the recruitment and retention of foster carers in Tameside, with a view to support improvement work of the Executive.
- 2.2 A local offer should be clear and visible to both existing and prospective foster carers. In a competitive market the Council needs to have a clear package of benefits, training and support in place. A commitment is also required from senior leaders to ensure sufficient resource is allocated for the purpose of foster carer recruitment and retention, to deliver improved outcomes for young people and which also contributes to the long-term financial sustainability of Children's Services.
- 2.3 Members met with the Council's Fostering Service on 9 September 2019 and have also attended a foster carer support group meeting held in Stalybridge on 12 November 2019. Approximately 20 foster carers were present at the support group which has proved useful to ensure the views and experiences of carers have been captured.

3. KEY FINDINGS

Demand on services

- 3.1 At the start of September 2019 Tameside had a total of 710 children looked after. This is a number that has risen consistently over a period of 3 years. When compared to a similar period in 2016, the authority has experienced an overall increase of 63% in the number of children looked after.
- 3.2 The increase in demand on services has been significant, which generates a direct impact on the ability of fostering services to find the most suitable placements to meet the needs of all children. While a rise in agency placements can be considered reasonable during such a period of demand, the service has been unable to achieve the required levels of recruitment in order to grow the total number of carers to achieve an appropriate level.
- 3.3 The Fostering Service provided data from September 2019 to show that there were a total of 309 council approved foster carers, this was made up of:
- 207 community / mainstream carers (external / members of the public)
 - 102 connected carers carers (family and friends)
- 3.4 Data from a year end fostering return (March 2019) showed that from the 356 places made available, a total of 297 placements were made. This is a number made up of both community and connected carers. The table below shows a breakdown of placements, vacancies and unavailable places. The data appears to show an underutilisation of existing placements, with a total of 53 places either unavailable or vacant. Places not available can range from a short-term hold due to a carer being unavailable or on holiday, through to the service awaiting outcome from investigation before placements can resume.

Table 1: Placement use at 31 March 2019

Number of children	Vacant places	Places not available	Short break care
297	17	36	6

Tameside Fostering Service

- 3.5 The Fostering Service is responsible for all activity associated with the recruitment and retention of foster carers, which includes the development and delivery of a strategic vision for local services. Over recent years the service has faced significant pressures associated with compliance, team expansion and working to achieve greater permanence and consistency of management and staff.
- 3.6 In January 2019 a review of the service was undertaken by an independent fostering specialist. The review highlighted positives and a number of challenges, with a key element being the need to improve the recruitment and retention of foster carers.
- 3.7 Targeted improvement work and collaboration is required in order for the Fostering Service to develop a comprehensive local offer for foster carers. A report was presented to Executive Cabinet on 27 November 2019, which provides detail on sustainability projects for children looked after. Proposals outline a range of activities aimed to effectively manage and monitor the future sustainability of services.
- 3.8 Associated projects include an improvement plan for fostering and a review of existing placements, with a focus on outcomes and suitability. Additional investment will seek to increase the number of carers through the development of a new model. There is also an ambition to increase the number of specialist carers and to review aspects related to the payment structure and provision of ongoing support.
- 3.9 When meeting with the Fostering Service a number of issues were presented on a historic lack of consistency and collective oversight. This has resulted in communications, recruitment, training and support not being fully coordinated or connected. This has made it

increasingly difficult to deliver the desired levels of training, support and benefits to foster carers.

- 3.10 It was also reported that while a recruitment and retention post was created within the Fostering Service, this is currently vacant. The service has been able to take forward a number of learning points to determine the suitability and required resources in order for the role to have the desired impact.

Learning from other authorities

- 3.11 It has been important to consider the approach taken by other local authorities in relation to the recruitment and retention of foster carers. The research has primarily focused on the areas where Children's Services have been rated 'Outstanding' by Ofsted and examples of good practice at a regional level. While this provides only a snapshot into the public insight around fostering, this has proved useful when seeking assurances on the importance of developing a local offer and package for Tameside carers.
- 3.12 **North Lincolnshire Council** was rated 'Outstanding' by Ofsted in June 2016. The council's website provides detailed information on role requirements and expectations, anecdotal feedback from current foster carers and the offer of additional benefits.
- 3.13 There is an immediate sense that efforts have been taken to ensure messages are clear and consistent, which are further supported by a package of benefits. An example of this is the Max Card which offers a range of discounts and free entry at venues for all foster families. A scheme has also been established which provides interest free loans to foster carers who need to buy a bigger vehicle in order to accommodate the whole family, including foster children.
- 3.14 **Leeds City Council** was rated 'Outstanding' by Ofsted in October 2018. On review, the emotional support provided to foster carers holds a strong position. There is clear advice on the support available from local groups, access to the voluntary and community sector and with up to 14 days paid annual leave for foster carers.
- 3.15 A number of additional benefits are offered which include free membership at leisure centres for foster carers and children aged 8 to 18. This is further complemented by free junior swimming lessons, discounts to local businesses and access to a free counselling service.
- 3.16 At a regional level the **Wigan Deal** encompasses a wide range of services delivered by and with the Council. The 'Deal for Fostering' offers extensive training opportunities as well as round the clock support, advice and mentoring. Additional benefits include the Max Card, vouchers to acknowledge long serving carers ranging from £250 to £1000. There is discounted leisure membership for families, which includes free entry for all foster children. A referral fee is made available to existing carers, as well as a transfer bonus for IFA carers.
- 3.17 Further support is on offer such as round the clock advice, a regular foster carer newsletter aimed at keeping everyone informed of service developments. Certain aspects have been tailored to match the support available to council employees such as general counselling in the event of illness, bereavement and flood advice.

Feedback from foster carers

- 3.18 Foster carers undertake an important and vital role, with often an unwavering level of commitment to improve outcomes for children and young people in Tameside. Feedback from existing carers has shown a remarkable dedication and commitment to the role, with the ambition to improve services for the better. It is important that mechanisms are in place to ensure the views and experiences of carers are captured to inform future service delivery.
- 3.19 The foster carer support group held on 12 November was well attended with approximately 20 carers present. The discussions focused on improvements, with key points summarised

below.

- All carers were committed and positive about their roles
- Some frustrations around communication from social workers / response times
- There can be delays in information being shared with foster carers / don't feel they are in the loop / once a child is placed the support and contact often reduces, possible system failures?
- Some carers not receiving consistent support from services leading to placement breakdown – often dependent on allocated social worker
- Responsiveness of service to prevent crisis
- A need to feel more valued / opportunities to be listened to / integral part of the Council / part of the informal workforce for Children's Services
- More transparency required around decision making for placements
- Inconsistent and unclear approach to payment structure and how skill levels are applied
- Emergency placements – reviewed and communicated at frequent intervals
- E-learning possibly not effective or practical for all foster carers – range of training offered
- Foster carer handbook requires a refresh/update – could this be electronic?
- Create roles of foster carer representatives – opportunities for consultation, engagement, governance and decision making
- Wider offer and benefits package for Tameside foster carers
- Specialist foster carers - development opportunity to upskill existing carers
- Possible need to create a clear and branded offer for fostering in Tameside – recruitment campaigns
- Harness and utilise existing skills of carers – advice and mentoring

4. CONCLUSIONS

- 4.1 Tameside Children's Services have faced significant improvement pressures over recent years.
- 4.2 The authority has experienced consistent growth in the numbers of children looked after, with notable increases in the number of agency placements made outside of the borough.
- 4.3 There is a growing need to increase the number of foster carers and to develop an effective mix of placements to support children with more complex needs.
- 4.4 The Fostering Service currently has no available resource or capacity to plan and deliver recruitment projects.
- 4.5 Learning opportunities are available from authorities rated 'Good' or 'Outstanding' by Ofsted, with a need to develop a local offer for foster carers.
- 4.6 Targeted improvement work will focus on the future sustainability of services, the stability of placements and provide additional investment.
- 4.7 Capturing the views and experiences of foster carers can be used to inform and test future improvement proposals.

5. RECOMMENDATIONS

- 5.1 That immediate attention is placed on increasing the number and range of foster placements available in Tameside.
- 5.2 That future action is taken to raise the profile of fostering and to gain greater understanding of the local barriers to fostering.

- 5.3 That services look to develop a programme of listening and engagement activity which includes role requirements, what to expect from the Council, training, development plans, remuneration and reward.
- 5.4 To review options and potential advantages of introducing a mentoring scheme for fostering and to actively seek foster carer representatives to work more closely with the service.
- 5.5 That the Council creates a clear and consistent offer for Tameside foster carers, with learning available from other authorities to support the development of a new benefits package for foster children and families.
- 5.6 That options are explored to establish an adequately resourced foster carer recruitment function, with a dedicated role that can be responsive to future demand.
- 5.7 That the Executive involves Scrutiny in future development stages and consultation aimed to improve service delivery and outcomes.

Report To:	JOINT EXECUTIVE CABINET/OVERVIEW PANEL
Date:	12 February 2020
Reporting Officer:	Sandra Stewart, Director – Governance and Pensions Sarah Threlfall, Assistant Director – Policy, Performance and Communications
Subject:	ASSURANCE REVIEW OF LGSCO FOCUS REPORT - SEND
Report Summary:	To receive for information, a service response on shared learning detailed within the LGSCO focus report on SEND provision. Scrutiny Panels will routinely review LGSCO decisions, with shared learning reported to services in order to gain assurances of practice, delivery and outcomes for residents and service users.
Recommendations:	That Overview Panel are asked to note the content of the report and ongoing activity of the Scrutiny Panels to review LGSCO decisions to inform and improve local service delivery.
Links to Corporate Plan:	The work of Scrutiny is closely linked to the Council's Corporate Plan Priorities. Scrutiny activity seeks to support effective decision making and improvement outcomes across Tameside.
Policy Implications:	Scrutiny work programmes comprise activity that seeks to check the effective implementation of the Strategic Commission's policies and if appropriate make recommendations to the Executive with regards to development, performance monitoring, outcomes and value for money.
Financial Implications: (Authorised by the Borough Treasurer)	<p>The change in legislation and significant and sustained increase in requests for Education Health Care Plans has put significant financial pressure on the High Needs Block of the Dedicated Schools Grant, resulting in an in year overspend of £5.8m.</p> <p>It is likely that Tameside MBC will be required to submit a deficit recovery plan to the Department for Education identifying how it is intended that the deficit will be recovered.</p>
Legal Implications: (Authorised by the Borough Solicitor)	Good governance means that effective learning and improvement are made following reviews and complaints. LGSCO provides an effective opportunity to consider and take on Board the learning the LGSCO recommends following their consideration of complaint issues nationally.
Risk Management:	Regular updates to Overview Panel provide assurance that Scrutiny is progressing with an effective work programme, supporting good decision making and service improvement.
Access to Information:	<p>The background papers relating to this report can be inspected by contacting Paul Radcliffe, Policy and Strategy Lead by:</p> <p> Telephone: 0161 342 2199</p> <p> e-mail: paul.radcliffe@tameside.gov.uk</p>

1. BACKGROUND

- 1.1 A service response was requested by the Integrated Care and Wellbeing Scrutiny Panel, to a Local Government and Social Care Ombudsman (LGSCO) focus report published in October 2019. The report is titled, *Not going to plan? – Education Health Care Plans two years on*. The report is intended to place more of a spotlight on the problems with the SEND system.
- 1.2 In this focus report the Ombudsman identifies five serious problems:
- Severe delays
 - Poor planning and anticipation of needs
 - Poor communication and preparation for meetings
 - Inadequate partnership working
 - Lack of oversight from senior manager

2. INTRODUCTION

- 2.1 The report identifies an appraisal of current strengths and areas for improvement. It sets out the strategic direction and key actions required to improve. It aligns with the wider Children's improvement plan and the ambitions of the Corporate Plan.
- 2.2 Part three of the Children and Families Act 2014 introduced significant changes to the responsibilities of Local Authorities, Schools and Clinical Commissioning Groups for children and young people with special educational needs and disabilities. These reforms came into effect on 1 September 2014 supported by a refreshed SEND Code of Practice. At the time the Government described these changes as the biggest educational reform for a generation.
- 2.3 Implementing these reforms was in itself a challenge; however, this challenge has been compounded by turbulence and pressure in all parts of the education system. Pressures on budgets, wide ranging changes to policy (for example curriculum and assessment), and the impact of austerity on the public sector and families, mean that implementation has been inconsistent across the country and in Tameside.
- 2.4 To provide oversight and accountability to these reforms the Minister of State for Children and Families tasked Ofsted and the Care Quality Commission (CQC) with inspecting local areas on their effectiveness in fulfilling the new duties. This new inspection, "The framework for the inspection of local areas' effectiveness in identifying and meeting the needs of children and young people who have special educational needs and/or disabilities" came into effect in May 2016. All Local Areas will be inspected over a five year period.
- 2.5 The inspection will consider how effectively the local area identifies, meets the need of and improves the outcomes of the wide range of different groups of children and young people who have special educational needs and/or disabilities. Its focus is on the contribution of education, social care and health services to children and young people with special educational needs and/or disabilities, as set out in the Act, the Regulations and the Code of Practice.
- 2.6 The outcome of the inspection is reported in a letter and the judgements are in narrative form. The letter outlines areas of strength and key priorities for improvement. Where inspectors find significant issues the framework allows inspectors to require the local area to prepare a written statement of action that sets out those actions and the timetable for them.
- 2.7 So far 7 out of 10 Local Areas in Greater Manchester have been inspected. Across the North West more than half of all Local Areas inspected have been asked to prepare a

written statement of action.

3. SELF-EVALUATION OF CURRENT PERFORMANCE

- 3.1 A recent self-evaluation highlights a number of strengths, most notably joint working at operational level and proactive work in the early years. However, there are significant challenges to our performance and the implementation of the SEND reforms. Most notably:
- Compliance with statutory timescales to complete education health and care plans
 - Consistency in the identification of needs
- 3.2 These challenges reflect some of the issues identified by the Ombudsman at national level, and require significant and swift improvement. Our improvement plans described in section 5 of this report outline our priorities for improvement. In addition, Tameside is experiencing significant pressures on its High Needs budget. The estimated position on High Needs for 2019-20 is an in-year overspend of £5.8m.
- 3.3 In 2020-21 Tameside will receive an increase to its High Needs budget of £3.817m. This additional funding is very much welcomed, however it would still leave a shortfall of £1.971m based on current projections. This assumes that we see no further growth in EHCP's, which is unlikely based on current trends of assessment, and does not take into account the 2019-20 expected DSG deficit estimated to be £2.560m. This would mean a cumulative deficit in excess of £4.5m in 2020/21.
- 3.4 The table below provides a response to key question raised by the Ombudsman in the focus report. The table has been compiled jointly by senior education, health and social care staff.

Key questions – does your council?	Local Area Response
<p>Have resources and systems in place to meet statutory timescales for EHC assessments and annual reviews?</p>	<p>This is a challenge for all teams. The rapid increase in both the number of requests for assessment and the numbers of plans maintained is significant. Although timeliness is improving it is below the national average. Some notable investment has been made service capacity has not increased in line with the increase in demand.</p> <p>Education Assessments are increasingly completed in a timely manner, core staff are available to support. Systems are in place to ensure we can deliver. For psychological advice the resource is available. The budget for this has been increased by £300k this year. However, we must be mindful that spending is kept within the budget envelope provided for the Education Psychology Service, whilst ensuring we achieve value for money in the provision of the service.</p> <p>We are improving our offer around annual reviews and the SEN team are now able to request updated advice to inform decision making at or following annual reviews.</p> <p>Children’s Social Care Consistent representation on panel. Advice template in place to support advice shared as part of statutory assessment, some challenges around timeliness of advice shared and the coordination of this but this is developing.</p> <p>Health Services There are capacity issues within health services that impact statutory timescales for EHC assessments. Services most affected include almost all therapy services and also neurodevelopmental diagnostic pathway services. If children are known to services then ISCAN have a system to track and ensure advice is completed within the statutory timeframe wherever possible.</p> <p>The ICFT are undertaking a capacity and demand review of ISCAN (Integrated Service for Children with Additional Needs). Commissioners are working with the services and anticipate conclusion by the end of January.</p>

<p>Have strong partnerships at a senior level in health, education and social care to jointly commission services for EHC assessments and provision, and to address problems and complaints when they arise?</p>	<p>Tameside's strategic commission ensures that senior decision makers work together to plan and commission services.</p> <p>However, our self-evaluation notes that despite an improved use of data to monitor performance, more needs to be done to ensure the joint commissioning of services is consistent and that young people and families are engaged in coproduction.</p> <p>To specifically support SEND commissioning a SEND Joint Commissioning Group has recently been set up and has agreed a SEND Joint Commissioning Strategy to focus all agencies on key priorities.</p> <p>Education, health and social care colleagues are represented at panel. Access to specific health assessments, interventions and provision of services is in line with universal referral pathways but are unfortunately limited by waiting times.</p> <p>In addition we are also currently reviewing the Transition Pathway and Protocol to ensure there is a more effective transition planning process in place for young people and their families and carers. This will include multi-disciplinary planning in terms of future care and support needs, including employment and housing.</p>
<p>Have processes in place to consider joint funding between services and resolve funding disagreements between health, care and education?</p>	<p>More needs to be done to ensure that processes are robust. This is a key priority for in the new Joint Commissioning Strategy.</p>
<p>Provide clear guidance to professionals who provide evidence for EHC assessments as to the level of detail and specificity required in their reports to enable SEN officers to draft thorough and legally compliant EHC plans?</p>	<p>Advice templates - have been co-produced with partner agencies and disseminated by the SEN Team through team meetings across education/health/social care.</p> <p>There is a standardised template for Psychological Advice that is compliant with the Children and Families Act and guidance. All EPs that we commission from whatever source use the same template.</p> <p>A recent review highlighted the need to ensure that health reports support EHCP admin team to draw information and is being taken forward by the SEND Health Group. Health advice (medical, therapist and mental health) are provided on a standard template. Further work is needed to improve wording of provision to ensure that it is as specific as can be.</p>

Embed complaint systems into any new delivery arrangements and provide clear advice and signposting to families who need to make a complaint?	Standard letters used in the statutory process includes advice around signposting/complaints/disagreement resolution.
Obtain the consent of young people with capacity, when a complaint is raised on their behalf – or empower them to speak up in their own right?	We will ask our new co-production group to look at our complaints process to ensure young people are involved and included.
Provide all relevant officers with training on the law for children and young people with SEN and disabilities?	IPSEA training has been attended by all SEND caseworkers. Ongoing DfE training is encouraged as appropriate – we have also developed guidance in the team around key areas of legislation and promote clear language to develop transparency.
Have systems in place to check that provision in an EHC plan has been secured and is being provided to the child or young person?	<p>Review paperwork has been developed by the service in partnership with special schools to develop all aspects of this paperwork to ensure it was user friendly.</p> <p>This was shared through SENCO Clusters to ensure the expectations of the review.</p>
Ensure any changes to policies or eligibility criteria are checked by legal advisers to ensure the new service standard is lawful? We advise councils to keep to the wording in law and guidance as much as possible to avoid misunderstanding of the legal tests to be applied.	The SEN team is beginning to improve its liaison with legal service. It has not been standard practice. This is an area for improvement.
Ensure Panel decisions are transparent and properly take into account the needs and evidence presented, with clear reasoning recorded? Parents and young people should be able to understand how a decision has been reached.	<p>Statutory panels are much more robust, notes are taken. Outcomes are clearly recorded and ensure caseworkers are confident in the message to young people/family.</p> <p>We are developing forward planning meetings following a decision not to assess/issue a plan to further support young people/parents to understand how a decision is reached.</p>
Learn lessons from complaints received, including identifying any systemic issues which may affect others?	Managers in the SEN team reflect with team on findings via team briefs/team meetings or on an individual basis where appropriate. New guidance has been introduced around processes/legal/conduct etc which the team have responded well to by team members.

4. COMPLAINTS

4.1 The tables below provide an overview of the number of complaints received by the service in this calendar year.

Pupil Numbers	Total all SEND in Tameside schools	No of requests for assessment	No of plans finalised	No of plans maintained
35277	5438	481	406	1572

Number of complaints stage 1	Number of complaints stage 2	Number of complaints to LGO	Mediation Requests	Number resolved at mediation	Tribunal Requests	Of which we conceded
22	3	1	27	18	7	6

5. IMPROVEMENT PLANS

5.1 Colleagues from education, health and care teams have worked intensively together to complete and review our self-evaluation and critically to agree and implement an SEND improvement Plan. The key improvement priorities are outlined in slide 14-18 of Appendix A to this report.

5.2 In addition, a strategic SEND review has been carried out, involving all schools and academies. We are currently in the implementation planning stage which will include fully costed implementation plans. Implementation of the review will increase specialist capacity and increase capacity within mainstream schools establishing more inclusive provision.

5.3 The initial key actions identified in the plan will be start to be implemented from September 2020, these actions are:

- Developing more provision in borough (resource bases/satellite provision/post 16) to avoid costs in out of borough placements.
- Looking at Neighbourhood working to improve SEND support in the locality.
- A full review of top up funding.

6. CONCLUSIONS

6.1 Tameside like many local areas has found implementing SEND Reforms challenging. Our implementation has not been consistent and capacity challenges and changes in leadership have negatively impacted upon this. Recent joint work means that we have a robust self-evaluation in place, tested via peer challenge.

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

7. RECOMMENDATIONS

7.1 As set out on the front of the report

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Report To:	EXECUTIVE CABINET
Date:	12 February 2020
Executive Member / Reporting Officer:	Cllr Ryan – Executive Member (Finance and Economic Growth) Dr Ash Ramachandra – Lead Clinical GP Kathy Roe – Director of Finance
Subject:	STRATEGIC COMMISSION AND NHS TAMESIDE AND GLOSSOP INTEGRATED CARE FOUNDATION TRUST – CONSOLIDATED 2019/20 REVENUE MONITORING STATEMENT AT 31 DECEMBER 2019 AND FORECAST TO 31 MARCH 2020
Report Summary:	<p>With a gross budget for 2019/20 in excess of £948m, as at month 9 the Integrated Commissioning Fund has a forecast net spend of £619.6m, against a net budget of £617.2m. The forecast overspend of £1.550m is primarily driven by Children's Services, offset by contingency and capital financing. Further detail on the economy wide position is included at Appendix 1.</p> <p>The forecast has got worse from last month by £1.252m, mainly due to increased costs in Children's Services.</p>
Recommendations:	<p>Members are recommended to :</p> <ol style="list-style-type: none">1. Acknowledge the significant level of savings required during 2019/20 and beyond to deliver a balanced recurrent economy budget together with the related risks which are contributing to the overall adverse forecast.2. Acknowledge the significant financial pressures facing the Strategic Commission, particularly in respect of Children's Social Care, Acute, and Growth.3. Approve the acceptance of the Urban Tree Challenge grant funding set out in paragraph 2.4.4. Note the write offs of irrecoverable debt for the period 1 October to 31 December 2019.
Links to Community Strategy:	Budget is allocated in accordance with the Community Strategy
Policy Implications:	Budget is allocated in accordance with Council Policy
Financial Implications: (Authorised by the Section 151 Officer & Chief Finance Officer)	<p>This report provides the 2019/20 consolidated financial position statement at 31 December 2019 for the Strategic Commission and ICFT partner organisations. For the year to 31 March 2020 the report forecasts that service expenditure will exceed the approved budget in a number of areas, due to a combination of cost pressures, shortfalls in income and non-delivery of savings. These pressures are being partially offset by savings and additional income in Capital and Financing, Corporate and Contingency budgets which may not be available in future years.</p> <p>The report emphasises that there is a clear urgency to implement associated strategies to ensure the projected funding</p>

gap in the current financial year is addressed and closed on a recurrent basis across the whole economy. The Medium Term Financial Plan for the period 2019/20 to 2023/24 identifies significant savings requirements for future years. If budget pressures in service areas in 2019/20 are sustained, this will inevitably lead to an increase in the level of savings required in future years to balance the budget.

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.

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

There is a statutory requirement for the Council to deliver a balanced budget whilst ensuring all services deliver value for money. 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 and to enable the two organisations to determine how the budget gap will be addressed.

Risk Management:

Associated details are specified within the presentation.

Failure to properly manage and monitor the Strategic Commission's budgets will lead to service failure and a loss of public confidence. Expenditure in excess of budgeted resources is likely to result in a call on Council reserves, which will reduce the resources available for future investment. The use and reliance on one off measures to balance the budget is not sustainable and makes it more difficult in future years to recover the budget position.

Background Papers:

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

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



Telephone:0161 342 5609



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

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



Telephone:0161 342 5626



e-mail: tracey.simpson@nhs.net

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



Telephone:0161 922 4624



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

1. BACKGROUND

1.1 This report aims to provide an overview on the financial position of the Tameside and Glossop economy in 2019/20 at the 31 December 2019 with a forecast projection to 31 March 2020. Supporting details for the whole economy are provided in **Appendix 1**.

1.2 The report includes the details of the Integrated Commissioning Fund (ICF) for all Council services and the Clinical Commissioning Group. The total gross revenue budget value of the ICF for 2019/20 is currently £948 million.

1.3 It should be noted that the report also includes details of the financial position of the Tameside and Glossop Integrated Care NHS Foundation Trust. This is to ensure members have an awareness of the overall Tameside and Glossop economy position. Reference to Glossop solely relates to health service expenditure as Council services for Glossop are the responsibility of Derbyshire County Council.

1.4 Please note that any reference throughout this report to the Tameside and Glossop economy refers to the three partner organisations namely:

- Tameside and Glossop Integrated Care NHS Foundation Trust (ICFT)
- NHS Tameside and Glossop CCG (CCG)
- Tameside Metropolitan Borough Council (TMBC)

2. FINANCIAL SUMMARY

2.1 As at 31 December 2019 the Integrated Commissioning Fund is forecasting to spend £619.6m against an approved net budget of £618.1m, **an over spend of £1.550m**. This is primarily driven by Children's Services, Growth, Acute and CCG TEP shortfall, offset by contingency and capital financing, Primary Care and Continuing Care. The deteriorating position this month is due to an increase in Children's Services costs. Further detail is included at **Appendix 1**.

Children's Social Care Services

2.2 While the overall size of the Looked After population has been relatively stable since Month 6 (709 at 15 Jan), the forecast position has deteriorated by a further £1,697k at Month 9. This is largely due to changes in the placement mix and includes:

- Increased number of higher tier placements
- Exceptional costs for specialist bespoke provision.
- Significant rise in legal costs/complexity of court activity
- The number of young people in transitional placements.

2.3 In seeking to address these issues, work is actively under way to implement the Placement Sufficiency Plan, focusing on improvements across strategic commissioning, placement procurement and brokerage, contract management and quality assurance. Alongside this, the Placement and Permanence panel is individually reviewing each placement.

Urban Tree Challenge Fund

2.4 The Operations & Neighbourhoods Directorate have been offered a grant of £92k from the Urban Tree Challenge Fund to plant and establish urban or peri-urban trees. The grant requires match funding which can be met from the existing budgets for labour and equipment in Operations and Greenspace. Members are asked to approve acceptance of this grant.

3. IRRECOVERABLE DEBTS

- 3.1 **Appendix 2** details the Council's irrecoverable debts over £3,000 that have been written off in the period 1 July to 30 September 2019.

4. RECOMMENDATIONS

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

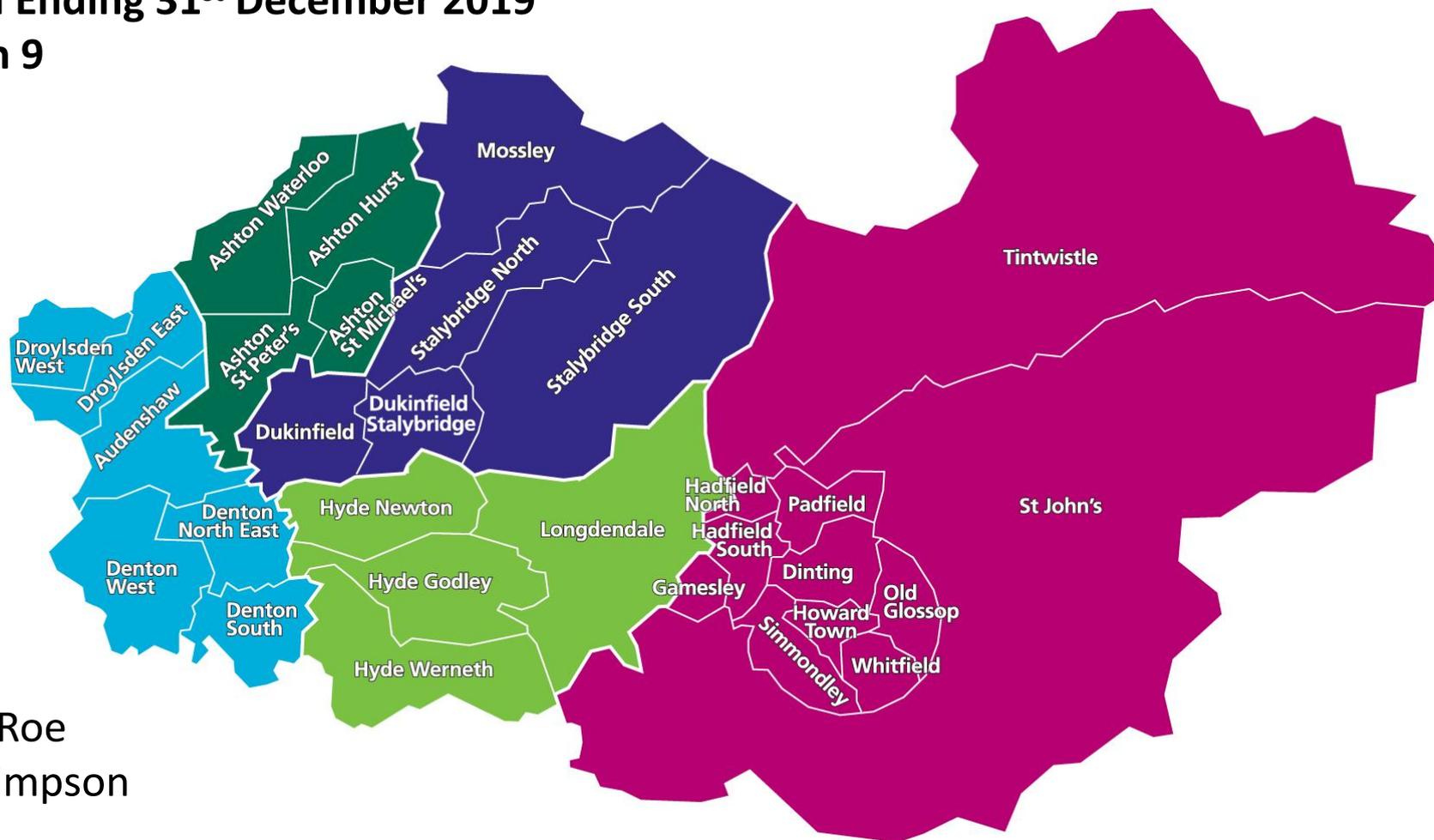
Tameside and Glossop Integrated Financial Position

financial monitoring statements

Period Ending 31st December 2019

Month 9

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Kathy Roe
Sam Simpson

Integrated Financial Position Summary Report

Economy Wide Financial Position	3
Tameside and Glossop Integrated Commissioning Fund	4 – 5
Integrated Care Foundation Trust	6

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.

Tameside & Glossop Integrated Economy Wide Financial Position

Children's Services **£8,353k**

Children's services continue to present the most significant financial risk to the Integrated Commissioning Fund, both for the 2019/20 forecasts and future year budgets.

At M9 the size of the pressure has increased again as a result of an increase in the number of higher tier placements and increased legal costs.

QIPP **£11,000k**

As at M9 we are confident that the CCG QIPP target of £11m will be achieved in full in 2019/20.

As such net risk reported to NHSE has been reduced to zero.

Message from the Directors of Finance

While this report focuses on the M9 financial position for 2019/20, a significant portion of our time at the moment is focused on planning for 2020/21 and beyond.

At the time of writing, NHS planning and operational guidance has not yet been published. But irrespective of this, we know that next year will be another challenging year financially. Provisional targets based on our Long Term Plan and assuming receipt of FRF at the ICFT, show that savings of £55.24m are required across the economy in 2020/21 (£12.50m CCG, £9.46m ICFT & £33.28m TMBC).

We already have a programme of savings schemes and initiatives in place across the economy, which will help towards delivery of our savings targets. But it is clear that more work is required to fully address the long term recurrent gap.

The Tameside and Glossop system has an excellent track record of joint working, underpinned by robust governance, effective relationships and a clear focus on the importance of integration.

It is important that this momentum and the spirit of joint working continues into the new financial year, as we seek to identify and deliver new savings. Financial Improvement Board and the TEP Assurance Group will be key to delivery of new savings at the ICFT, while Star Chamber and Finance & QIPP Assurance Group will perform a similar role within the Strategic Commissioner.

Forecast Position £000's	Forecast Position		
	Net Budget	Net Forecast	Net variance
CCG Expenditure	421,272	421,272	0
TMBC Expenditure	196,803	198,353	(1,550)
Integrated Commissioning Fund	618,075	619,625	(1,550)
ICFT - post PSF Agreed Deficit	(5,686)	(5,686)	0
Economy Wide In Year Deficit	(5,686)	(7,236)	(1,550)

Tameside & Glossop Integrated Commissioning Fund

With a gross budget for 2019/20 in excess of £948m, as at month 9 the Integrated Commissioning Fund has a forecast net spend of £619.6m, against a net budget of £618.1m. The forecast overspend at month 9 is £1.550m which is £1.2m deterioration from last month. This movement is due mainly to a significant deterioration in the forecast outturn position for Children's Social Care Services.

Forecast Position £000's	Forecast Position					Net Variance	
	Expenditure Budget	Income Budget	Net Budget	Net Forecast	Net Variance	Previous Month	Movement in Month
Acute	214,112	0	214,112	215,255	(1,143)	(906)	(236)
Mental Health	38,064	0	38,064	38,881	(817)	(830)	13
Primary Care	84,927	0	84,927	84,661	265	616	(351)
Continuing Care	15,823	0	15,823	15,521	302	631	(329)
Community	33,520	0	33,520	33,512	8	9	(1)
Other CCG	29,662	0	29,662	28,278	1,384	480	904
CCG TEP Shortfall (QIPP)	0	0	0	0	0	(101)	101
CCG Running Costs	5,164	0	5,164	5,164	(0)	0	(0)
Adults	84,285	(46,974)	37,311	37,951	(640)	(640)	0
Children's Services	53,632	(5,199)	48,432	56,785	(8,353)	(6,674)	(1,679)
Education	26,348	(20,343)	6,005	6,046	(41)	(41)	(0)
Individual Schools Budgets	119,128	(119,128)	0	0	0	0	0
Population Health	16,262	(170)	16,092	16,327	(235)	(235)	0
Operations and Neighbourhoods	78,840	(28,213)	50,627	49,857	770	770	(0)
Growth	42,940	(33,811)	9,129	9,972	(843)	(842)	(0)
Governance	74,156	(64,926)	9,229	9,042	187	87	100
Finance & IT	9,259	(2,167)	7,092	6,764	328	268	60
Quality and Safeguarding	440	(304)	136	136	(0)	(0)	0
Capital and Financing	10,788	(7,986)	2,803	(1,300)	4,103	3,913	190
Contingency	5,551	(235)	5,316	2,293	3,023	3,023	0
Corporate Costs	5,104	(473)	4,631	4,480	151	175	(24)
Integrated Commissioning Fund	948,003	(329,928)	618,075	619,625	(1,550)	(298)	(1,252)
CCG Expenditure	421,272	0	421,272	421,272	0	(101)	101
TMBC Expenditure	526,731	(329,928)	196,803	198,353	(1,550)	(197)	(1,353)
Integrated Commissioning Fund	948,003	(329,928)	618,075	619,625	(1,550)	(298)	(1,252)

Tameside & Glossop Integrated Commissioning Fund

Forecast Position £000's	Forecast Position					Net Variance	
	Expenditure Budget	Income Budget	Net Budget	Net Forecast	Net Variance	Previous Month	Movement in Month
A: Section 75 Services	329,322	(47,044)	282,278	283,275	(997)	(1,172)	175
B: Aligned Services	398,101	(99,918)	298,183	264,584	33,600	3,345	30,255
C: In Collaboration Services	220,580	(182,966)	37,613	71,766	(34,152)	(2,471)	(31,682)
Integrated Commissioning Fund	948,003	(329,928)	618,075	619,624	(1,550)	(298)	(1,252)

Primary Care **£265k**

The delegated position is currently reporting an underspend of £453k. £384k of this relates to 18/19 cross year (mainly estates).

Enhanced Services (£52k under) are the main driver of the PCDC underspend. Most of this relates to Minor surgery, where there has been a continual year on year downward trend. The reasons for this are currently the subject of further investigation.

Offsetting the PCDC underspend is a £213k over spend on Primary Care IT, relating to the purchase of equipment. While this presents as a pressure this year, it will help to enable savings in the future.

Acute **£1,143k**

While we have overspend with Manchester FT, The Christie and Pennine Acute, this is offset by underspend at Stockport and other providers. Meaning that overall spend with associates is broadly in line with plan and enabling the release of £500k towards QIPP.

Independent Sector (£925k over) is the main driver of overspend in Acute. Pressures at Spa Medica (£422k) and Optegra (£141k) are driven by the increased demand for Ophthalmology services, due to an aging population and introduction of new procedures.

Overspend with BMI (£188k) relates to T&O, where RTT is a known issue for NHS providers. Increased activity at Hyde Physio (£154k over) is forecast to continue and may actually increase once the outcome of Physio First are better understood.

Children's Services **£8,353k**

While the overall size of the Looked After population has been relatively stable since M6 (709 at 15th Jan), the forecast position has deteriorated by a further £1,697k at M9. This is largely due to changes in the placement mix and includes:

- Increased number of higher tier placements
- Exceptional costs for specialist bespoke provision.
- Significant rise in legal costs/complexity of court activity
- The number of young people in transitional placements.

In seeking to address these issues, work is actively under way to implement the Placement Sufficiency Plan, focusing on improvements across strategic commissioning, placement procurement and brokerage, contract management and quality assurance. Alongside this, the Placement and Permanence panel is individually reviewing each placement.

Mental Health **£817k**

While we have a pressure in the core MH directorate (driven by OOA placements), this is offset by reduced MH spend in other areas. For example a reduction in Cat M prices for MH drugs and fewer S117 placements within continuing care.

We are on track to meet our obligations under the Mental Health Investment Standard.

Tameside Integrated Care Foundation Trust Financial Position

Financial performance metric	Month 9			YTD			Annual
	Plan (£000)	Actual (£000)	Variance (£000)	Plan (£000)	Actual (£000)	Variance (£000)	Plan (£000)
Normalised Surplus/(Deficit) before PSF & FRF	(£2,170)	(£2,146)	£24	(£20,056)	(£20,044)	£12	(£25,220)
PSF	£472	£472	£0	£3,072	£3,072	£0	£4,727
FRF	£1,480	£1,480	£0	£9,624	£9,624	£0	£14,807
Surplus/(Deficit) post PSF	(£218)	(£194)	£24	(£7,360)	(£7,348)	£12	(£5,686)
Capital Expenditure	£577	£500	(£77)	£2,958	£1,755	(£1,203)	£3,826
Cash and Equivalents	£1,220	£1,930	£710				£1,220
Trust Efficiency Savings	£1,167	£1,011	(£157)	£8,051	£7,598	(£452)	£11,580
Use of Resources Metric	3	3		3	3		3

Page 60 Summary

- **Revenue** - The Trust has agreed a control with NHSI of **c.£5.686m** after Financial Recovery Fund (FRF) and Provider Sustainability Funding (PSF); for the financial period to **31st December 2019**, the Trust has reported a net deficit of **£194k** post FRF and PSF, which is **£24k (fav.)** better than plan.
- **Forecast Position** – The Trust is forecasting to achieve its control total. The Trust is working closely with its commissioners to address activity and acuity related pressures.
- **Trust Efficiency Programme (TEP)** - The Trust has a target in 2019/20 of **£11.580m** including carried forward schemes from 2018/19. The Trust is forecasting at Month 9 to deliver **c.£11.701m** by the end of the year, this is an improvement in month of **c£134k**.
- **Agency cap** - The Trust has an agency cap of **£9.454m**, but a plan of **£7m**. During Month 9 the Trust spent **£439k** against a plan of **£739k**, reporting an underspend of **£300k** and YTD the Trust is reporting spend of **£4.119m** against a plan **£5.669m**, an underspend of **£1.550m**.
- **Capital** – Capital expenditure is behind plan by **c.£77k** in month and **c.£1.203m** year to date.
- **Cash** – The cash balance is above plan at Month 9 due to receiving a late Q2 PSF payment.

APPENDIX 2

IRRECOVERABLE DEBTS OVER £3000

1 October 2019 to 31 December 2019

Note individuals are anonymised

REF:	DEBT:	FINANCIAL YEAR(S)	BALANCE	REASON
12032379	Council Tax	2015 – 2016 £567.84 2016 – 2017 £816.16 2017 – 2018 £884.00 2018 – 2019 £837.50 2019 – 2020 £314.65	£3420.15	Debt Relief Order granted 21/08/2019
12783694	Council Tax	2006 – 2007 £19.92 2008 – 2009 £199.68 2009 – 2010 £465.95 2010 – 2011 £418.50 2011 – 2012 £93.07 2012 – 2013 £254.78 2013 – 2014 £146.96 2014 – 2015 £45.34 2015 – 2016 £321.44 2016 – 2017 £781.19 2017 – 2018 £165.58 2018 – 2019 £359.86 2019 – 2020 £71.14	£3343.41	Debt Relief Order granted 06/08/2019
COUNCIL TAX		SUB TOTAL – Debt Relief Order	£6763.56	
16130493	Council Tax	2000 – 2001 £340.03 2001 – 2002 £878.08 2002 – 2003 £910.30 2003 – 2004 £968.26 2004 – 2005 £998.84 2005 – 2006 £1048.29 2006 – 2007 £212.92	£5356.72	Bankruptcy Order made 04/02/2016
COUNCIL TAX		SUB TOTAL – Bankruptcy	£5356.72	
COUNCIL TAX IRRECOVERABLE BY LAW TOTAL			£12,120.28	
65508891	Business Rates	Butterworth Marketing Services Ltd Part Ground Floor Beta House Alpha Gate Drive Manchester Road Denton M34 3SH Company Dissolved 29/05/2018	2016 – 2017 £3954.00 2017 – 2018 £2063.81	£6017.81
65576795	Business Rates	Intuitive Foods Ltd Part Ground Floor Beta House Alpha Gate Drive Manchester Road Denton M34 3SH Company Dissolved 20/08/2019	2018 – 2019 £6889.77	£6889.77
65579534	Business Rates	Block G (22 to 29) BW Company Ltd 124 Stamford Street Ashton under Lyne OL6 6XJ Company Dissolved 30/04/2019	2016 – 2017 £3016.42 2017 – 2018 £2656.20 2018 – 2019 £2736.00 2019 – 2020 £221.75	£8630.37

65533187	Business Rates	Easy Salons Denton Ltd Unit 21C Crown Point North Shopping Park Worthington Way Denton M34 3JP Company Dissolved 04/06/2019	2017 – 2018 £1472.78 2018 – 2019 £3710.50	£5183.28
65582851	Business Rates	Jungle Junction Ltd Duke Street Denton M34 2AN Company Dissolved 06/08/2019	2017 – 2018 £9786.00 2018 – 2019 £7594.52	£17,380.52
BUSINESS RATES		SUB TOTAL – Company Dissolved	£44,101.75	
65558360	Business Rates	W M Quinn Group Ltd Park Road Dukinfield SK15 1TA Company in Liquidation 25/10/2018	2016 - 2017 £18,766.45 2017 - 2018 £33,769.50 2018 – 2019 £29,138.33	£81,674.28
65569148	Business Rates	Grey Mare (Glossop) Gun Inn 2 Market Street Hollingworth SK14 8LN Company in Liquidation 22/05/2019	2018 – 2019 £5383.77	£5383.77
65436613	Business Rates	C L Trading Ltd Units 3 – 7 Littlemoss Business Park Littlemoss Road Droylsden M43 7EF Company in Liquidation 19/06/2019	2019 – 2020 £8288.02	£8288.02
65523845 65523876	Business Rates	Essential Learning Company Ltd 200A Market Street Hyde SK14 1HB Company in Liquidation 08/02/2019	2018 – 2019 £6792.01	£6792.01
65544545	Business Rates	Bonilla Enterprise Ltd Gun Inn 2 Market Street Hollingworth SK14 8LN Company in Liquidation 18/06/2018	2017 – 2018 £1756.01 2018 – 2019 £1730.38	£3486.39
BUSINESS RATES		SUB TOTAL – Company in Liquidation	£105,624.47	
65017548 65461381 65527144	Business Rates Anonymised as an individual	65017548 2015 – 2016 £1223.79 2016 – 2017 £1609.85 2017 – 2018 £856.70 65461381 2014 – 2015 £3634.72 65527144 2015 – 2016 £1034.85 2016 – 2017 £3531.07	£11,890.98	Bankruptcy Order made 27/07/2018
65516533	Business Rates Anonymised as an individual	2016 – 2017 £87.15 2017 – 2018 £1843.26 2018 – 2019 £2021.16	£3951.57	Bankruptcy Order made 25/05/2018

65583090	Business Rates Anonymised as an individual	2018 – 2019 £4826.30	£4826.30	Bankruptcy Order made 15/03/2019
BUSINESS RATES		SUB TOTAL – Bankruptcy	£20,668.85	
65517574	Business Rates	Paton Brown (Sales Promotions) Ltd Units 6 – 7 Alexandria Court Alexandria Drive Ashton under Lyne OL7 0QN Company Voluntary Arrangement 27/03/2019	2018 – 2019 £13,805.00	£13,805.00
65060849	Business Rates	Carpetright PLC 18 – 28 Stockport Road Denton M34 6AB Company Voluntary Arrangement 30/04/2018	2018 – 2019 £4476.33	£4476.33
BUSINESS RATES		SUB TOTAL – Company Voluntary Arrangement	£18,281.33	
65537011	Business Rates	R Etchells & Sons Ltd Unit 3 The Glover Centre Egmont Street Mossley OL5 9PY Company in Administration 23/12/2016	2016 – 2017 £2067.60 2017 – 2018 £1543.37	£3610.97
BUSINESS RATES		SUB TOTAL – Company in Administration	£3610.97	
BUSINESS RATES IRRECOVERABLE BY LAW TOTAL			£192,287.37	
81820102	Overpaid Housing Benefit Anonymised as an individual	04/10/2015 – 12/09/2016 £4041.03	£4041.03	Bankruptcy Order made 30/05/2019
OVERPAID HOUSING BENEFIT		SUB TOTAL – Bankruptcy	£4041.03	
OVERPAID HOUSING BENEFIT IRRECOVERABLE BY LAW TOTAL			£4041.03	
4002544	Sundry Debts Highways Works	Carillion Construction Malthouse Elevator Road Trafford Park Manchester M17 1BR Company in Liquidation 15/12/2018	2015 – 2016 £19,440.78	£19,440.78
SUNDRY DEBTS		SUB TOTAL – Company in Liquidation	£19,440.78	
SUNDRY DEBTS IRRECOVERABLE BY LAW TOTAL			£19,440.78	

DISCRETION TO WRITE OFF OVER £3000

65536261	Business Rates Anonymised as an	2015 – 2016 £5886.00 2016 – 2017 £5808.00 2017 – 2018 £439.83	£12,133.83	Absconded, no trace
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	individual			
65525766	Business Rates Anonymised as an individual	2016 – 2017 £4568.19 2017 – 2018 £1418.36	£5986.55	Absconded, no trace
65532504	Business Rates Anonymised as an individual	2016 – 2017 £3247.29 2017 – 2018 £2217.25	£5464.54	Absconded, no trace
BUSINESS RATES		SUB TOTAL – Absconded, no trace	£23,584.92	
65499829 65447408	Business Rates Anonymised as an individual	65499829 2014 – 2015 £3034.85 2015 – 2016 £291.38 65447408 2012 – 2013 £2789.29 2013 – 2014 £1043.80	£7159.32	Deceased 27/04/2018, no estate
BUSINESS RATES		SUB TOTAL – Deceased, no estate	£7159.32	
65516762 65423365	Business Rates	Car Sales (Dukinfield) Ltd Unit 2, 69 Park Road Dukinfield SK16 5LX Recovery Exhausted, no longer trading	2014 – 2015 £5765.24 2015 – 2016 £6454.00 2016 – 2017 £4041.77	£16,261.01
BUSINESS RATES		SUB TOTAL – Recovery Exhausted	£16,261.01	
BUSINESS RATES DISCRETIONARY WRITE OFF TOTAL			£47,005.25	
681678	Sundry Debts, Residential Care charges	2015 – 2016 £9283.51	£9283.51	Deceased 26/02/2016, no estate
4002576	Sundry Debts, Residential Care charges	2015 – 2016 £6128.32 2016 – 2017 £9163.96 2017 – 2018 £8444.13	£23,736.41	Deceased 20/09/2017, no estate
4006086	Sundry Debts, Residential Care charges	2013 – 2014 £551.69 2014 – 2015 £8830.49 2015 – 2016 £5927.29 2016 – 2017 £313.81	£15,623.28	Deceased 20/06/2016, no estate
4020439	Sundry Debts, Residential Care charges	2018 – 2019 £3440.80	£3440.80	Deceased 12/03/2019, no estate
4012975	Sundry Debts, Residential Care charges	2016 – 2017 £1748.30 2017 – 2018 £3143.75	£4892.05	Deceased 19/08/2017, no estate

4017994	Sundry Debts Residential Care Charges	2016– 2017 £8322.16 2017 – 2018 £6105.64	£14,427.80	Deceased 05/09/2019, no estate
4015770	Sundry Debts, Homecare Charges	2015 – 2016 £3535.56 2016 – 2017 £4551.53 2017 – 2018 £2227.44	£10,314.53	Deceased 18/06/2017, no estate
713630	Sundry Debts, Residential Care and Homecare Charges	2011- 2012 £1790.24 2014 – 2015 £877.00 2016 – 2017 £490.87 2017 – 2018 £3450.53 2018 – 2019 £2908.78 2019 – 2020 £1368.68	£10,886.10	Deceased 05/09/2019, no estate
SUNDRY DEBTS		SUB TOTAL – Deceased, no estate	£92,604.48	
4016407	Sundry Debts, Overpayment of Carers Allowance	2015 – 2016 £5307.42	£5307.42	Recovery Exhausted
SUNDRY DEBTS		SUB TOTAL – Recovery Exhausted	£5307.42	
SUNDRY DEBTS DISCRETIONARY WRITE OFF TOTAL			£97,911.90	

SUMMARY OF UNRECOVERABLE DEBT OVER £3000

SUMMARY OF UNRECOVERABLE DEBT OVER £3000		
IRRECOVERABLE by law	Council Tax	£12,120.28
	Business Rates	£192,287.37
	Overpaid Housing Benefit	£4041.03
	Sundry	£19,440.78
	TOTAL	£227,889.46

DISCRETIONARY write off – meaning no further resources will be used to actively pursue	Council Tax	NIL
	Business Rates	£47,005.25
	Overpaid Housing Benefit	NIL
	Sundry	£97,911.90
	TOTAL	£144,917.15

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Report to:	EXECUTIVE CABINET
Date:	12 February 2020
Executive Reporting Officer:	Member/ Councillor Brenda Warrington, Executive Leader of Tameside Council Councillor Oliver Ryan, Executive Member for Finance & Economic Growth Dr Ashwin Ramachandra (Joint Chair of NHS Tameside & Glossop CCG) Dr Asad Ali – (Joint Chair of NHS Tameside & Glossop CCG) Sandra Stewart – Director of Governance & Pensions Sarah Threlfall – Assistant Director - Policy, Performance & Communications
Subject:	BUDGET CONVERSATION 2020-21
Report Summary:	<p>It is important that Tameside and Glossop Strategic Commission (Council and CCG) understand the priorities of the public – local residents, businesses, patients and service users. A public engagement exercise was launched between 13 December 2019 and 15 January 2020 to understand their priorities for spending within the context of the financial challenges facing public services. This engagement took the form of a conversation with the public on providing sustainable public services for the future, and encouraging residents to see themselves as citizens, not just consumers of services. The public were encouraged to leave comments and feedback through the Big Conversation including ideas and suggestions for saving money and improving services. The conversation has also been undertaken via attendance at existing meetings/forums supported by a communications campaign.</p> <p>This report covers four key elements:</p> <ol style="list-style-type: none">1. Outlines the results of the Budget Conversation 2020/21 and the communication / publicity conducted to promote the consultation (Section 2.0 to 4.0)2. Details key findings from thematic engagement and consultation in 2019. This review of all thematic activity in 2019 pulls out key and cross-cutting themes that will have relevance to future priorities and spending plans (Section 5.0)3. Feedback from engagement with Scrutiny Panels (Section 6.0)4. Proposals for the statutory consultation with business rate (NNDR) payers (specific local government requirement) (Section 7.0)
Recommendations:	It is recommended that Executive Cabinet note the content of the report.

- Links to Corporate Plan:** An effective conversation with the public informs the budget setting process and ensures the budget aligns with the priorities of local people and the organisation's Corporate Plan.
- Policy Implications:** The budget reflects the policy choices that the Council and CCG intends to pursue. The outputs from the conversation with the public will inform the budget setting for 2020/21 and in turn that budget will have implications for future policy.
- Financial Implications:** The feedback from the budget conversation will be reported to members and will be considered as part of the setting the Councils budget. The final report will be considered at the Council at the meeting on 25 February 2020.
- Legal Implications:** The Council is under a statutory duty to consult ratepayers under section 65 of the Local Government Finance Act 1992 and the Non-Domestic Ratepayers (Consultation) Regulations 1992
- Risk Management :** The Council and CCG have statutory duties to engage and consult with the public. Failure to engage on the spending priorities and proposed changes to the budget could lead to challenge and negative public attitude.
- Access to Information :** The background papers relating to this report can be inspected by contacting Jody Smith, Policy & Strategy Service Manager, Governance and Pensions.



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1. BACKGROUND

- 1.1 This report provides the findings from the conversation on the 2020/21 budget for Tameside & Glossop Strategic Commission (Tameside Metropolitan Borough Council and NHS Tameside & Glossop Clinical Commissioning Group). The Strategic Commission continues to face major financial challenges - we have had to save £160 million in the last 6 years. We have to save a further £33 million over this year and next to balance the budget.
- 1.2 The Budget Conversation approach supports the public (local residents, businesses, patients and service user) in understanding the tough choices and decisions required when shaping the Strategic Commission budget and also to understand the public's priorities.
- 1.3 This report covers four key elements:
1. Outlines the results of the Budget Conversation 2020/21 and the communication / publicity conducted to promote the consultation (Section 2.0 to 4.0). This was the second time an engagement exercise focussing on identifying the priorities of the public in terms of the budget has been undertaken by the Strategic Commission jointly as two organisations as opposed to the Council alone. All work to deliver the Budget Conversation has been undertaken within existing staff budgets.
 2. Details key findings from thematic engagement and consultation in 2019. This review of all thematic activity in 2019 pulls out key and cross-cutting themes that will have relevance to future priorities and spending plans (Section 5.0)
 3. Feedback from engagement with Scrutiny Panels (Section 6.0)
 4. Proposals for the statutory consultation with business rate (NNDR) payers (specific local government requirement) (Section 7.0)

2. EXECUTIVE SUMMARY

- 2.1 The key headlines from the Budget Conversation 2020/21 are:
- Undertaken between 13 December 2019 and 15 January 2020
 - Information on the Budget Conversation was directly e-mailed to over **30,000** individual contacts
 - Information was shared directly with over **100** groups / networks.
 - **41** Budget Conversation social media posts reached our followers **50,661 times**
 - A total of **859** engagements. This is based on:
 - **282** survey responses
 - **536** contacts at dedicated engagement, drop-in sessions and other meetings
 - **17** e mails
 - **1** letter in The Reporter
 - **23** social media responses
 - The key themes emerging from the Budget Conversation are outlined below. These are based on the full range of feedback received during the Budget Conversation including survey responses and wider comments (e.g. feedback and drop-in sessions, e mails, social media and letters)

Suggested spending priorities for the Tameside & Glossop Strategic Commission in 2020/21 and future years

- Education and Schools
- Older People Social Care
- Healthcare Services in General
- Maintenance of Roads and Highways
- Children's Social Care
- Street Cleanliness/Fly-tipping
- Emergency Services: Police And Fire

- Mental Health Services
- Primary Care Specifically: GPs, Dentists, Pharmacies, Opticians
- Waste/Recycling
- Investment in Town Centres
- Public Transport
- Youth Clubs and Leisure Facilities

Ideas or suggestions for how we might deliver services more efficiently, save money or raise revenue¹

- Working Practices and Culture should be More Efficient
- Work Closer with Other Councils or Public Sector Partners such as Police, Hospital, Fire Service or Voluntary Sector
- Preventative Early Help Investment to Save Money on Service Costs in the Future
- Encourage Volunteering and Community Action
- Reiteration of Spending Priorities Identified in Previous Question
- Increase Fees, Charges or Fines
- Work with or Support Local Businesses
- More Effective or Better Advertising and Communication
- Reduce or Stop Outsourcing
- Utilise Existing Owned Buildings Better

The full list of themes emerging from the Budget Conversation survey can be found at **Appendix A.**

3. BUDGET CONVERSATION

- 3.1 The Budget Conversation was launched on 13 December 2019 and finished on 15 January 2020. Due to stipulations around the pre-election period the Budget Conversation had to be launched following the General Election which took place on 12 December 2019 – reducing the originally planned engagement period from eight weeks to four weeks.
- 3.2 The conversation was used to educate and inform the public on the Strategic Commission's budget and its financial challenges whilst also allowing feedback and ideas on how services can be improved and savings made. The conversation focussed primarily on two questions:
- What do you think should be the spending priorities for the Tameside & Glossop Strategic Commission in 2020/21 and future years?
 - Do you have ideas or suggestions for how we might deliver services more efficiently, save money or raise revenue?
- 3.3 The Budget Conversation was open to all as everyone has the right to contribute their views on what they feel our priorities should be now and in future years. The public were provided with an opportunity to leave comments and feedback through the Big Conversation – available on both the Council and CCG websites. Dedicated webpages to the Budget Conversation were created explaining all aspects of the conversation with links to the feedback form. A dedicated email account was also provided to enable public / service users / businesses to submit any comments.

¹ This list excludes those who stated no comment / provided no answer to this question (33.3%) and those who made a one off comment relating to a specific topic which could not be analysed within a wider theme (5.7%)

- 3.4 Postcards were also available in Libraries, Children's Centres and Civic buildings for those who wished to submit their comments in writing / via post.
- 3.5 The conversation also took place through attendance at a number of meetings / forums and was promoted extensively via existing groups / networks (further detail at 3.10 to 3.12).
- 3.6 A series of information slides were produced providing context to the Budget Conversation and the considerations the Strategic Commission must take into account to deliver a balanced budget. These covered:
- The total amount of money spent by the Strategic Commission and the savings required
 - Change in funding over time – decreased significantly
 - Where the Strategic Commission's money comes from: Government, Business rates, Council Tax and Income.
 - How the Strategic Commission currently spends its money – examples
 - The Strategic Commission's main spending areas and examples of services provided
 - Examples of helping to address challenges facing the area
 - Examples of new ways we have delivered services and are investing in the future, based around co-operative approaches to working

In addition to being hosted on the dedicated webpages these slides were also presented at the meetings / forums where Budget Conversation was discussed.

- 3.7 The conversation with Glossop residents related only to health services commissioned by Tameside & Glossop Strategic Commission. Engagement material was tailored accordingly.

Communications/Promotion

- 3.8 To support the engagement activity, a full programme of communications was undertaken. This included infographics used to help explain the Strategic Commission's budget and spend. These were used on social media, the web pages and other publicity material.
- 3.9 The following channels were used to communicate to the public and wider stakeholders (including staff) that the engagement was taking place:
- Press Release
 - Tameside Council and Tameside & Glossop CCG websites
 - Twitter
 - Facebook
 - Leader's Blog
 - Leader's Column and other articles in Tameside Reporter and Manchester Weekly News
 - Staff Portal
 - Chief's Executive Brief
 - Wire
 - Public sector partner's newsletters, e-mails, websites etc.
 - Partnership Engagement Network
 - Purple Wi-Fi Mailing List
 - Big Conversation Mailing List
 - Information Ambassador's Network Mailing List
 - Tameside Food Partnership Mailing List
 - Tameside Tobacco Free Partnership List

Engagement

- 3.10 In addition to promotion through written communications the Budget Conversation was also promoted in a number of other ways. These include via:

- Partnership Engagement Network - a network of **377** contacts public, patients, stakeholders, partners and voluntary and community sector.
- Big Conversation - **143** members of the public who have signed up to receive regular updates on consultations and engagement opportunities across Tameside and Glossop.
- Purple Wi-Fi - a list of over **29,000** members of the public who have accessed the free Wi-Fi service across Tameside and agreed to receive marketing emails. This was sent on two occasions, once in December and once in January.
- All Patient Neighbourhood Groups were contacted and engaged in regards to the Budget Conversation.

3.11 The Budget Conversation was also promoted via existing groups / networks. Information was sent directly to **over 100** groups / networks. Service areas / commissioning teams across the Strategic Commission were also encouraged to share details widely across Tameside & Glossop.

3.12 During the budget conversation we have endeavoured to engage with people from all equality groups. Engagement has been undertaken across all age groups – including young, working age and older people. **5** dedicated engagement sessions and **8** drop-in sessions were also undertaken. The drop-in sessions were held at Tameside libraries, Ashton Market (Wellbeing Corner), and Dukinfield Town Hall which enabled engagement with a variety of different community groups / service users who use those facilities. Details of these sessions and the key themes arising from these are outlined within Section 4.0 of this report.

4. BUDGET CONVERSATION ANALYSIS

4.1 Analysis of the budget conversation and key themes emerging from this are outlined in section 4.0. these are based on feedback taken from:

- **282** survey responses
- **17** e mails
- feedback from **5** dedicated engagement and **8** drop-in sessions
- **23** social media comments
- **1** letter in the reporter

Survey

4.2 A total of **282** people completed the Budget Conversation survey.

4.3 **Appendix B** outlines the achieved sample compared to the Tameside & Glossop population.

4.4 Table 1 details the achieved sample from the survey by postcode sector compared to the Tameside & Glossop population. The achieved sample figures are based on the **76%** of respondents who provided a valid Tameside & Glossop postcode sector in response to Question 2: Please select the first part of your postcode from the options below.

Table 1: Achieved Sample by Postcode Sector

Postcode Sector	Tameside & Glossop Households ² (%)	Achieved sample (%)
M34 – Denton / Audenshaw	18.5	14.5
M43 – Droylsden	9.0	4.2
OL5 – Mossley	4.6	7.0
OL6 – Ashton (Hurst / St. Michaels)	11.6	17.3
OL7 – Ashton (Waterloo / St. Peters)	6.6	9.3
SK14 – Hyde	18.2	17.8
SK15 – Stalybridge	10.9	16.8
SK16 - Dukinfield	7.7	8.9
SK13 - Glossop	12.7	4.2

- 4.5 The tables above detail the achieved sample from the survey, against the Tameside & Glossop population. Respondents who did not specify a particular characteristic have been removed from these figures. This has not impacted on considering their views just reporting their demographic profile.
- 4.6 Weighting the data to account for over and under-sampling of particular sections of the population is not necessary, given that the budget conversation was available via the Big Conversation web pages on both the Council and CCG websites. It was open to all residents / members of the public and was not a fixed/controlled sample. No personal data was collected as part of the consultation process.
- 4.7 A total of **282** respondents also stated their interest in the consultation (Question 1). **216** of respondents (**76.6%**) were a resident of the area. Responses are detailed in table 2.

Table 2: Respondent's interest in consultation

Interest in Issue	%
I am a resident of the area	76.6
I work in the area	5.3
I spend my free time in the area	0.0
I have family in the area	0.0
I am an employee of either Tameside Council, Tameside and Glossop Clinical Commissioning group, or another public sector organisation based in the area	7.1
I am a representative or member of a charity or voluntary group based in the area	1.1
Other	9.9

- 4.8 The Budget Conversation asked two key questions:
- What do you think should be the spending priorities for the Tameside & Glossop Strategic Commission in 2020/21 and future years?
 - Do you have ideas or suggestions for how we might deliver services more efficiently, save money or raise revenue?
- 4.9 The key themes arising from each of the key questions are outlined in Tables 3 and 4 below. A full table of the themes identified are available at **Appendix A**.

² Figures are based on the number of households in each postcode sector area.

Table 3: What do you think should be the spending priorities for the Tameside & Glossop Strategic Commission in 2020/21 and future years?

Theme	No	%
Education and Schools	62	22.0
Older People Social Care	59	20.9
Healthcare Services in General	55	19.5
Maintenance of Roads and Highways	49	17.4
Children's Social Care	46	16.3
Street Cleanliness/Fly-tipping	40	14.2
Emergency Services: Police and Fire	28	9.9
Mental Health Services	27	9.6
Primary Care Specifically: GPs, Dentists, Pharmacies, Opticians	26	9.2
Waste/Recycling	24	8.5
Investment in Town Centres	24	8.5
Public Transport	24	8.5

Table 4: Do you have ideas or suggestions for how we might deliver services more efficiently, save money or raise revenue?³

Theme	No.	%
Working Practices and Culture should be More efficient	44	15.6
Work Closer with Other Councils or Public Sector Partners such as Police, Hospital, Fire Service or Voluntary Sector	26	9.2
Preventative Early Help Investment to Save Money on Service Costs in the Future	22	7.8
Encourage Volunteering and Community Action	20	7.1
Reiteration of Spending Priorities Identified in Previous Question	16	5.7
Increase Fees, Charges or Fines	14	5.0
Work with or Support Local Businesses	13	4.6
More Effective or Better Advertising and Communication	12	4.3
Reduce or Stop Outsourcing	12	4.3
Utilise Existing Owned Buildings Better	11	3.9

4.10 Cross tabulation of results by demographic group has not been undertaken due to small numbers by individual category, making meaningful analysis not possible.

Engagement & Drop In Sessions

4.11 As detailed at 3.12, 5 dedicated engagement sessions were also undertaken as part of the Budget Conversation. The key themes arising from these sessions are outlined in Table 5 below.

³ This list excludes those who stated no comment / provided no answer to this question (33.3%) and those who made a one off comment relating to a specific topic which could not be analysed within a wider theme (5.7%)

Table 5: Key Themes from Engagement Sessions

Group / Organisation	No. Attending	Key Themes
Tameside Youth Council	12	<ul style="list-style-type: none"> • Education and Learning • Children's Social Care
Tameside College	11	<ul style="list-style-type: none"> • Mental Health • Youth Centres • Sports Clubs and Leisure • Neighbourhoods and Communities • Communications and Engagement
People First Tameside	18	<ul style="list-style-type: none"> • Adults and children's social care • Medicines and GPs/GP surgeries • Public transport options • Waste collection • Street lights • Highways • Museums and libraries
Ashton Sixth Form College (1)	14	<ul style="list-style-type: none"> • Mental Health • Children's Social Care
Ashton Sixth Form College (2)	11	<ul style="list-style-type: none"> • Public transport, particularly regularity of services. • Access to sports pitches. • Closure of youth clubs and loss of opportunities for young people to socialise • Roadwork disruption. • Increasing bin collections and cracking down on fly-tipping. • Teaching young people financial management skills.

In addition, 8 drop in sessions were also held. The drop in sessions were also publicised by the hosting organisation to maximise participation amongst their members / target audience. The attendance at the drop in sessions is detailed in Table 6.

Table 6: Attendance at Drop in Sessions

Group / Organisation/Location	No. Engaged (Approximate)
Hattersley Library	25
Ashton Market Wellbeing Corner (1)	100
Stalybridge Library	20
Ashton Library	35
Ashton Market Wellbeing Corner (2)	60
The Grafton Centre	70
Ashton Market Wellbeing Corner (3)	40
Time of Our Life Group	120

The engagement sessions and drop in sessions resulted in **536** engagements.

Other Feedback Methods

- 4.12 In addition to feedback received through the direct survey and via engagement / drop in sessions, there were other methods by which comments were received. These include social media (23) and e mails (17).
- 4.13 In total 41 posts promoting the Budget Conversation were made across Tameside & Glossop Strategic Commission social media channels (Twitter and Facebook) during the engagement period. Information detailing the reach of these posts is outlined in Table7.

Table 7: Social Media – Number of Posts, Impressions and Performance

Social Media Platform	No. of posts	Impressions	Shares	Replies	Likes
Twitter	39	45,049	23	14	22
Facebook <i>(Post was pinned to top of Tameside Council page)</i>	2	5,612	7	9	3

- 4.14 It is important that this feedback is also collated and fed into the engagement process. Table 8 below details the key themes taken from social media, direct e mails and letters appearing in The Reporter across the Budget Conversation engagement period.

Table 8: Key Themes from Other Feedback Methods

Theme
Littering or rubbish on the streets/Street Cleanliness
Waste/Recycling
Public Transport
Communicating, educating and engaging with residents
Investment in markets specifically
Digital infrastructure including council website
Primary care: GPs, dentists, pharmacies, opticians
Neighbourhoods/Communities General
Transport infrastructure, i.e. traffic management, roundabouts, cycle lanes
Community safety
Focus on Core/Vital Services
Investment in town centres

5. THEMES FROM WIDER CONSULTATION & ENGAGEMENT OPPORTUNITIES

- 5.1 Tameside & Glossop Strategic Commission regularly engage and consult with the public, patients, stakeholders, partners and the voluntary & community sector to understand their views on various issues.
- 5.2 Key engagement headlines for Tameside & Glossop Strategic Commission from 2019 include:
- Facilitated 13 thematic Tameside and/or Glossop engagement projects
 - Received over 1,500 engagement contacts (excluding attendance at events / drop-ins)

- Delivered three Partnership Engagement Network (PEN) conferences attended by nearly **200** delegates
- Promoted **45** regional or national consultations where the topic was of relevance to and/or could have an impact on Tameside and/or Glossop
- Achieved Green Star (with the highest possible score of 15 out of 15) in the 2018/19 public and patient participation CCG Improvement and Assessment Framework (IAF)

5.3 Responses to all thematic engagement and consultation activity is thoroughly analysed and the outputs used to inform the specific project related to that piece of work. Clearly common themes occur across the different thematic engagement activity. Similarly the strategic engagement work through the Partnership Engagement Network (PEN) provides an insight into views and opinions outside of the topic specific thematic work. These cross-cutting themes help to provide a direction of travel and underpinning understanding of needs and aspirations.

5.4 Below is a summary of the key cross-cutting themes identified in 2019.

Children and Young People

- Support for young people including learning opportunities and apprenticeships
- More support from Tameside Families Together and children's services on a number of topics, including emotional, mental health, behavioural support and information about Autism
- Focus on long-term support at the lower level to prevent need for intensive interventions
- More help, support and opportunities for children, young people and families
- Raising standards and quality of services

Health and Care Services

- Availability of appointments for key services, and waiting times, including GP appointments.
- Support with overall wellbeing and to help people keep themselves healthy and having the knowledge of what services are in my area
- Service providers and professionals listening to patients and service users
- Knowledge of what services are available and how to access them
- More investment in mental health services, especially men's and pregnant women's mental health issues; prevention, tackling stigma and peer support.
- Focus on long-term support at the lower level to prevent need for intensive interventions

Older People

- Better social care provision and access to social care is needed.
- Concerns about ageing population – more support for older people to reduce need for care.
- Services to provide support for dementia/ Awareness raising and communication about dementia
- Person-centred care: focus on the individual and their needs. People should have choice over their care/ care should be person-centred; being listened to is important.

Poverty

- Impact of service changes on low income households, including those with long term conditions and families
- Help with financial management and other issues for those at greatest risk
- Council should offer additional financial help towards housing adaptations, hospital discharge, home repair and support to vulnerable home owners

Accessibility / Involvement

- Availability of public transport giving access to services (routes and evenings/weekends); transport costs, including the cost of public transport

- Parking at or close to service points – accessible and affordable
- Infrastructure for electric vehicles/ Pedestrianised areas/ Cycling infrastructure
- Importance of local services and knowledge/signposting of those services
- Development of digital services but don't forgot older people and those with learning disabilities. Digital skills are important for carrying out tasks such as applying for jobs; universal credit and other government sites e.g. NHS.
- Involve people from different communities and cultures in events and projects

Investment and Development

- Public Priorities for Spending: Museums and Galleries; Art and heritage training and courses; promotion of cultural and heritage events; local studies and archives and; spaces for community group meetings.
- Protection of green spaces and the environment; Increased fines for people breaching Public Space Protection Orders
- Invest in town centres: work with local businesses to generate footfall, shopping etc. keep towns tidy, utilise empty shops and reduce parking charges

Co-production

- The Council should work alongside educational establishments; joint working opportunities across the health and social care sector; and support resident and volunteer run projects. Public/private/third sector need to work together.

6. SCRUTINY PANEL ENGAGEMENT

- 6.1 All Scrutiny Panel members were provided with an opportunity to attend one of two budget briefing sessions held on 14 and 15 January 2020. This follows on from a mid-year budget position update received at panel meetings held in September 2019. The independence of scrutiny enables members to seek assurances on budget planning, process and priorities for 2020/21 and beyond. It can also be considered appropriate for budget priorities to inform future scrutiny activity and work programmes.
- 6.2 A number of points were discussed with regards to demand pressures on statutory services along with the tailoring of financial priorities to a neighbourhood model. Detail of the discussions have been drafted in a letter of the Scrutiny Chairs to the Executive Member for Finance and Economic Growth; and the Director of Finance – Section 151 Officer, see **Appendix C**. It is the request of Scrutiny that points raised are to be considered in advance of the 2020/21 budget report being finalised. The scrutiny budget letter will also be appended to a Scrutiny Update report tabled at the joint meeting of Executive Cabinet and Overview Panel on 12 February 2020.

7. STATUTORY RATE PAYERS CONSULTATION

- 7.1 The Council has a statutory duty to consult with businesses and other representatives of non-domestic ratepayers on its annual spending proposals for 2020/21. Our proposed plans for carrying out this consultation are detailed below.
- 7.2 Businesses along with the public have already had the opportunity to partake in the budget conversation exercise as detailed in this report.
- 7.3 Table 8 details the proposed timetable for activity. Due to the timings of Executive Cabinet and Full Council, the amount of time for consultation is limited. We therefore propose to send out an email pre-warning organisations of the impending consultation one week prior to commencement.

Table 8: Proposed Timetable for Rate Payers Consultation of the 2019/20 Budget

Task	Date
<p>Send email to the following pre-notifying them about the statutory budget consultation commencing on 5 February 2020:</p> <ul style="list-style-type: none"> • Business rate payers database of email addresses provided by Exchequer • Business representative organisations • Live, Work and Invest members • Town team chairs for onward distribution 	29 January 2020
<p>Send 2nd email to:</p> <ul style="list-style-type: none"> • Business rate payers database of email addresses provided by Exchequer • Business representative organisations • Live, Work and Invest members • Town team chairs for onward distribution <p>Informing them that the consultation is open. The consultation will be held on Survey Monkey and a direct link to the survey will be included in the emails to businesses etc.</p>	On publication date of draft Executive Cabinet papers on Council's website
<p>Advertise the consultation on the Live, Work, Invest webpage http://www.liveworkinvest.com/ for wider engagement beyond business rate payers for their views on the draft budget</p>	On publication date of draft Executive Cabinet papers on Council's website
Draft budget report to Executive Cabinet	12 February 2020
Deadline for responses to the consultation	4pm on 14 February 2020 (length of consultation period due to timings of Executive Cabinet and Full Council)
Feedback report on the findings from the consultation (to be written and incorporated into the final report for Full Council when approved)	14 February 2020
Final budget to Full Council for approval	25 February 2020

7.4 The question for the 2020/21 budget is:

Tameside's business community is being invited to have its say on the council's draft budget proposals for the next financial year (2020/21). We are seeking your views on how we intend to use our resources. The budget includes the Council's saving proposals 2020/21 and these are set out in the budget report which is available to view at the following link

8. NEXT STEPS

8.1 The findings from the budget conversation exercise will be used, in conjunction with other considerations, to inform the Council's budget setting process. The council's budget will be set at Full Council on 25 February 2020.

8.2 Feedback on the results will also be provided to the public, staff, partners and engaged groups and a summary infographic report produced and shared on Tameside Council's and NHS Tameside & Glossop CCG's websites.

9. APPENDICES

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

- **Appendix A – Key Themes from Budget Conversation Survey**
- **Appendix B – Achieved Survey Sample**
- **Appendix C – Scrutiny Panel Budget Letter**

10. RECOMMENDATIONS

10.1 As set out on the front of the report.

APPENDIX A

KEY THEMES FROM BUDGET CONVERSATION SURVEY

What do you think should be the spending priorities for the Tameside & Glossop Strategic Commission in 2020/21 and future years?		
Theme	No.	%
Education and Schools	62	22.0%
Older People Social Care	59	20.9%
Healthcare Services in General	55	19.5%
Maintenance of Roads and Highways	49	17.4%
Children's Social Care	46	16.3%
Street Cleanliness/Fly-Tipping	40	14.2%
Emergency Services: Police and Fire	28	9.9%
Mental Health Services	27	9.6%
Primary Care: GPs, Dentists, Pharmacies, Opticians	26	9.2%
Waste/Recycling	24	8.5%
Investment in Town Centres	24	8.5%
Public Transport	24	8.5%
Streetlights	23	8.2%
Other: Examples of "Other" Include Specific Spending Suggestions Outside of the Council's Remit such as "TV Licence" or "Armed Forces"; Specific Revenue Raising Suggestions and Non-Specific Answers such as "Good"	20	7.1%
Parks and Greenspace	20	7.1%
Hospital Services	20	7.1%
Community Safety	16	5.7%
Transport Infrastructure, i.e. Traffic Management, Roundabouts, Cycle Lanes	15	5.3%
Educate People about Self-Care	13	4.6%
Drainage and Grids	12	4.3%
Libraries	12	4.3%
Housing	12	4.3%
Car Parking	11	3.9%
Neighbourhoods/Communities General e.g. Create Strong Communities, Improve Communities, Build Communities	11	3.9%
Support for People with Disabilities	10	3.5%
Leisure Facilities	10	3.5%
Youth Facilities such as Youth Clubs	8	2.8%
Investment in Job Creation and Training	8	2.8%
Early Intervention to Prevent Later Problems	8	2.8%
Enforcement on Violations such as Benefit Fraud, Parking Infringements	8	2.8%
Clean Air/Air Pollution	8	2.8%
Homeless People	7	2.5%
Nurseries and Early Years	6	2.1%
Reduce Business Rates	5	1.8%
Support for Vulnerable People in General	5	1.8%
Integration of Health and Social Care Services	5	1.8%
Focus on Core/Vital Services	5	1.8%
Addressing Poverty	5	1.8%
Community Care	4	1.4%
Museums/Galleries/Arts/Culture/Cultural Events	4	1.4%
Investment in Markets	4	1.4%

APPENDIX A

KEY THEMES FROM BUDGET CONVERSATION SURVEY

What do you think should be the spending priorities for the Tameside & Glossop Strategic Commission in 2020/21 and future years?		
Theme	No.	%
Employ More Staff	4	1.4%
Communicating, Educating and Engaging with Residents	3	1.1%
Dog Fouling	3	1.1%
No Comment/Full Stop/Single Letter/N/A	3	1.1%
Income Collection	3	1.1%
Investment in Towns other than Ashton	2	0.7%
Reduce Councillor Related Expenses	2	0.7%

Do you have ideas or suggestions for how we might deliver services more efficiently, save money or raise revenue?		
Theme	No.	%
the top response was where residents left this section blank not offering any suggestions or comment	94	33.3%
Working Practices and Culture should be More Efficient	44	15.6%
Work Closer with Other Councils or Public Sector Partners Such as Police, Hospital, Fire Service or Voluntary Sector	26	9.2%
Preventative Early Help Investment to Save Money on Service Costs in the Future	22	7.8%
Encourage Volunteering and Community Action	20	7.1%
Reiteration of Spending Priorities Identified in Previous Question	16	5.7%
Other: Examples of "Other" Include Specific Suggestions Such as "Bring Back Sit And Wait Appointments", "Re-Use Medication Patients Haven't Used", "Tea, Coffee And Food Vending Machines/Cafes In Local Libraries" and Politically Focussed Comments	16	5.7%
Increase Fees, Charges or Fines	14	5.0%
Work with or Support Local Businesses	13	4.6%
More Effective or Better Advertising and Communication	12	4.3%
Reduce or Stop Outsourcing	12	4.3%
Utilise Existing Owned Buildings Better	11	3.9%
Current Services should Work in a More Integrated Fashion	10	3.5%
Reduce Business Rates	9	3.2%
Should Not Have Built Tameside One/Vision Tameside	9	3.2%
Use Digital Services or Technology to Increase Efficiency	9	3.2%
Invest in Services	9	3.2%
More Rigid Enforcement of Existing Fines, Fees and Charges	9	3.2%
Reduce Elected Members Expenses	8	2.8%
Recycling of Waste	8	2.8%
Reduce Senior Management	8	2.8%
Reduce Number of Elected Members	7	2.5%
Organise Events to Attract People to Tameside and Raise Revenue	7	2.5%
Financial Transparency	7	2.5%
Reduce Number of Staff	6	2.1%
Free or Reduced Fee Car Parking	6	2.1%
Listen to and Engage with the Public More	6	2.1%

APPENDIX A

KEY THEMES FROM BUDGET CONVERSATION SURVEY

Do you have ideas or suggestions for how we might deliver services more efficiently, save money or raise revenue?		
Theme	No.	%
Reduce Staff Wages or Benefits	5	1.8%
Increase Number of Front-Line Staff	5	1.8%
Encourage Self-Care	5	1.8%
Don't Prioritise Ashton for Resources and Spending	4	1.4%
Bring Derelict Buildings Back into Use	4	1.4%
Less Health Service Capacity and Resource Spent on "People That Don't Need It", i.e. People Presenting at A&E without Critical Condition	4	1.4%
Reduce or Maintain Council Tax	3	1.1%
Generally Reduce Waste/Be More Efficient without Specific Ideas or Suggestions	3	1.1%
Enforced Volunteering	3	1.1%
Enforcement Against Benefit Fraud	3	1.1%
Increase Council Tax	2	0.7%

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APPENDIX B

ACHIEVED SAMPLE COMPARED TO THE TAMESIDE & GLOSSOP POPULATION

Demographic Group	Tameside & Glossop Population (%)	Achieved Sample (%)
Sex		
Male	49.1	35.6
Female	50.9	55.6
Prefer to self-describe	Not available	1.5
Prefer not to say		7.3
Age¹		
Under 18	21.9	0.6
18 – 29	14.5	11.2
30 – 49	26.3	42.7
50 - 64	19.8	29.2
65+	17.5	16.3
Ethnicity		
White	91.8	93.9
BME	8.2	6.1
Religion		
No Religion	24.0	36.0
Christian (including Church of England, Catholic, Protestant and all other Christian denominations)	64.2	52.5
Buddhist	0.2	0.5
Jewish	0.0	0.0
Sikh	0.0	0.0
Hindu	1.3	1.0
Muslim	3.9	1.5
Any other religion	N/A	8.5
Sexual Orientation		
Heterosexual / straight	Not available	78.1
Gay man		1.5
Gay woman / lesbian		1.5
Bisexual		3.5
Prefer not to say		12.9
Prefer to self-describe		2.5
Disability		
Yes	20.5	31.2
No	79.5	68.9
Carer		
Yes	10.9	33.2
No	89.1	66.8
Armed Forces Member / Ex-Member		
Yes	Not available	4.5
No		92
Prefer not to say		3.5
Marital Status		
Single	34.8	28.2
Married / Civil Partnership	44.4	53.5
Divorced	13.2	5.9
Widowed	7.5	3
Prefer not to say	Not available	9.4

¹ Based on those respondents who provided an exact age to enable categorisation

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APPENDIX C

SCRUTINY PANEL BUDGET LETTER

Chairs of the Scrutiny Panels

Councillors Teresa Smith and Mike Glover

Councillor Oliver Ryan
Executive Member
Finance and Economic Growth

Tameside One
Market Place
Ashton-under-Lyne
OL6 6BH

Ms Kathy Roe
Director of Finance – Section 151 Officer

email: paul.radcliffe@tameside.gov.uk
Ask for Paul Radcliffe
Direct Line 0161 342 2199
Date 17 January 2020

Dear Councillor Ryan and Ms Roe,

Consultation with Scrutiny Panels regarding the 2020/21 Budget

We write in response to the budget consultation meetings held on 14 and 15 January 2020, at which an opportunity was provided for all scrutiny members to receive a comprehensive overview of the planning and monitoring process associated with budget setting for 2020/21 and beyond. In addition to mid-year budget monitoring information presented to Scrutiny Panels in September 2019, the sessions have enabled members to seek further assurances on the Strategic Commission's approach to setting a balanced budget and to mitigate risk or exposure to any external or unforeseen financial pressures.

This letter provides an account of discussions captured from the meetings. It is also hoped that the Budget Consultation ending 15 January 2020, has been successful in gaining resident insight on a range of priorities for the Strategic Commission. Please pass our thanks to the Assistant Director of Finance for the helpful summary, with a request that consideration be given to the points raised in the meetings prior to the budget report being finalised.

Having now entered the final months of a four year funding plan, it was reported that the Council has recently received notification of a single year financial settlement for 2020/21. This in itself brings a level of uncertainty and it remains important that a consistent approach is taken to support the long-term aim of system-wide stability. It is accepted that greater levels of confidence and assurance can be achieved should a longer funding plan be granted by the government to local authorities beyond the next financial year.

It was pleasing to hear that a number of financial monitoring mechanisms are in place, with Star Chambers providing a good example of effective in-year challenge. Plans to develop this further are encouraging and members agree with the future approach to align spending priorities to themes set within both the Corporate Plan and NHS Long-Term Plan. It is accepted that financial integration towards a neighbourhood model will provide additional opportunities to tailor a range of spending priorities to local areas and communities. It is important that this work is supported by a robust evidence base which allows for priorities to be shared with, and informed by, a range of stakeholders.

During 2019/20 the Scrutiny Panels have continued to review the ability of services to improve outcomes for residents while at the same time deliver value for money. The Council continues to face high levels of demand on statutory services and members are supportive of a short-term need

APPENDIX C

SCRUTINY PANEL BUDGET LETTER

to allocate additional financial resource to Children's Services. Concerns were raised on the Council's ability to sustain budget increases of this nature and the use of reserves. Improving outcomes for children and vulnerable residents remains a pressure and Scrutiny will continue to work with services to review the impact of sustainability projects. Members discussed the positive impact that preventative services and partnerships can have in promoting the wellbeing of children and families in Tameside.

Recent scrutiny activity has focused on improving outcomes for looked after children through good foster placements and the Council's role to improve quality and standards in the private rented sector. Points were made on the resilience of budgets to deal with any additional short-term pressures that may arise in these areas and the approach to improve long-term outcomes with financial sustainability.

A number of questions were asked on health budgets and the need for greater investment in mental health services. Ms Roe informed members that the mental health budget is receiving a greater uplift for 2020/21 when compared with other services. The impact of poor mental health is now widely acknowledged, with high prevalence when assessing the demand on services. Conversations are also ongoing with school leaders to consider how combined services can best support the mental health and wellbeing needs of young people. Members agreed that this may require a change in funding options and to consider the impact of commissioned services. It is hoped that greater opportunities will arise during the coming year to broaden and strengthen the provision of mental health services across each neighbourhood.

Members appreciate that the Council has limited ability to increase revenue when taking account of the relatively low base levels for Council Tax and Business Rates, which is also further exacerbated by the economic and health needs of residents. It is felt that the strategic direction for growth and investment have an important role to play going forward. Mr Wilkinson advised that the Growth directorate has received additional investment to progress strategic priorities. The development of separate housing and estate strategies is welcomed and it was viewed that work in related areas needs to deliver inclusive growth across all communities.

The Executive has remained supportive of Scrutiny reporting methods which ensure findings and recommendations are shared in a timely manner and to prevent delay. Scrutiny will continue to seek assurances and identify suitable opportunities to inform local, regional and national decision making. Examples of this include responding to consultations and to review shared learning opportunities made available by the Local Government and Social Care Ombudsman. Where necessary, Scrutiny will remain mindful of any associated financial implications.

It was encouraging to hear that all decisions made through the Strategic Commission continue to remove duplication and promote the effective use of pooled resources. With a need to plan past 2021, scrutiny members are supportive of the aim to encourage transparency in budget conversations and request that a future mid-year financial update be arranged at the panel meetings. The information presented will also be used to inform scrutiny work programme priorities where appropriate.

Yours sincerely,

Councillor T Smith - Chair to Integrated Care and Wellbeing Scrutiny Panel

Councillor M Glover – Chair to Place and External Relations Scrutiny Panel

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

1. BACKGROUND

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

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

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

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

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

2. PURPOSE OF THIS REPORT

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

Table 2A: Strategic Commission Gross Budgets 2020/21

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

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

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

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

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

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

Appendix 1) Revenue Budget and Medium Term Financial Plan Summaries

Appendix 2) Pressures and Growth

Appendix 3) Savings and additional income

Appendix 4) Resourcing

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

Appendix 6) Reserves Strategy and General Fund Minimum Balance

Appendix 7) Director of Adults

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

Appendix 9) Director of Children's – Education

Appendix 10) Director of Population Health

Appendix 11) Director of Growth

Appendix 12) Director of Operations and Neighbourhoods

Appendix 13) Director of Governance

Appendix 14) Director of Finance and IT, Corporate Costs

Appendix 15) Quality & Safeguarding

Appendix 16) CCG Budgets

Appendix 17) Budget Conversation

Appendix 18) Capital Investment

Appendix 19) Pay Policy Statement 2020/21

Appendix 20) Treasury Management Strategy 2020/21

Appendix 21) Capital Strategy 2020/21

Appendix 22) Fees and Charges

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

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

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

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

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

Pressures and growth (Appendix 2)

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

Table 4A: Analysis of Total Pressures 2020/21

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

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

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

Targeted Use of Reserves

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

Table 5: Targeted Use of Reserves 2020/21

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

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

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

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

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

Greater Manchester Bus Reform

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

Savings and additional income (Appendix 3)

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

Table 6: Savings and Additional Income 2020/21

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

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

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

Table 7: Savings by Directorate 2020/21

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

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

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

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

Advance Payment of Employer Pension Contributions

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

- Paying a large cash contribution concentrates the risk on the market conditions applicable at that time. If this date proves to be unfortunate then it will dilute the financial benefit to the authority; if instead it proves to be advantageous then it will deliver a larger financial benefit.

3.19. Employee contributions will continue to be paid monthly, which reduces the market timing risk to an extent. The risk can be reduced further by making two or more instalments of the advance contributions, although the financial saving is reduced as a result. The risk of market conditions having an adverse effect on the value of pension fund investments cannot be removed, but they are of a long term nature and variations in value are likely to be smoothed out over a longer period of time.

Resourcing changes (Appendix 4)

3.20. The Council identifies a 'Net' budget requirement which consists of the gross expenditure budgets, less the gross income budgets for service specific income including fees, charges and specific government grants. This net budget requirement is then financed from 'resourcing', which consists of non-service specific public income such as business rates, general grants, reserves and Council Tax.

3.21. 2019/20 was the fourth and final year of a four year funding settlement for the Council, agreed with the Government. This four year settlement provided the Council with some certainty over funding levels, but has nonetheless resulted in year on year funding reductions. A review of Local Government funding has been ongoing during 2019 (the 'fair funding' review) but has not yet concluded. A full spending review did not take place during 2019 and is not now expected until later in 2020.

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

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

3.24. **Appendix 4** provides further detail on the resources available to fund the budget. The total net budget requirement for the Council in 2020/21 is £205,279k. Before any increase in Council tax levels, the resource available in 2020/21 is £201,568k, leaving a gap of £3,711k.

3.25. The resourcing is based on the following key assumptions:

- The continuation of the 100% retention pilot for Business Rates income in 2020/21, with no significant deterioration in the business rates yield. Top up grant and mandatory relief reimbursement grant is paid in line with the provisional local government finance settlement.
- New Homes Bonus grant is paid in line with the provisional local government finance settlement.
- Improved Council Tax collection rates are sustained, and forecast growth in the number of properties in the base is in line with forecasts for 2020/21. No unforeseen significant losses on Council Tax are experienced that impact on the Collection Fund Surplus.

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

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

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

4. COUNCIL TAX (Appendix 4)

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

5. BUDGET CONSULTATION (Appendix 17)

Budget Conversation

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

Statutory Consultation

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

Council Scrutiny

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

6. LOOKING FORWARD – THE FIVE YEAR PLAN

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

Table 8: Five year Council budget forecast

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

Opportunities For Future Savings

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

7. EQUALITIES IMPACT ASSESSMENT

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

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

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

8. CAPITAL INVESTMENT (Appendix 18)

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

9. PAY POLICY STATEMENT

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

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

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

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

11. CAPITAL STRATEGY 2020/21 (Appendix 21)

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

12. LEGAL CONSIDERATIONS

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

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

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

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

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

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

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

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

13. RECOMMENDATIONS

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

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

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

LIST OF TABLES

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

Table 2A: Strategic Commission Gross Budgets 2020/21

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

Table 3: Changes to budget requirement since February 2019

Table 4A: Analysis of Total 2020/21 Pressures

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

Table 5: Targeted Use of Reserves 2020/21

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

Table 7: New savings to be delivered by Management

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

Appendix 1 Revenue Budget and MTFP Summaries

2020/21 Whole Council Revenue Budget

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

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

Appendix 1 Revenue Budget and MTFP Summaries

2020/21 Whole Council Medium Term Financial Plan

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

Appendix 1 Revenue Budget and MTFP Summaries

2020/21 Whole Council Medium Term Financial Plan

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

Appendix 1 Revenue Budget and MTFP Summaries

2020/21 Budget Movements by Directorate

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

Appendix 1 Revenue Budget and MTFP Summaries

2020/21 Budget Movements by Directorate

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

2020/21 Forecast Grant Income

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

Budget Pressures and Growth

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

£3.0m Growth
 Pressures include planned investments in the Growth Directorate on staffing costs to provide the required capacity to support projects and development work. Growth investment also includes funding for a number of economic growth and development projects which are to be funded from reserves.

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

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

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

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

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

Targeted use of reserves

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

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

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

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£1.965m Growth

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

£0.113m Adults

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

£2.950m Children’s Services

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

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

£2.367m Operations and Neighbourhoods

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

Savings identified by Management

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

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

£2.952m Capital and Financing

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

£0.500m Growth

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

£0.582m Operations & Neighbourhoods

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

£0.8m Finance & IT

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

Savings identified by Management

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

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

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

Resourcing assumptions and future risks

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

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

Page 11	Available Resources	Business Rates & Grants	Council Tax and Collection Fund Surplus	New Homes Bonus Grant	Use of reserves	Total
February 2019 Budget Report						
Resources with 2.99% Council Tax Increase	(86,813)	(97,187)	0	(5,000)	(189,000)	
Resources before any Council Tax Increase	(86,813)	(94,439)	0	(5,000)	(186,252)	
Changes since February 2019					0	
Business Rates Income, Top up and grants	(2,940)				(2,940)	
Use of 100% retention benefit	(1,319)				(1,319)	
100% retention benefit returned from GMCA	(1,166)				(1,166)	
Growth in Council Tax Base			(1,112)		(1,112)	
New Homes Bonus in excess of forecast				(1,384)	(1,384)	
Additional targeted use of reserves				(7,395)	(7,395)	
Resourcing before Council Tax Increase	(92,238)	(95,551)	(1,384)	(12,395)	(201,568)	

New Homes Bonus £1,384k

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

Collection Fund Surplus £2,500k

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

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

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

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

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

Council Tax

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

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

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

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

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

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

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

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Appendix 5 Statement on Robustness of the Budget Estimates

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

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

Use of reserves and the General Fund balance

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

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

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

Monitoring and forecasting

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

Appendix 5 Statement on Robustness of the Budget Estimates

Risk Assessment

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

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

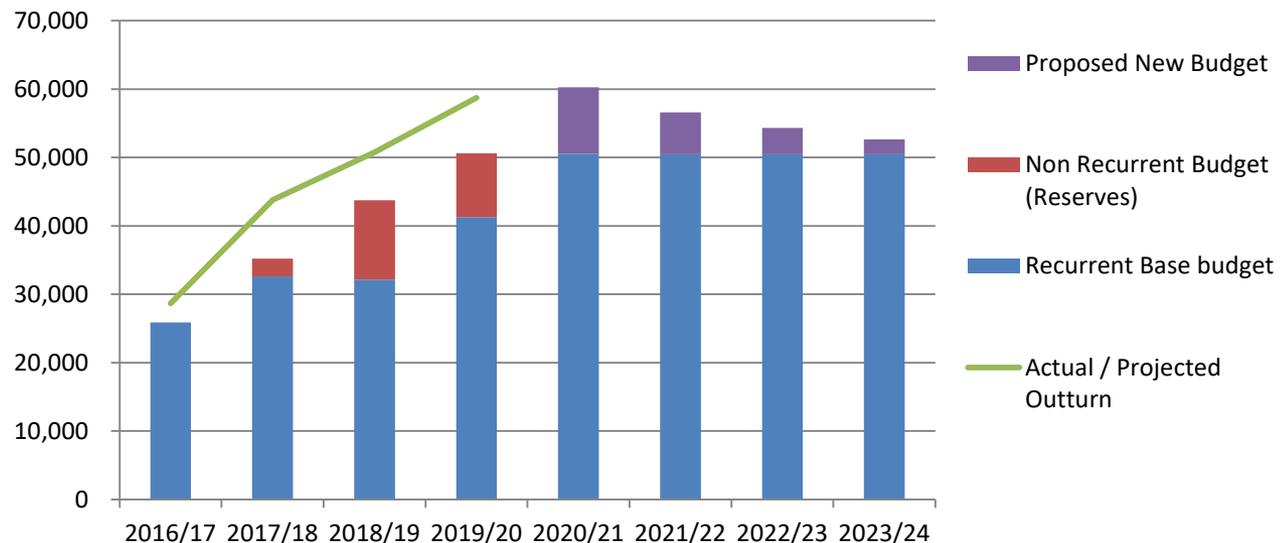
Appendix 5 Statement on Robustness of the Budget Estimates

Children's Social Care

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

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

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



Appendix 5 Statement on Robustness of the Budget Estimates

Education

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

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

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

High Needs Pressures:

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

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

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

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

Appendix 5 Statement on Robustness of the Budget Estimates

Education Capital Funding

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

Risk environment

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

Conclusion

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

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

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

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Reserves Strategy

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

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

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

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

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

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

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

Review of reserves

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

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

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

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

Use of reserves

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

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

Minimum level of general fund balances

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

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

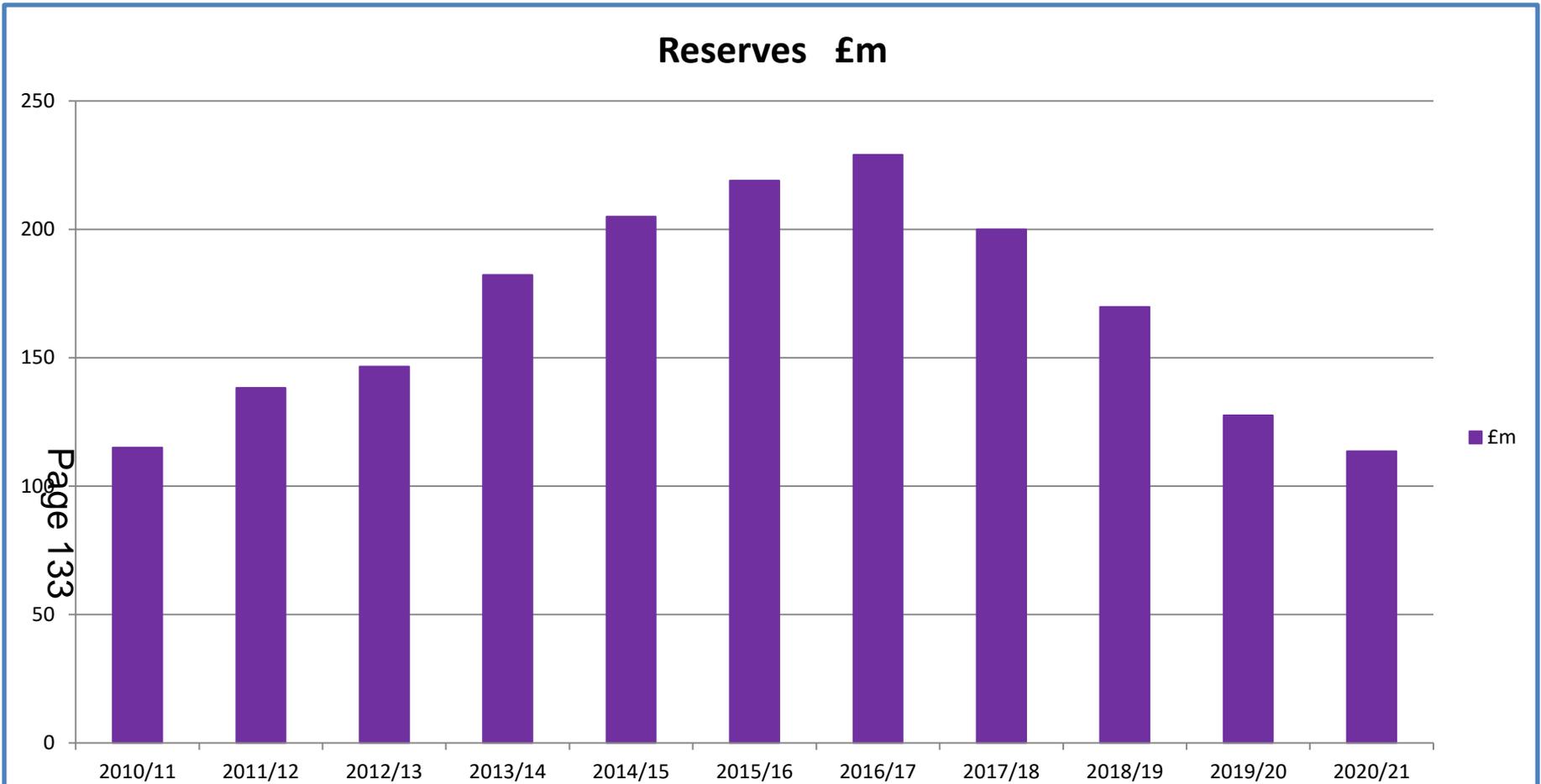
The risk assessment for the minimum level of general fund balances has been reviewed and updated as part of the budget setting process for 2020/21. This assessment is set out on the following page. The proposed minimum level of general fund balances from 1 April 2020 is recommended at £27.2m, which is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

Total Minimum General Fund Balance recommended for 1 April 2020	£27,244k
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Appendix 6 Reserves Strategy

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

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



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

Appendix 6 Reserves Strategy

Categories of Reserve

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

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

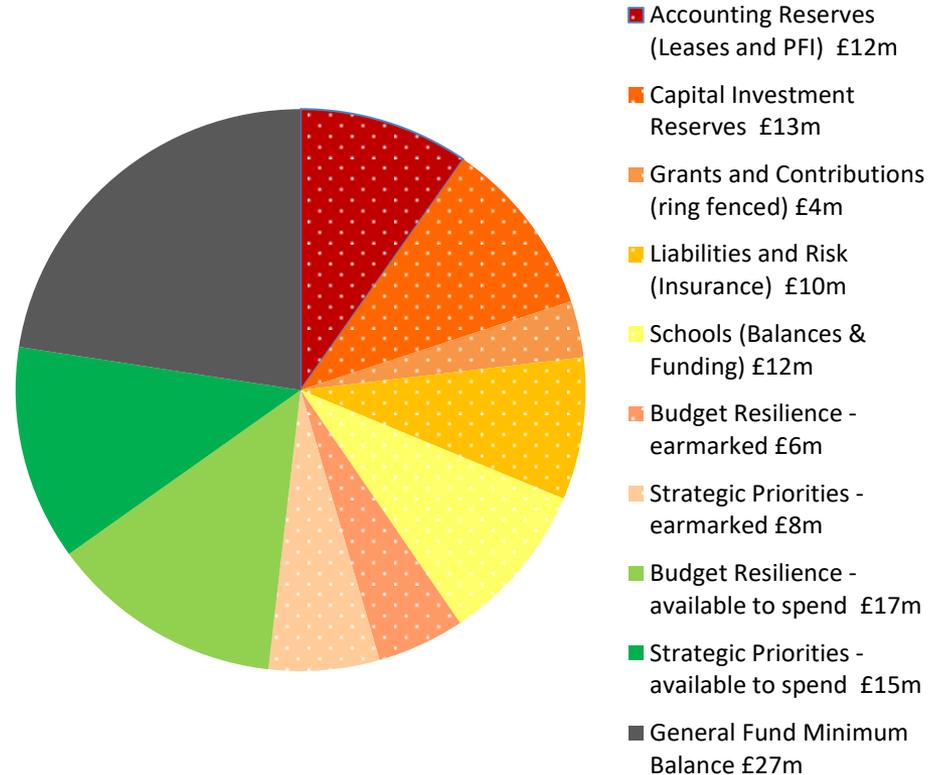
Categories of Reserve

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

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

Rationalisation of reserves

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



Appendix 6 Reserves Strategy

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

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Budget Proposals 2020/21

Vision and key priorities:

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

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

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

Purpose of the Directorate:

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

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

Services Delivered

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

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

Achievements and Successes 2019/20:

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

How is the service performing?

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

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

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

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

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

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

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

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

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

What challenges and risks is the service facing?

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

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

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

How will the service measure success?

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

Statutory or legislative obligations:

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

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

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

Pressures 2020/21

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

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Budget Proposals 2020/21

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

Purpose of the Directorate:

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

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

The Directorate has a responsibility to -

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

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

Appendix 8 Director of Children's Services – Children's Social Care

Services provided include -

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

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

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

Achievements and successes in 2019/20:

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

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

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

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

Key priorities for 2020/21 and future years

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

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

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

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

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

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

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

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Pressures 2020/21

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

Budget Proposals 2020/21

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

Purpose of the Directorate:

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

Service Objectives and Services Provided:

Our Education Service has following key functions:

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

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

Achievements and successes in 2019/20

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

Key priorities for 2020/21 and future years

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

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

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

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

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

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

Pressures 20/21

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

Savings 20/21

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

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Budget Proposals 2020/21

Service Area	Revenue Budget £
Public Health	15,410,000
Grand Total	15,410,000

Purpose of the Directorate:

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

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

Vision and key priorities:

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

Appendix 10 Director of Population Health Budget Proposals

Services Delivered (D = delivered; C = commissioned)

Public Health support and advice to wider system (D)

Health Protection (D): oversight/assurance & local co-ordination of response

Health Improvement programmes (C): physical activity, smoking cessation/ weight management, oral health

Integrated specialist substance misuse treatment service (C)

Integrated Sexual Health service (C)

Contribution to Domestic Abuse support services (C)

General Practice Locally Commissioned Services (C): smoking cessation; weight management; LARC; chlamydia screening; health checks

Starting Well Programme - Healthy Child Programme – Infant feeding, Health Visiting, FNP and School Nursing (C), Early Years/Early Help, Neighbourhood Model

Public Mental Health Programme (D & C)

Ageing Well Programme (D&C)

Achievements and Successes 2019/20:

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

How is the service performing?

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

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

Individual service level KPIs

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

Appendix 10 Director of Population Health Budget Proposals

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

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

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

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

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

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

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

Appendix 10 Director of Population Health Budget Proposals

How will the service measure success?

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

Statutory or legislative obligations

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

What challenges and risks is the service facing?

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

Pressures 20/21

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

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Budget Proposals 2020/21

Service Objectives and Services Provided:

The following services are delivered from Growth Directorate:

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

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

Appendix 11 Director of Growth Budget Proposals

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

Achievements and successes in 2019/20

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

Key priorities for 2020/21 and future years

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

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

Targeted Use of Reserves - £1.965m

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

Pressures 20/21

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

Pressures 20/21

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

Savings 20/21

Scheme	RAG rating	Initial Comments	Saving Forecast £000s - Incremental				
			20/21	21/22	22/23	23/24	24/25
Estates Property Rent Reviews		Rent reviews have not been completed on the Council portfolio for a number of years. Significant additional income is forecast on completion of these outstanding rent reviews.	500	500	0	0	0
			500	500	0	0	0

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Budget Proposals 2020/21

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

Purpose of the Directorate:

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

Vision and key priorities:

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

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

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

Services Delivered

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

Achievements and Successes 2019/20:

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

How is the service performing?

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

Appendix 12 Director of Operations and Neighbourhoods

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

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

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

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

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

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

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

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

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

How will the service measure success?

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

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

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

What challenges and risks is the service facing?

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

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

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

Pressures 20/21

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

Savings 20/21

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

Budget Proposals 2020/21

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

Vision and key priorities

Exchequer services

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

Democratic Services

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

Purpose of the Directorate

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

Policy & Communications

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

Executive Support

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

Vision and key priorities

Legal Services

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

Statutory or legislative obligations

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

Much of the directorate:-

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

Human Resources & Organisation Development

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

Services Delivered

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

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

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

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

Achievements and Successes 2019/20

Exchequer Services

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

Democratic Services

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

Executive Support

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

Legal Services

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

HR & OD

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

Policy & Communications

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

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

Exchequer Services

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

Democratic Services

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

Executive Support

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

Legal Services

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

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

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

Appendix 13 Director of Governance Budget Proposals

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

HR & OD

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

Policy & Communications

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

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

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

What challenges and risks is the service facing?

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

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

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

How is the service performing?

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

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

How will the service measure success?

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

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

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

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

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

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

Pressures 20/21

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

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Budget Proposals 2020/21

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

Service Objectives - Finance, Risk Management & Audit:

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

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

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

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

Service Objectives – Digital Tameside:

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

The service aims to provide

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

The work of the IT Service includes:

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

Service Objectives - Finance, Risk Management & Audit:

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

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

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

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

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

Finance and Audit – Achievements and Successes in 2019/20

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

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

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

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

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

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

Appendix 14 Director of Finance and IT Budget Proposals

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

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

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

Achievements and Successes in 2019/20 IT:

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

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

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

Exploiting the new fibre infrastructure to transform public services across Tameside alongside being a catalyst for economic growth and social inclusion are at the heart of the new Tameside Digital Strategy. Developed in partnership with colleagues in all services across the Council and CCG, it provides singularity of vision and ambition for Tameside and Glossop which will act to coordinate decisions on the direction and use of technology across the borough and bring a focus to future investments decisions.

Another key theme of the Digital Strategy is to bring together customer contact and access to online digital public services from across the sector in Tameside into a single digital offer. This year the Council and CCG websites are being co-hosted on the same platform and managed by the Council, saving staff and external hosting fees and laying the foundations for this new "One Place" Online offer.

Achievements and Successes in 2019/20 IT:

2019 has also seen the service undertake 2 major user equipment upgrades, both of which are huge logistical projects but had minimal disruption to users. Switching mobile phone suppliers from EE to O2 involved renegotiation and move to a new mobile network for over 1600 users/contracts as well as trial, evaluation and recommendation to move the bulk of the fleet away from Apple devices to Samsung Android devices to ensure all mobiles remained in compliance. All 300 out of support devices have now upgraded and a new Mobile device management system has been implemented. The predicted saving over two years are £180k. At the same time all Windows 7 laptop devices have been replaced. The project involves replacing over 2000 laptops/computers with the new Windows 10 devices, almost three quarters of which will have been replaced in just the last 6 months of the year.

22 services are now using iMail which is a cloud based mailing system that radically improves the speed and efficiency of posting out mail as well as gives mobile workers a way of sending out mail without having to go back to the office.

Another major equipment upgrade project not directly seen by users was the replacement of the network infrastructure in 4 buildings resulting in higher connection speeds and the ability for Tameside Hospital and CCG colleges to connect to their own network.

Throughout the year many systems have been moved onto new updated servers and/or been upgraded including Academy (Revs and Bens), Synergy (Early Years system), Agresso (finance), Iken (legal), GIS (Geographical Information System) and Town Hall tills.

New security standards have been implemented for email to ensure data is exchanged securely with other compliant organisations and to allow the decommissioning of the now defunct GCSX mail solution.

Feedback from users about the support they receive continues to be extremely good with 95% rating their experience as positive. Webchat has been available for some time now but 'chatbot' technology has also been introduced this year, which will automatically suggest solutions to users. The cloud based telephone system that integrates with the helpdesk system has also been implemented and has led to a better experience for users.

IT Key Priorities going forward:

- A review of the service offer will take place in order to assess the capacity to deliver on the new Digital Strategy and to meet the expectations of services going forward.
- Development and support of the Digital Squads, which will pick up specific pieces of work from the Digital Strategy.
- Drive the adoption of paperless solutions such as scanning with workflow and hybrid mail.
- Review systems and policy for storing files, including adoption of file retention solution.
- Improve the process for prioritisation and planning of system upgrades and development road maps for core systems.
- Replace Office 2010.
- Replace Exchange 2010 and SharePoint 2010.
- Re-location of Data Centre from Rochdale to new state of the art facility located in Ashton Old Baths,
- Commercialization of the new Data Centre – the 1st such facility in the borough.
- Implement new Disaster Recovery facility at TGH.
- Continued roll out of Tameside's own fibre network and delivery of the DCMS Wave 2 Local Full Fibre funded works.
- Review of cyber security and continued compliance with national standards.
- Health and Social Care integration and support the adult social care transfer.
- Development of the new 1Place website and new digital contact strategy.
- Continue to upgrade all Council sites to ensure they have fast, flexible and secure cabled and Wi-Fi networks in place.
- Review Desktop configuration and management solution to ensure it meets our requirements going forward.
- Expansion of the borough's public wifi network.
- Replacement back up system.
- Replacement of several major parts of the IT infrastructure such as the main storage solution (SAN) and the virtual server stack (blades).
- Move content into the new GIS solution and significantly enhance all systems that use location based data.

Pressures 20/21

Description of pressure	Funding	Pressures Forecast £000s - Incremental				
		20/21	21/22	22/23	23/24	24/25
New NJC pay structure from 1 April 2019 will result in pay cost pressures, particularly at the lower grades.	Recurrent	159	0	0	0	0
Asset Register	Recurrent	8	0	0	0	0
Asset Valuations	Recurrent	50	0	0	0	0
Capital financing - additional borrowing costs for licences	Recurrent	280	0	0	0	0
Device Management	Recurrent	121	31	2	1	2
Data Centre	Recurrent	968	-765	651	-578	93
Networks and Telephony	Recurrent	262	51	-186	495	-516
Cyber/Security	Recurrent	191	-38	-18	0	0
Web & Development/Systems/Misc.	Recurrent	58	2	4	16	2
Members ICT Scheme	Recurrent	24	-22	2	20	-22
Business As Usual Investments (Workspace One)	Recurrent	44	0	0	0	0
Investment for Shared Files	Recurrent	14	-12	1	0	0
Investment for Wi-Fi Points	Recurrent	11	-11	0	0	0
Investment for Public Wi-Fi	Recurrent	20	53	-53	0	0
Investment for Server Management	Recurrent	382	-302	4	5	4
IT Investments - Remove budgets for smoothing	Recurrent	-2,095	1,013	-407	41	437
IT Revenue budget pressures financing profile	Recurrent	1,246	93	112	98	-11
		1,743	93	112	98	-11

Savings 20/21

Scheme	RAG rating	Initial Comments	Saving Forecast £000s - Incremental				
			20/21	21/22	22/23	23/24	24/25
Income Management		After a review of Income Management service it has identified that the charges in relation to costs incurred are less than budget. This is in relation to costs for Worldpay, Santander & G4S.	50	0	0	0	0
Insurance		Review of insurance costs and the reserve / provision and requirements. The initial review has identified the insurance commitments to be less than budget.	750	0	0	0	0
			800	0	0	0	0

CORPORATE BUDGETS 2020/21

Corporate Budgets relate to income and expenditure that is not directly attributable to service provision or back office services, and includes contingency budgets where precise costs and budget have not yet been allocated to services. The main budget items include:

- Cost of the Chief Executive's Office and Members Allowances
- Contributions to AGMA
- Coroner's costs
- Capital and financing costs including borrowing costs and provision for the repayment of debt used to fund capital investment in previous years.
- Income includes interest on cash balances invested under the Treasury Management Strategy and investment income from the shareholding in Manchester Airport.

Service Area	Revenue Budget £
Contingency	3,885,610
Corporate Costs	4,439,360
Capital and Financing	995,500
Grand Total	9,320,470

2020/21 Budget Analysis	Revenue Budget £
Expenditure	
Employees	1,682,310
Premises Related Expenditure	23,280
Transport Related Expenditure	13,750
Supplies and Services	6,610,440
Third Party Payments	706,000
Capital Financing Costs	10,594,000
Expenditure Total	19,629,780
Income	
Customer and Client Receipts	(921,310)
Government Grant Income	(35,000)
Other Income	(268,000)
Interest Income	(9,085,000)
Income Total	(10,309,310)
Grand Total	9,320,470

Pressures 2020/21

Description of pressure	Funding	Pressures Forecast £000s - Incremental				
		20/21	21/22	22/23	23/24	24/25
Capital financing - additional borrowing costs	Recurrent	40	40	101	387	1,096
New NJC pay structure from 1 April 2019 will result in pay cost pressures, particularly at the lower grades.	Recurrent	-911	2,179	2,078	2,080	2,000
New Homes Bonus funding reductions and increase in threshold, NO LONGER REQUIRED	Recurrent	-500	0	0	0	0
Existing budget adjustments	Recurrent	981	1,226	51	53	54
New NJC pay structure from 1 April 2019 will result in pay cost pressures, particularly at the lower grades.	Recurrent	31	0	0	0	0
		-359	3,445	2,230	2,520	3,150

Savings 2020/21

Scheme	RAG rating	Initial Comments	Saving Forecast £000s - Incremental				
			20/21	21/22	22/23	23/24	24/25
Capital & Financing - MRP		Additional income forecast in 20/21 due to cash balances not reducing as quickly as originally anticipated. Also savings on MRP in 20/21 as financing of the capital programme in 2018/19 differed from original plans – saving on MRP is being achieved in 19/20 and reflected in monitoring position at P3. Saving is non-recurrent as the financing of the capital programme catches up by end of 20/21	552	-453	-99	-99	0
MAG Dividend Income		Based on Dividend received in 18/19 and 19/20 budget can be increased to 6.4m overall (currently £4m in the budget). The airport dividend is not guaranteed therefore there is a level of risk attached to this saving.	2,400	0	0	0	0
Pension Increase Act		The Pension Increase Act budget are historic pension commitment the council have from former local government reorganisations. The cost reduces as time goes on as the number of pensioner drawing funds reduce. The Actual payments each year increase in line with inflation but to date the reduction in members against inflation has always resulted in a saving.	35	0	0	0	0
Other minor budget adjustments		A review of expenditure against corporate budgets in 2019/20 has identified a number of small budget savings that can be implemented without impact on services.	169	0	0	0	0
			3,156	-453	-99	-99	0

Budget Proposals 2020/21

Summary of Service Objectives and Services Provided:

Quality Team:

The core function of the Quality Team is ensure the Strategic Commission has effective systems and processes in place to ensure the organisation is able to effectively discharge its duty to commission quality services on behalf of the local population.

Quality is the central principle of our health and care services; it is what matters most to people and what motivates and unites the workforce. The Strategic Commission is committed and responsibility for securing continued high quality services for its local population. Quality underpins the Corporate Priorities of Starting Well, Living Well and Ageing Well, Place Based Services and Vibrant Economy.

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Quality is defined as safe services, with good user outcomes and that users of the service have a positive experience.

This means embedding quality and patient safety into the core business of the organisation; from the initial inception of a new commissioning proposal, to ensuring it has robust quality assurance mechanisms for those services already commissioned through to ensuring users' experience of accessing these services is used effectively to inform and continuously improve the quality of commissioned services.

Safeguarding Team:

The Quality and Safeguarding Directorate is responsible for ensuring that the health economy meets its statutory functions to prevent, recognise and respond to all elements of abuse of all vulnerable groups. (Care Act 2014: Children Act 1989:2004)

Key outputs of the safeguarding service are the following:

- To ensure that the whole health economy pays due regard to protect and support vulnerable people in all services
- To ensure that health services in Tameside and Glossop work with multi agency teams to support and enhance the overall service provision for vulnerable families

Service Area	Revenue Budget £
Quality & Safeguarding - Adults	90,000
Quality & Safeguarding - Childrens	126,360
Grand Total	216,360

Appendix 15 - Quality & Safeguarding

To provide safeguarding support and advice for safeguarding to practitioners across all services

- To professionally challenge some elements of safeguarding practices within Tameside and Glossop.
- To ensure that there is coordination of implementation of any developments in safeguarding nationally, regionally and locally.

The Safeguarding Team at CCG do not deliver on services but are responsible for ensuring that health providers deliver.

Individualised commissioning team

The team is responsible for assessment, commissioning and active complex case management of all individual treatments and care for those eligible for NHS funded care

Key Objectives;

The Strategic Commission is assured about the ongoing quality of health and care services commissioned on behalf of the T&G population.

- The Strategic Commission is supported by the quality and safeguarding teams to effectively discharge its statutory duty to commission, design and procure high quality services on behalf of the local population.
- The objectives are achieved by the team providing a wide range of advice, support, challenge and assurance functions throughout the organisation.

Spend Analysis	Revenue Budget £
Expenditure	
Employees	280,700
Premises Related Expenditure	11,250
Transport Related Expenditure	5,900
Supplies and Services	149,980
Recharge Expenses	500
Expenditure Total	448,330
Income	
Recharge Income	(64,570)
Customer and Client Receipts	(32,750)
Other Income	(134,650)
Income Total	(231,970)
Grand Total	216,360

Achievements and successes in 2019/20

Quality

- Significant strengthening of the contract performance, quality assurance and governance arrangements for the monitoring of T&G Care homes. This has seen a continued improvement in the number of care homes moving from requires improvement to good and a reduction in the number of inadequate care homes. Intelligence systems in place now ensure early oversight of care homes which may require additional support and intervention from the Quality Improvement Team..
- Continued implementation of an integrated health and care approach to deliver the GM ambition to reduce gram negative Ecoli infections across the economy.
- Implementation of GP packs to support the improved update of Health Checks for people with Learning Disabilities and to reduce health inequalities for this group.
- Redesign of ICFT Contract quality and performance monitoring requirements to reflect a system approach.

Safeguarding

- Since 2018 the management of the Safeguarding Boards' adults and children functions have been amalgamated with the CCG Safeguarding Team . The teams support the functions of the safeguarding boards and ensure that there is delivery on safeguarding multi agency training.
- The services support the corporate priorities of Starting Well, Living Well and Ageing Well, Place Based Services and Vibrant Economy by ensuring that due regard is made to safeguarding of vulnerable groups whenever there is commissioning, redesigning or evaluating of services to support these priorities

Individualised Commissioning

- Continued strong financial controls programme despite the challenges of an increasing demand for NHS funding due to increase in complexity of clients
- Achievement of the two Quality Premiums for Continuing care
- National recognition of our significant reduction in long term hospital placement in Learning disabilities.
- Successful implementation of CHC Personal Health Budgets
- NHSE pilot site for Mental Health SEC 117 Personal Health Budgets

Key priorities for 2020/21 and future years

Quality

- Quality and safeguarding Assurance of smaller value contracts via a risk stratification approach
- Work with LA colleagues to ensure quality and safeguarding assurance of Public Health, Adult Social Care, Home Care and Support at Home commissioned services are sighted within Quality Assurance report.
- Revision of contract quality and safeguarding assurance mechanism for the Pennine Care Foundation Trust contract
- Ensuring contract arrangements for the Integrated Care Foundation Trust contract reflect the transition of Adult Social Care services.
- Support the quality of commissioning and contract management in children's services

Individualised commissioning

- Continued role out of Personal Health Budgets offer to all NHS Continuing Care clients who live at home
- NHS England assurance tool for NHS CHC
- CCG involvement in the GM at scale CHC offer
- Increased intelligence of National specialist providers

Safeguarding

- Safeguarding Assurance of smaller value contracts via a risk stratification approach
- Continued implementation of new safeguarding children's arrangements
- Peer review of children's safeguarding arrangements
- Peer review of adult safeguard arrangements across the place
- Support Mash development and children's neighbourhood models
- Support integration of LA and Health Safeguarding and Looked after Children's service.

Appendix 16 CCG Budget Proposals

CCG Financial Position 2020/21

Publication of NHS planning guidance for 2020/21 was originally scheduled for before Christmas. However, at the time of writing this paper, financial/operational guidance has still not been published.

It is currently envisaged that financial/operational planning guidance, including details of allocations will be published w/c 20 January 2020. With the technical documents published in the same week.

Further clarification is still required, but as a consequence of the delayed publication, it is expected that submission of draft plans to NHSE will be pushed back to 21 February, with final submissions due around Easter.

It is impossible to finalise budget setting for 2020/21 until allocations are in place and commitments and consequences of national planning guidance have been quantified and calculated.

Therefore for the purposes of joint reporting of Integrated Commissioning Budgets across the Single Commission, figures for the CCG are based upon long term plans developed on Autumn 2019.

While figures presented to the right will inevitably change following publication of detailed planning guidance, they provide a useful indicative picture of our expected financial position based on known factors in the Autumn.

Based on the LTP for 2020/21, we anticipate:

- £432.7m Total funding
- £445.3m Total Spend (in a do nothing scenario before QIPP)
- **£12.5m QIPP (Savings) Target**
- £9.5m Expected Savings Based on Current QIPP Plans
- **£3.0m Savings Still to Find**

CCG Allocation (£ 000)	2020/21	2021/22	2022/23	2023/24
Published Core	387,153	401,027	414,409	427,099
Primary Care	36,204	37,674	39,348	41,267
Running Cost	4,556	4,556	4,556	4,556
Published Recurrent Allocation	427,913	443,257	458,313	472,922
Additional Recurrent Allocation	0	0	0	0
Non Recurrent Allocation	4,860	0	0	0
Total In Year Funding	432,773	443,257	458,313	472,922

Do Nothing Spend (£000)	2020/21	2021/22	2022/23	2023/24
ACUTE	222,461	230,083	237,174	244,297
COMMUNITY HEALTH SERVICES	36,419	39,027	40,187	41,357
CONTINUING CARE	19,076	20,316	21,585	22,934
CORPORATE	4,556	4,556	4,556	4,556
MENTAL HEALTH	39,821	41,190	42,502	43,732
OTHER	31,934	28,536	30,211	33,592
PRIMARY CARE - CCG	54,803	56,717	58,564	60,315
PRIMARY CARE - Delegated	36,204	37,674	39,348	41,267
Total Spend (Do Nothing)	445,273	458,099	474,128	492,051

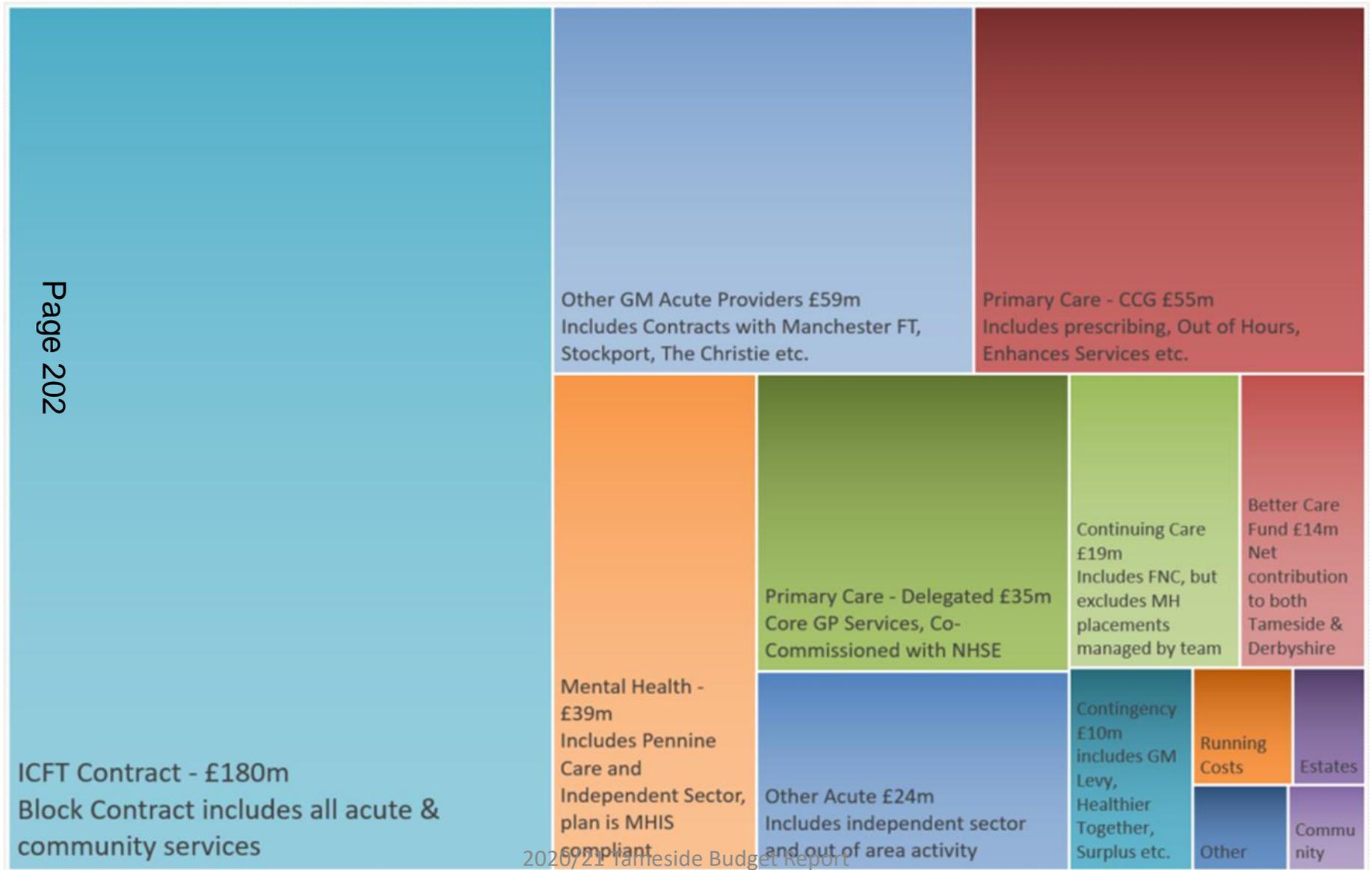
QIPP Target	12,500	14,842	15,815	19,129
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Expected Savings	9,452	11,771	12,706	13,631
Savings Still to Find	3,048	3,070	3,109	5,498

Appendix 16 CCG Budget Proposals

How we plan to spend our budget in 2020/21

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Growth Assumptions

The following growth assumptions have been used in formulation of indicative budgets for 2020/21. Adjustments have also been made for know changes, contract end dates and other issues:

Future Growth Rates - detail	Net tariff inflation	Activity Growth: Demographic	Non-Demographic Growth	2020/21 Total
MENTAL HEALTH	1.33%	1.70%	2.32%	5.35%
ACUTE - ICFT	1.55%	1.70%	0.40%	3.65%
ACUTE - ASSOCIATES	1.55%	1.70%	0.40%	3.65%
ACUTE - AMBULANCE	1.36%	1.70%	1.94%	5.00%
ACUTE - OTHER	1.55%	1.70%	0.40%	3.65%
PRIMARY CARE - CCG	1.30%	1.70%	0.65%	3.65%
PRIMARY CARE - DELEGATED	1.30%	1.70%	2.33%	5.33%
CONTINUING CARE	5.00%	1.50%	0.00%	6.50%
COMMUNITY HEALTH SERVICES	1.32%	1.70%	0.63%	3.65%
OTHER	1.30%	0.00%	1.40%	2.70%
CORPORATE	1.70%	0.00%	0.00%	1.70%

Appendix 16 CCG Budget Proposals

Pressures Built into the LTP 'Do Nothing' Position

Pressure	Notes
End of Transformation Funding	£4m of costs previously funded from GM transformation fund are now built into recurrent CCG position. Funding will be subject to evaluation and in the short term we are using cumulative surplus carried forward to support costs. But this is a key driver of the QIPP target increasing to £19.1m by 23/24.
Healthier Together	£740k in plan to fund Healthier Together (ambulances, A&E, governance, backfill etc). Risk around critical care activity costs post transfer. Assume CCG will need to contribute towards unresolved general surgery costs. Note that nothing has been assumed for stranded costs at ICFT – which need addressing through GM theme 3 work, but recognise risk on this.
Lung Health Checks	£6.3m of national funding in place to cover implementation and delivery of Lung Health Checks programme between 18/19 and 22/23. Assume ongoing recurrent costs of £1m beyond this - less than cost throughout pilot as backlog will be cleared, efficiencies will have been identified and any one off costs have already been incurred. In addition to the post of running the programme of checks, assume additional referrals will be created. Longer term this early identification should reduce high cost urgent admissions and identification of problems at a later stage, theoretically saving money. But that would be over a longer time period than 5 years, therefore an additional £200k p.a has been added to the plan for prudence (part year impact in 20/21).
GM Programmes of Work	Series of GM Programmes of work (e.g. Cancer Transformation, Frailty Review, Digitally Enabled Care, Maternity Services & Integrated Emergency Care). Uncertain about the exact requirements at this stage. But potential future costs, which the CCG would incur. The plan assumes £350k for cancer and £100k for Maternity, based on some early and indicative GM estimates. But anything beyond this would represent a further unbudgeted pressure.
6 Weekly Visits for Autism	Individualised commissioning team expected to conduct more frequent case reviews for patients, including 6 weekly visits for autism. Some of these patients are placed out of area, so a visit can take a full day. Significant pressure on the individualised commissioning team, which may ultimately require additional resource to meet national expectations.
Employer Pension Contribution	Increase in employer contribution from 14.3% to 20.6% from April 2019. In 2019/20 BSA will continue to collect 14.3% from all NHS employers, with the shortfall funded centrally by NHSE. Uncertainty around the longer term arrangements, but we assume this will be nationally funded. Impact will not just relate to directly employed CCG staff. Much more significant will be the impact on providers, where the CCG will need pass over additional funding through contracts (£6m at ICFT, but applicable to all contracts where employer enrolled in NHS pension scheme). Potential risk if allocations do not fully cover.
Mental Health	Pressures of delivering against the Five Year Forward View and addressing sustainability issues at Pennine Care
Primary Care Access	£787k has been funded via non rec IATs in previous years, uncertain whether this will be funded again or is expected to be from baseline. There is a GM commitment around maintaining access, however clarification required as to whether this is funded via CCG baseline or an additional allocation. In 18/19 and 19/20 this funding stream was a non-recurrent allocation of GP Forward View funding.

Expenditure Controllability

- **ICFT:** >40% of the CCGs total allocation is included within the block contract. Any savings against this contract need to be negotiated and implemented without destabilising our key strategic partner.
- **Mental Health:** $\frac{3}{4}$ of MH spend is with Pennine Care. Significant sustainability issues with our main MH provider. MHIS dictates that we must demonstrate increased expenditure in this area. So any efficiencies will not result in savings as we have to invest elsewhere.
- **Other Acute:** This budget splits 3 ways with different drivers of demand and controllability factors:
 - 40%. Emergency ambulances, where costs are driven by capacity and demand for urgent care
 - 40%. Independent Sector Treatment. Driven by GP referrals, patient demand and waiting lists in the NHS
 - 20%. Non contracted Activity for A&E attendances and emergency admissions outside the local area
- **Primary Care – CCG:** 80% of this spend is on prescribing. This has been our flagship savings scheme in recent years and we benchmark well against other CCG's in terms of savings achieved. But still more we can do and the LTP assumes future savings will increase by an additional £500k p.a.
- **Primary Care Delegated:** Joint Control with NHSE. Budget has to be spent on GP services.
- **Better Care Fund:** Values are nationally dictated and we are not allowed to reduce spend.
- **Continuing Care:** Eligibility determined by national eligibility criteria which we cannot deviate from. Significant savings and efficiency already achieved in this area.
- **Contingency:** Planning rules dictate we must maintain some contingency, while residual budget relates to GM commitments (e.g. Levy, Healthier Together) we have entered into.

Expenditure Controllability – Other GM Acute

- Charts to the right analyse £57m of spend with 'Other GM Acute Providers' in 19/20.
- These are uplifted for growth and inflation in future years.
- Manchester is by far the biggest provider after the ICFT.
- Emergency Admissions are the biggest single category of spend and when combined with A&E represents 1/3 of total spend. It is difficult for the CCG to exercise control over this urgent activity.



- Spend on Elective activity and outpatient attendances is potentially more controllable through controls on GP referrals.
- Spend in other includes high cost drugs and devices, diagnostics, complex activity, CQUIN and year of care treatments.

Expected Savings

- In total, our QIPP programme exceeds the size of the financial gap.
- However there is clear risk attached to delivery of these plans. As such the CCG has some standard optimism bias assumptions which we apply to all savings schemes
- **Green** - 100% realisation
- **Amber** - 50% realisation
- **Red** - 10% realisation
- New savings proposals required to fully close gap in future years.
- However we would also fully close the gap if all current savings plans could be fully implemented and realised.

Planned Savings Before Optimism Bias - £000s	2020/21	2021/22	2022/23	2023/24
R	9,296	6,040	6,040	6,040
A	5,800	9,503	9,803	10,103
G	5,622	6,416	7,201	7,976
Grand Total	20,719	21,959	23,044	24,119

Expected Savings Post Optimism Bias - £000s	2020/21	2021/22	2022/23	2023/24
Acute	1,806	3,368	3,468	3,568
Mental Health	201	205	205	205
Community	40	200	200	200
Prescribing	1,750	2,250	2,750	3,250
Primary Care	347	347	347	347
CHC	550	600	650	700
Running Costs	70	70	70	70
Other Programme	4,689	4,732	5,017	5,292
	9,452	11,771	12,706	13,631

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BUDGET CONVERSATION

2020/2021

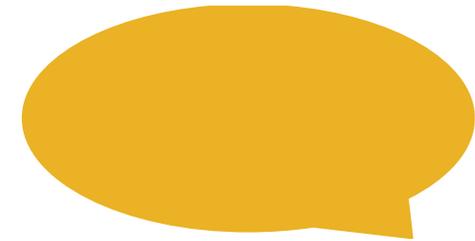
Tameside Council (TMBC) and NHS Tameside and Glossop Clinical Commissioning Group (CCG) have come together to form the Tameside and Glossop Strategic Commission. We are responsible for a range of services from bin collections through care for the elderly to the provision of GP surgeries.

The total amount of money spent by both organisations combined is £935 million. Although a significant sum of money that amount has reduced considerably over recent years due cuts in funding from central Government. Both organisations have had to find increasingly new and innovative ways to provide the services local people want.

Over the next few pages we explain where the money we spend comes from, where we spend it and then ask for your views that will help us set our budget for 2020/21.

(Note: The figures in the following pages are an indicative guide to the scale of spending and the main areas of spend. The figures are not a draft budget for 2020/21).

(Note: Tameside & Glossop Strategic Commission provide health services for Tameside & Glossop and council services for Tameside only. Council services in Glossop are the responsibility of Derbyshire County Council and High Peak Borough Council and are not part of this budget conversation).

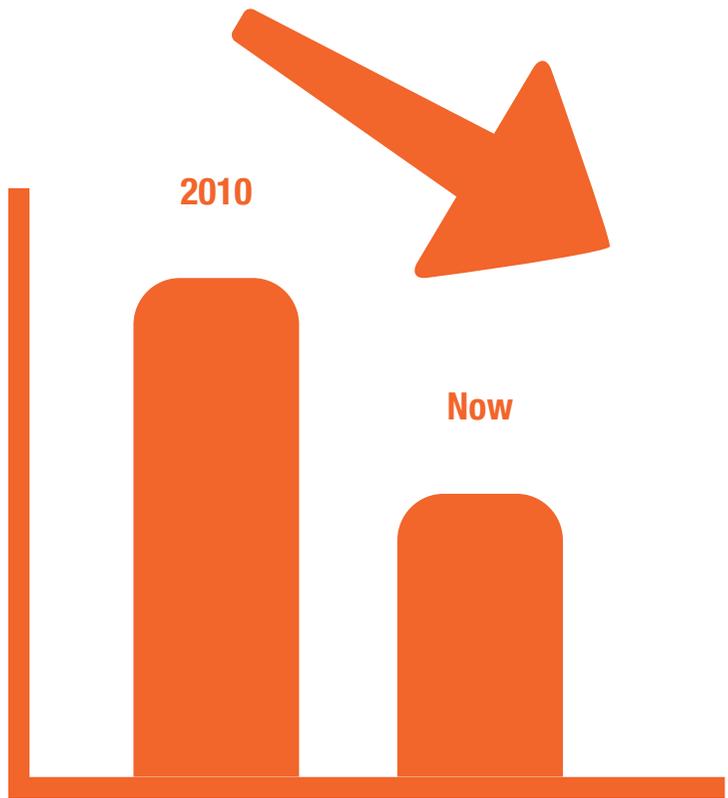


BUDGET CONVERSATION

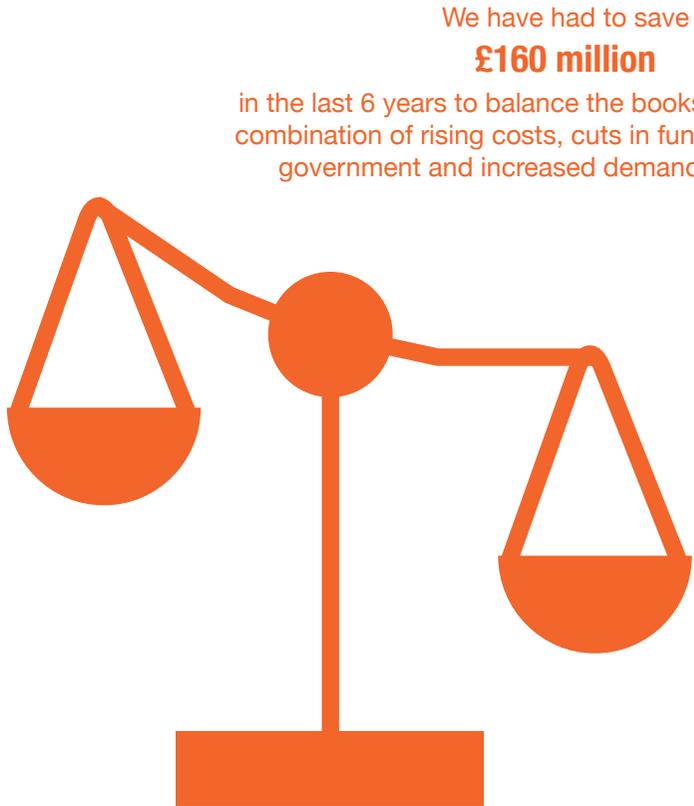
2020/2021

Over recent years the amount of money in real terms we have to spend on local service has decreased significantly, particularly for the council. This is expected to continue in future years.

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Research shows that funding from central government to local government has been cut in half since 2010 in real terms.



We have had to save **£160 million** in the last 6 years to balance the books. This is due to a combination of rising costs, cuts in funding from central government and increased demand for services.

We have to save a further **£33 million** over this year and next to balance the budget.

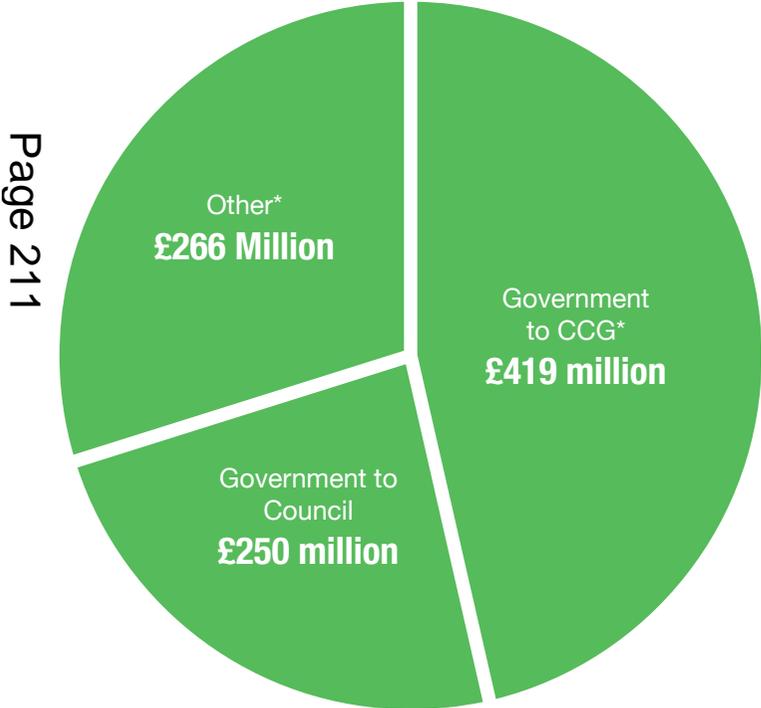
BUDGET CONVERSATION

2020/2021

So where does the £935 million come from?

Government Funding

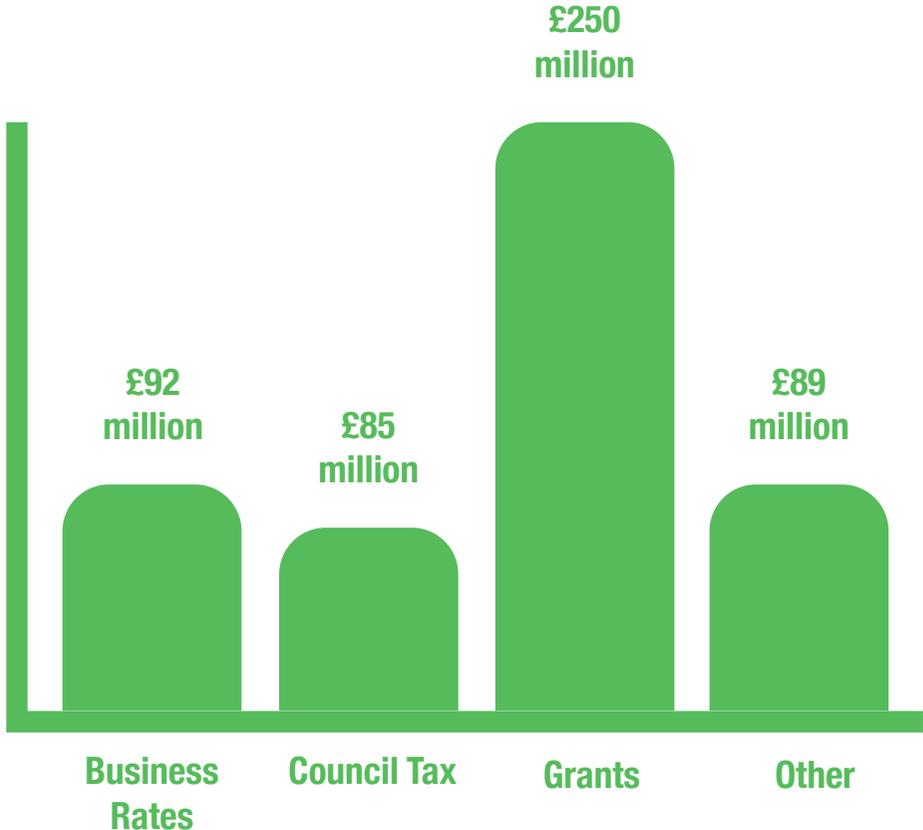
The Government provides nearly three quarters of the money we spend. All the CCG's spending and just under half of the councils spending.



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Council Tax, Business Rates, Grants and Other

Money from Council Tax makes up just 18% of council spending.



*All the CCG's spending is funded by the Government.

(Tameside Council spending only)

BUDGET CONVERSATION

2020/2021

Money is spent in different ways. Here are some examples:



£188 million

on wages for staff directly employed by the council and CCG



£42 million

on drugs and medicines



£116 million

passed straight to schools to decide how to spend



£17 million

on buildings and premises from which we provide services.



£10 million

on vehicles and machinery



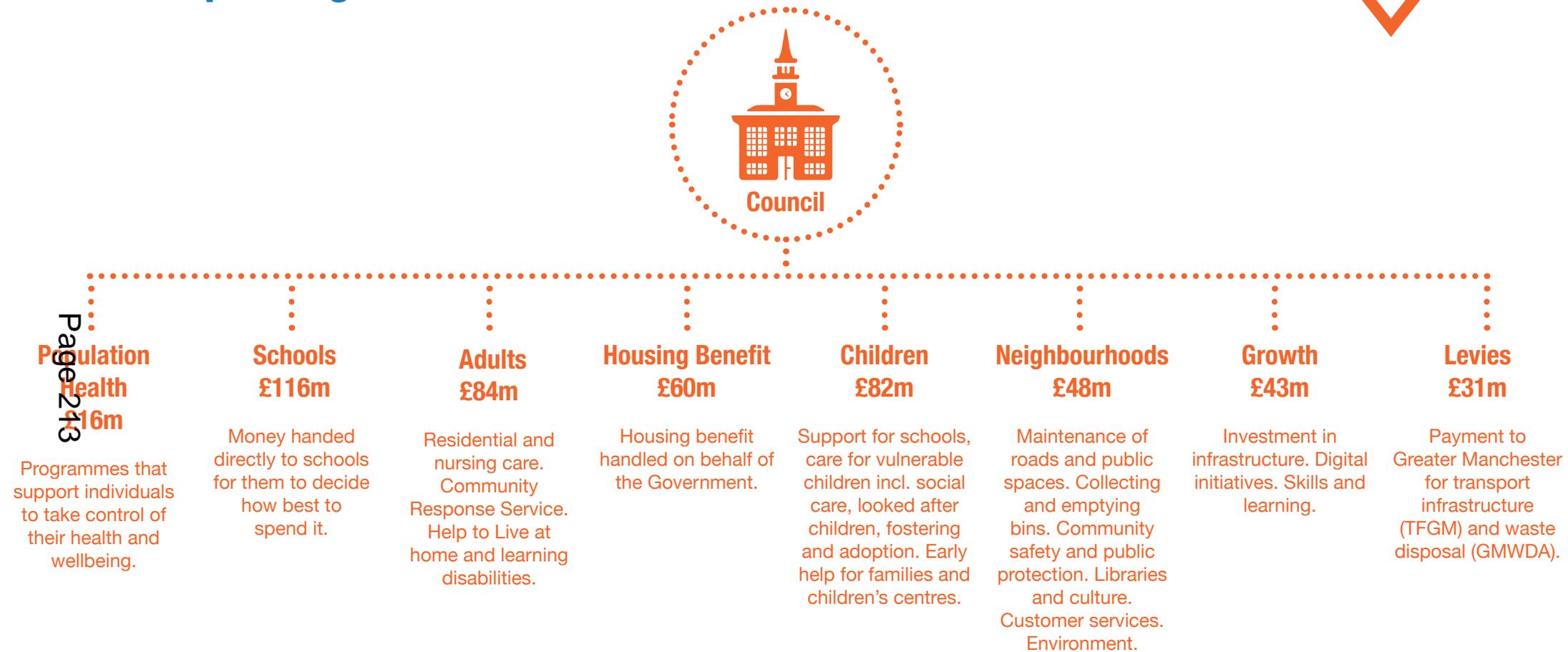
£44 million

for GP's and other Primary Care services

BUDGET CONVERSATION

2020/2021

The main spending areas are:



(Note: Tameside & Glossop Strategic Commission provides council services for Tameside only. Council services in Glossop are the responsibility of Derbyshire County Council and High Peak Borough Council and are not part of this budget conversation).

BUDGET CONVERSATION

2020/2021

The main spending areas are:



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T&G ICFT
£171m

Contract with Tameside and Glossop Integrated Care Foundation Trust for Tameside Hospital and community services.

Other Acute Care
£80m

Payment for any other hospital stays out of the area by local patients.

Prescribing
£42m

Funding to cover the cost of free prescriptions and the difference between the cost of drugs and the prescription charge.

Primary Care
£44m

Funding to support the services provided by the thirty seven GP practices in Tameside and Glossop plus out of hours and enhanced services.

Mental Health
£35m

Contract with Pennine Care NHS Foundation Trust for mental health support services plus other mental health projects and providers.

Continuing Care
£18m

Care outside of hospital for patients who have ongoing health care needs which are of a complex and potentially unpredictable nature that requires sustained and ongoing care.

(Note: Tameside & Glossop Strategic Commission provides health services across Tameside & Glossop).

BUDGET CONVERSATION

2020/2021

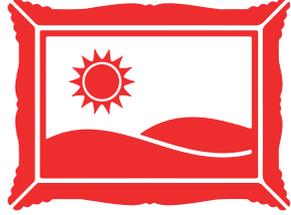
Example of services provided:



36,850 pupils
taught in
98 schools



Approx 250,313 people
served by
37 GP surgeries



Run **8** libraries,
1 local studies and archive
centre,
1 museum,
1 art galleries



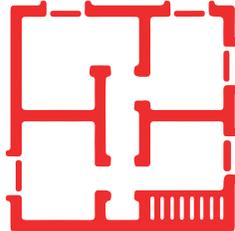
Answer approximately
105,000 calls
to our call centre



Deal with
32,300 visits
to Customer Services



Empty
50,000 domestic bins
and
200,000 recycling bins
per week



Deal with approximately
1,114 planning applications



Maintain **26,000**
street lights,
45,000 road drainage
gullies, **1,155** kilometers of
pavements, **758** kilometers
of carriageways, **26** parks,
37 playgrounds and
25 sports pitches and
inspect **35,000** trees
on highways and green space

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BUDGET CONVERSATION

2020/2021

Examples of helping to address the challenges faced in the area:



Helped
519 people
to stop smoking



Offer health checks to
3829 people
aged 40 to 74



We have visited
2,470
new mothers
to offer help and advice

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Commission care for
775 people
in residential or
nursing homes



Act as parent to
Over 700 looked
after children



Provided support to
2,900 people
to live independently
and remain in their
own homes



Support
2,193 children in need
and their families

BUDGET CONVERSATION

2020/2021

We are always finding new ways to deliver services and invest for the future. Here are a few examples based around a co-operative approach to working:



Cash Box



Partnership Engagement Network



Youth Council



Grafton Centre



Together Centre



Tameside Digital Infrastructure Cooperative



Tameside Armed Services Community



Tameside PACT

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BUDGET CONVERSATION

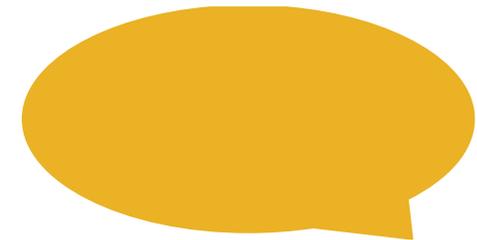
2020/2021

We'd love to hear your views.

Please go onto our survey and answer a couple of questions in your own words.

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

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Appendix 18 Capital Investment

Capital Programme 2019 - 2021	2019/20 Projected Outturn	2019/20 Budget (Approved)	2019/20 Budget (Earmarked)	2020/21 Budget (Approved)	2020/21 Budget (Earmarked)
	£000	£000	£000	£000	£000
Growth					
Investment & Development	3,100	5,848	9,900	275	0
Corporate Landlord	225	421	7,937	0	0
Estates	50	114	1,400	0	0
Operations and Neighbourhoods					
Engineering Services	13,047	13,350	6,250	6,103	6,000
Vision Tameside	3,156	8,708	0	0	0
Environmental Services	2,059	3,640	700	400	0
Transport	260	260	0	2,406	0
Stronger Communities	27	27	200	0	0
Children's					
Education	12,850	17,539	0	984	0
Children's	0	0	950	0	0
Finance & IT					
Finance	5,700	5,700	500	0	0
Digital Tameside	4,310	3,959	0	0	0
Population Health					
Active Tameside	10,360	15,970	0	0	0
Adults					
Adults	340	1,228	12,700	0	0
Total	55,484	76,764	40,537	10,168	6,000

Appendix 18 Capital Investment

Indicative Additional Capital Investment Requirements 2020 – 2025

Figures below are purely indicative based on an exercise undertaken in January 2019. Indicative requirements for future years are currently being reviewed as part of an overall review of the Capital Programme and Capital Receipts forecasts.

Indicative Capital Investment Requirements	20/21	21/22	22/23	23/24	24/25	Total
	£000	£000	£000	£000	£000	£000
Investment & Development	16,045	16,325	11,500	9,000	5,000	57,870
Total Growth	16,045	16,325	11,500	9,000	5,000	57,870
Engineering Services	2,000	3,150	3,050	3,550		11,750
Environmental Services	200	850	300	250	200	1,800
Transport	2,750	1,150	-	170	101	4,171
Stronger Communities	150	55	-	-		205
Total Operations and Neighbourhoods	5,100	5,205	3,350	3,970	301	17,926
Education	5,053	211	-	-		5,264
Total Children's	5,053	211				5,264
Finance	100					100
Total Finance & IT	100					100
Active Tameside	2,778					2,778
Total Population Health	2,778					2,778
Community Health - Estate	-	10,000	25,000	2,500	2,500	40,000
Total Adults		10,000	25,000	2,500	2,500	40,000
GRAND TOTAL	29,076	31,741	39,850	15,470	7,801	123,938

Pay Policy Statement 2020/21

Pay Policy Statement for the Year 2020/21

The Pay Policy Statement sets out the Council's approach to pay policy in accordance within the requirements of Section 38 of the Localism Act 2011. The Pay Policy Statement has also been revised to take into account the Council's approach to approval by Full Council for severance payments in excess of £95K in line with guidance received from the Department for Communities and Local Government (DCLG). This pay policy applies for the year 2020/21 unless replaced or varied by Full Council.

It does not cover teaching staff whose salaries and terms and conditions of employment are set by the Secretary of State. Academy Schools are an entirely separate legal entity from the Council and are covered by Academies Act 2010 and as a separate employer are responsible for setting salaries for their employees.

The purpose of the Pay Policy Statement is to ensure transparency and accountability with regard to the Council's approach to setting pay. The Pay Policy Statement has been approved by Council and is publicised on the Council's website in accordance with the requirements of the Localism Act 2011 in March each year.

Underlying Principles

The Council is committed to and supports the principle of equal pay for all our employees. Equal pay between men and women is a legal right under both United Kingdom and European Law. The Equality Act 2010 requires employers not to discriminate on grounds of the nine protected characteristics.

The Council applies terms and conditions of employment that have been negotiated and agreed through appropriate collective bargaining mechanisms (national or local) or as a consequence of authority decisions, these are then incorporated into contracts of employment.

Appendix 19 Pay Policy Statement 2020/21

The Pay Policy Statement identifies:

- The method by which salaries and severance payment are determined.
- The detail and level of remuneration of the Council's most senior managers i.e. Chief Executive and Leadership Team, which accords with the requirements of the Localism Act 2011.
- The process for ensuring that the Pay Policy Statement is applied consistently, including the Staffing Panel which has delegated powers in relation to senior manager pay and employment.
- The detail and level of remuneration for the lowest level of employee.
- The ratio of pay of the top earner and that of the median earner.

It should be noted that the Pay Policy Statement does not include information relating to the pay of Teachers or Support Staff in schools who are outside the scope of the Localism Act 2011.

The Statement complies with all statutory and legal requirements.

In this policy we use the term "Senior Manager" to mean the same as "chief officer" as described in the Localism Act 2011. The Council already separately publishes information about pay and average pay, which is also set out here.

Highest Pay (per annum)	£177,164.00 p.a. (fte)
Average Pay (per annum)	£26,311.23 p.a. (fte) (based on mean) £23,981.76 p.a. (fte) (based on median)
Pay difference (between average & highest pay)	£150,852.77 (based on mean) £153,182.24 (based on median)
Pay Multiple (ratio between the average and the highest pay)	6.7:1 (based on mean) 7.4:1 (based on median)
Pay Multiple (ratio between the lowest and the highest pay)	10.2:1

1. Policy on the remuneration of its Senior Managers

Chief Executive and Chief Officers conditions of service are in line with the Joint Negotiating Committees for Chief Executives and Chief Officers. The pay levels for the Chief Executive and Directors are determined by the Council's Senior Staffing Panel on appointment, having regard to the Council's duty to ensure best value and after taking professional advice on pay levels, market conditions and other relevant employment factors.

Assistant Director pay is determined by a job evaluation process, which was undertaken in 2011. The scheme used was one designed by the Local Authority Employers Organisation, which advises Councils at a national and regional level on employment and pay issues.

There is an intention to undertake an external review of Senior Managers salaries in 2020/21 to ensure salaries remain competitive and equal pay compliant. Any remuneration package in excess of £100K will be determined by Council.

Other than allowable out of pocket expenses, the Council does not make other payments to Senior Managers in addition to basic salary for undertaking their core role. Overtime is not payable to Senior Managers.

2. Policy on the remuneration of its lowest paid employees

In this policy, we use the definition of lowest paid employee as being those paid on spinal column point (SCP) 1 of the National Joint Council for Local Government Services, plus the Living Wage (LW) supplement payment where SCP 1 is below the LW rate, which was introduced within the Council pay structure in September 2016. We use this because it is the lowest substantive pay grade used for local authority employees.

Our policy is that an employee would normally only be paid at this rate if they were in the first year of appointment to a post which has been evaluated under the national scheme for evaluating local authority jobs. The Council uses the nationally agreed job evaluation scheme for employees of local authorities which is used by a large proportion of other local authorities.

Once someone has been in post a year they will, subject to satisfactory performance, move to the next increment in the pay scale. Increments are payable each year on 1 April, until the maximum point of the grade is reached.

The Council's pay structure is available on the website at <http://www.tameside.gov.uk/paystructure>

3. Policy on the relationship between -
(i) the remuneration of its Senior Managers, and
(ii) the remuneration of its employees who are not Senior Managers

The Council has no formal policy on the relationship between the remuneration of Senior Managers. The Hutton review entitled Fair Pay in the Public Sector considered the multiple should be no greater than 20 to 1 (lower is better) and based on the current situation the Council falls well below this threshold. The authority does not have a policy on maintaining or reaching a specific 'pay multiple', however, the authority is conscious of the need to ensure that the salary of the highest paid employee is not excessive and is consistent with the needs of the authority. These pay rates may increase in accordance with any pay settlements which are reached through their respective national negotiating bodies.

At Tameside, the pay multiple between the Chief Executive's pay and the lowest paid employee in the organisation is 10.2:1 and is therefore well within this recommended range.

4. Policy relating to the remuneration of Senior Managers on recruitment

All posts are subject to the Council's recruitment and selection process for job appointments, including promotion. Appointments will normally be made at the minimum of the relevant pay scale for the grade, although this can be varied if it is necessary to secure the best candidate. When recruiting to all posts the Council will take full and proper account of all provisions of relevant local government, employment and equalities legislation.

On occasions, the Council may need to consider market forces supplements for employees, which might include Senior Management posts. Authorisation arrangements for market forces supplements would be subject to approval by the Senior Staffing Panel. No such supplements are currently in place.

The Council will ensure that before an offer of appointment is made, any salary package for any post that is in excess of £100,000 is considered by full Council.

5. Policy relating to increases and additions to remuneration for each Senior Manager

Senior Managers are paid at a spot rate salary. The majority of Council staff receive nationally agreed pay awards when they are applied. These do not apply to Senior Managers at Assistant Director level and above. The Senior Staffing Panel make the determination as to whether and when there is to be an increase in the current spot rate salaries. Assistant Director's and Directors received a 2% pay increase to reflect the national pay award in 2019/20. The Chief Executive has received a 2% pay award in 2019/20 to reflect the national pay award.

6. Policy relating to the use of performance related pay for Senior Managers

The Council does not pay performance related pay to Senior Managers or any other member of the workforce. The Council believes that it has sufficiently strong performance management arrangements in place to ensure high performance. Any areas of under-performance would be addressed through the capability/disciplinary procedure as appropriate.

7. Policy relating to the use of bonuses for Senior Managers

The Council does not pay bonuses to Senior Managers or any other member of the workforce and does not intend to introduce any bonus schemes.

8. The approach to payment of Senior Managers on their ceasing to hold office under or to be employed by the Authority

The approach to payment of Senior Managers is the same as those which apply to all Council employees.

Currently, the Council operates a scheme where employees may apply for voluntary severance. Payments under the scheme are capped at a maximum of 30 weeks' pay (based on the rate of pay set in 2013) for all employees, including Senior Managers. Any applications within this scheme are subject to approval by Director (Governance & Pensions). As indicated within the Voluntary Severance Scheme, the Director (Governance & Pensions) is authorised to consider any exceptions where a robust business case exists to do so in the interests of the organisation.

Employees who take severance under the scheme are advised that they do so on the basis that the Council will not re-employ them and they contractually commit to returning any severance costs should they apply for any jobs with the Council, including any Community School or Voluntary Controlled School, within 12 months of their leaving date.

Compensation payments for loss of office are considered in situations where an employee's post becomes at risk and/or the employment relationship is no longer tenable. A maximum payment of 12 weeks applies to all employees, including Senior Managers.

The Council's approach is to treat each case on its individual merits, taking professional advice on the appropriateness, and ensuring that all payments represent value for money to the taxpayer.

Employees who are 'at risk', having been displaced from their role, currently have a 4 week period from the date they are notified to access the Voluntary Severance Scheme, with the additional loss of office payment in some circumstances. If an employee does not choose to access the Voluntary Severance Scheme they will be supported in securing alternative employment. If the secured employment is at a grade lower than their previous post they will be assimilated to the new grade at the top spinal column point and receive pay protection up to their previous salary rate for a maximum period of 6 months.

No severance package will be made in excess of £95K. The components of any such package will be clearly set out and will include pay in lieu of notice, redundancy payment, pension release costs, settlement payments, holiday pay and any fees or allowances paid.

9. Transparency

The Council meets its requirements under the Localism Act, the Code of Practice on Data Transparency and the Accounts and Audit Regulations in order to ensure that it is open and transparent regarding senior officer remuneration.

Senior Managers' pay is published on the Council's website each year. The current pay rates for senior managers are available at: <http://www.tameside.gov.uk/transparency>

10. Gender Pay Gap

From April 2017, gender pay legislation requires employers (public, private or voluntary sector) with 250 or more employees to publish statutory calculations every year showing how large the pay gap is between their male and female employees.

There are two sets of regulations which impose the mandatory gender pay gap reporting obligations on employers:

- The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017
- The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017

The legislation requires the following 6 measures to be reported:

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1	Mean gender pay gap	The difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees.
2	Median gender pay gap	The difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees
3	Mean bonus gap*	The difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees
4	Median bonus gap*	The difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees
5	Bonus proportions*	The proportions of male and female relevant employees who were paid bonus pay during the relevant period
6	Quartile pay bands	The proportions of male and female full-pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands

**Measures 3, 4 and 5 are not reportable at Tameside Council as there are no bonus payments.*

Appendix 19 Pay Policy Statement 2020/21

As at 31 March 2018 a snapshot of the Council's workforce (including all employees, apprentices and casual staff in post) provides:

Mean gender pay gap	+2.37%																										
Median gender pay gap	-8.92%																										
Mean bonus gap	N/a																										
Median bonus gap	N/a																										
Bonus proportions	N/a																										
Quartile Pay Bands	<table border="1"> <thead> <tr> <th>Quartile</th> <th>Male</th> <th>Female</th> <th>Grand Total</th> </tr> </thead> <tbody> <tr> <td>Lower (0–25% of full-pay relevant employees)</td> <td>264 (42.2%)</td> <td>361 (57.8%)</td> <td>625 (100%)</td> </tr> <tr> <td>Lower Middle (25–50% of full-pay relevant employees)</td> <td>231 (36.9%)</td> <td>395 (63.1%)</td> <td>626 (100%)</td> </tr> <tr> <td>Upper Middle (50–75% of full-pay relevant employees)</td> <td>177 (28.3%)</td> <td>448 (71.7%)</td> <td>625 (100%)</td> </tr> <tr> <td>Upper (75–100% of full-pay relevant employees)</td> <td>246 (39.4%)</td> <td>379 (60.6%)</td> <td>625 (100%)</td> </tr> <tr> <td>Grand Total</td> <td>918 (36.7%)</td> <td>1583 (63.3%)</td> <td>2501 (100%)</td> </tr> </tbody> </table>			Quartile	Male	Female	Grand Total	Lower (0–25% of full-pay relevant employees)	264 (42.2%)	361 (57.8%)	625 (100%)	Lower Middle (25–50% of full-pay relevant employees)	231 (36.9%)	395 (63.1%)	626 (100%)	Upper Middle (50–75% of full-pay relevant employees)	177 (28.3%)	448 (71.7%)	625 (100%)	Upper (75–100% of full-pay relevant employees)	246 (39.4%)	379 (60.6%)	625 (100%)	Grand Total	918 (36.7%)	1583 (63.3%)	2501 (100%)
Quartile	Male	Female	Grand Total																								
Lower (0–25% of full-pay relevant employees)	264 (42.2%)	361 (57.8%)	625 (100%)																								
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Grand Total	918 (36.7%)	1583 (63.3%)	2501 (100%)																								

Tameside's mean gender pay gap is +2.37% meaning that overall females have lower pay than males. Whereas, Tameside's median gender pay gap is -8.92% meaning that overall females have higher pay than males.

The mean gender pay gap has reduced marginally from +2.59% in 2018, whilst the median gender pay gap has increased marginally from -8.47% in 2017, demonstrating that the Council is continuing to support women to achieve higher pay.

Tameside's negative median gender pay gap shows that females are paid more than males, due to the high percentage of females in the middle quartiles. Over half (50%) of females are in the middle quartiles.

However, overall there is a higher percentage of males in the highest paid jobs (27%), compared to 24% of females which results in a positive mean gender pay gap where men are paid more, with women earning 2.37% less per hour than their male counterparts.

The Council is committed to reducing the gender pay gap and will continue monitor and review recruitment and reward processes, develop career pathways to enable and support career progression and continue to support flexible working and family friendly policies to enable both men and women to progress within the workforce.

11 **Commitment to The Living Wage**

The Council is committed to becoming an accredited Living Wage Foundation Employer. The Living Wage is a rate of pay per hour, which is enough to make sure workers and their families can live free from poverty.

The Council implemented the Living Wage Foundation rate of pay in September 2016 for all employees (excluding apprentices, work placements and traineeships, which have been created to enable access to the work place training and job opportunities). This is paid by means of a supplement to Council employees whose hourly rate of pay falls below the nationally set rate, as required annually.

This rate will continue to be reviewed in line with the nationally negotiated NJC pay award.

The Council will encourage and promote all employers, both directly and through their subcontractors, to pay a Living Wage, and promote the Living Wage principles when there are opportunities to so do in the Borough.

The Council strives to make Tameside a better place and is of the view that payment of a Living Wage can have a positive impact on the delivery of services as well as economic and social benefits in the Borough.

The Council is committed to providing better quality value for money services and feels the payment of the Living Wage Foundation will contribute to this goal.

12. Pension Enhancement

The Council has agreed policies in place on how it will apply any discretionary powers it has under Pensions regulations. It is not Council policy to apply the available discretions to award additional pension to any members of the pension scheme (regulation 31).

13. Re-employment of Staff

The Council is under a statutory duty to appoint on merit and has to ensure that it complies with all appropriate employment and equalities legislation. The authority will always seek to appoint the best available candidate to a post who has the skills, knowledge, experience, abilities and qualities needed for the post.

In recent years significant numbers of individuals have left the Council voluntarily on enhanced exit payments owing to the significant reduction in its budget. These exit payments have helped unlock substantial reductions in staff costs in the medium to longer term and have helped in meeting the challenge of reducing the deficit. However, given the scale of the costs associated with exit payments it is vital that they offer value for money to the taxpayer who funds them.

As it would be reputationally damaging to the Council to use public funds for employees to receive exit payments and then quickly returned to public sector roles, the Council has a policy that any employee who returns to the Tameside public sector or on public sector contracts or agency work within 12 months of exit are required to repay their exit payment. This is in line with government guidance to ensure that the taxpayer is not unduly compensating an individual for loss of employment only for them to return to the public sector after a short period of time hence getting a windfall. Employees who have received an enhanced exit package can accept employment with the Council but where they do this within 12 months of signing a compromise agreement they are will be obliged to repay their exit package.

If a candidate is a former employee in receipt of an LGPS pension or a redundancy payment this will not rule them out from being re-employed by the Council. Clearly where a former employee left the authority on redundancy terms then the old post has been deleted and the individual cannot return to the post as it will not exist.

The Council will also apply the provisions of the Statutory Redundancy Payments Modification Order regarding the recovery of redundancy payments if this is relevant and appropriate. Pensions Regulations also have provisions to reduce pension payments in certain circumstances to those who return to work within the local government service.

The authority will apply the provisions of the Recovery of Public Sector exit payments in accordance with any regulations made under The Enterprise Act 2016 and any other applicable legislation and guidance.

14. Policy Amendment

The Council may seek to change elements within the pay policy as part of any necessary efficiency review or as other circumstances dictate.

This policy statement will be reviewed each year and will be presented to full Council each year for consideration in order to ensure that a policy is in place for the authority prior to the start of each financial year.

15. Pay Policy References

- Agency workers directive 2011
- Hutton Fair Pay in the Public Sector Final Report (March 2011)
- Joint Negotiating Committee for Local Authority Chief Executives
- Joint Negotiating Committee for Chief Officers of Local Authorities
- Local Government (Early Termination of Employment)(Discretionary Compensation) (England and Wales) Regulations 2006
- Local Government Pension Scheme (Benefits, Membership Contributions) Regulations 2007
- Localism Act 2011
- National Joint Council for Local Government Services
- Tameside Borough Council Scheme of Delegation
- The Accounts and Audit (England) Regulations (2011)
- The Equality Act 2010
- The Secretary of State for CLG Code of Recommended Practice for Local Authorities on Data Transparency
- Local Government Transparency Code 2014
- HM Treasury Recovery of Public Sector exit payments consultation response

APPENDIX 20 – TREASURY MANAGEMENT STRATEGY

1. INTRODUCTION

- 1.1 The Treasury Management service is an important part of the overall financial management of the Council's affairs. At 31 March 2019 the Council had £105m of investments which need to be safeguarded, and £111m of long term debt, which has been accrued over the years to help to fund the Council's capital investment programmes. The Council is also the lead authority responsible for the administration of the debt of the former Greater Manchester County Council on behalf of all ten Greater Manchester Metropolitan Authorities. As at 31 March 2019, this represented a further £59m of debt. The significant size of these amounts requires careful management to ensure that the Council meets its balanced budget requirement under the Local Government Finance Act 1992. Generating good value for money is therefore essential, in terms of both minimising the cost of borrowing and maximising the return on investments.
- 1.2 Under the Local Government Act 2003, the Department for Communities and Local Government issued in March 2010 revised "Guidance on Local Government Investments". The 2003 Act requires an authority "to have regard" to this guidance. Part of this guidance is that "A local authority shall, before the start of each financial year, draw up an Annual Investment Strategy for the following financial year, which may vary at any time. The strategy and any variations are to be approved by the full Council and are to be made available to the public." This strategy is set out in **Appendix 21**.
- 1.3 A revised edition of the CIPFA Prudential Code and CIPFA Treasury Management Code of Practice was produced in November 2011. The guidance arising from this Code has been incorporated within this report. In 2017, CIPFA published further updated versions of these Codes which have applied from the 2019/20 financial year, and require a Capital Strategy report to be produced in addition to the Treasury Management Strategy. The Capital Strategy is the Council's framework for the allocation and management of capital resources, taking into account the Council's Corporate Plan. It aims to provide a long term context in which capital decisions are made, the approach for governance for those decisions, and information on the Council's approach towards treasury management and other investments.
- 1.4 The Treasury Management Strategy also sets out the estimated borrowing requirement for both Tameside MBC and the Greater Manchester Metropolitan Debt Administration Fund (GMMDAF), together with the strategy to be employed in managing the debt position.
- 1.5 The Local Government Act 2003 is the major legislation governing borrowing and investments by local authorities. Under the Act a Local Authority may borrow money:
- (a) For any purpose relevant to its functions under any enactment; or
 - (b) For the purposes of the prudent management of its financial affairs.
- 1.6 The Council is only permitted to borrow to finance its capital investment programme, and cannot borrow to fund on-going day to day expenditure, which must be funded from day to day income sources such as council tax, business rate income, government grant or reserves. If an authority does borrow for capital investment purposes it has a duty to ensure that its borrowing is affordable, and must set its own limits on how much it may borrow. The method of doing this is set out in the Prudential Code for Capital Finance in Local Authorities.

1.7 The borrowing limits set by the Council are based on the possibility of borrowing in advance of our needs, should interest rates be such that it is advantageous to do so. The Council is currently maintaining an under-borrowed position. This means that the capital borrowing need (as measured by the Capital Financing Requirement), has not been fully funded with loan debt as surplus cash balances have been utilised instead. This strategy is prudent as investment returns are low and interest rates on borrowing are comparatively high, thus creating a high cost of carry¹ for any borrowing taken up. The Council, along with its advisors, Link Asset Services, will closely monitor rates and take up borrowing at the most advantageous time possible.

1.8 Against this background and the continuing risks within the economic forecast, caution will be adopted with the 2020/21 treasury operations. The Section 151 Officer will monitor interest rates in financial markets and adopt a pragmatic approach in changing circumstances. Borrowing will be undertaken on an assessment of the situation at the time.

2. CODES OF PRACTICE

2.1 The Council's treasury activities are strictly regulated by statutory requirements and a professional code of practice (the CIPFA Code of Practice on Treasury Management – revised 2017) and the Prudential Code. The Council has adopted the CIPFA Code of Practice on Treasury Management. Part of this code is for the Council to set out Treasury Management Practices (TMPs). These are in place and are being adhered to.

2.2 The key objectives of the Prudential Code are to ensure, within a clear framework, that the capital plans of local authorities are affordable, prudent and sustainable and to ensure that treasury management decisions are taken in accordance with good professional practice and in a manner that supports these objectives.

2.3 To demonstrate that local authorities have fulfilled these objectives the Prudential Code sets out the indicators that should be used, and the factors that must be taken into account. The Code does not include suggested indicative limits or ratios as these are for the local authority to set itself. The Prudential Indicators required by the Code are designed to support local decision making and are not comparative indicators.

2.4 This report recommends specific indicators for approval and an affordable borrowing limit for 2020/21. It also recommends an affordable borrowing limit for the Greater Manchester Metropolitan Debt Administration Fund.

2.5 Where appropriate the Council may undertake borrowing for external organisations, and this will be on the basis that the revenue costs are fully reimbursed. This will be done purely for policy reasons.

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

2.7 Local authorities are required to encompass all aspects of the Prudential Code that relate to affordability, sustainability and prudence. When making a decision to invest in capital assets, the Council must ensure that it can meet both the immediate and long-term costs

¹ Cost of carry is the difference between the rate of interest paid on a loan against the rate of return received by investing that money. Therefore if a Council has cash balances already, and then takes some long term borrowing, the impact will be to increase the level of cash balances in the short term. For Tameside a 25 year loan would cost c3.1% but could only be invested at around 1% resulting in a cost of carry of 2.1% per annum. Whilst cash balances are high it is more prudent to utilise cash balances to fund capital schemes and delay the decision to borrow.

to ensure the long-term sustainability.

- 2.8 The Prudential Code requires local authorities to consider wider management processes i.e. option appraisal, asset management planning, strategic planning and achievability in accordance with good professional practice. The Strategic Planning and Capital Monitoring Panel and Executive Cabinet are responsible for these areas.

Setting of Prudential Indicators

- 2.9 The Prudential Indicators for 2020/21 and the following two years must be set before the beginning of the forthcoming year and requires approval by Council as part of the budget approval process. The Section 151 Officer is responsible for ensuring that all matters required to be taken into account are reported to the Council for consideration.
- 2.10 The system requires a process for controlling prudential borrowing to ensure that all council borrowing remains affordable. The Section 151 Officer is responsible for the centralised control and recommendations for borrowing. The Council is currently in an 'under-borrowed' position meaning that capital expenditure funded from borrowing exceeds the actual level of debt taken up. During 2019/20 £30m of additional prudential borrowing was taken up in accordance with the planned strategy. No further borrowing is planned during 20/21, however the current under-borrowed position as well as the proposed capital investment plan, will be kept under review as part of normal treasury management operations. The Council's current projected under-borrowed position is £50m, which provides an estimated annual saving of £1m in interest costs at prevailing rates. This is further detailed later in paragraph 11.1.
- 2.11 The Prudential Borrowing proposal is provisional as the Council will review its available resources at the end of each financial year. An assessment of the capital grants, contributions and capital receipts at year end may provide a more cost effective method of financing the Council's capital expenditure. The Council will endeavour to keep Prudential Borrowing and the associated costs to a minimum by utilising other available resources.

Required indicators

- 2.12 The required Prudential Indicators are set out in **Appendix 20E** together with the methodology used to calculate them. The Prudential Indicators have been based on the planned level of borrowing set out above.
- 2.13 The monitoring frequency for each Prudential Indicator is determined individually. Some are monitored daily as treasury management transactions take place and others less frequently. For some indicators e.g. net external borrowing, trigger points will be set within the monitoring process to highlight when the indicator limits could be breached and allow corrective action to be taken
- 2.14 The Section 151 Officer will report to Members on the performance of all Prudential Indicators as part of the Capital Programme monitoring process. Some of the Prudential Indicators may need to be revised during the year and these will require approval by the Audit Panel. The indicators will continually change due to factors other than the level of borrowing e.g. – capital expenditure will change when additional grant resources are received.

3. NEED TO BORROW

- 3.1 The Council's long term borrowing requirement in any year depends on the following factors:-

- (a) Existing loans which are due to mature during the year. These will include external loans, and any reduction of internal resources that are temporarily being used to finance capital expenditure.
- (b) The amount of capital expenditure that the Council has determined should be financed by borrowing. Under the Prudential Code on Borrowing the Council may determine its own levels of borrowing and is set by the Council as part of the main budget process. The Council is able to borrow in advance of its requirements, when it is considered beneficial to do so.
- (c) The amount of outstanding debt required to be repaid during the year, including the "Minimum Revenue Provision" (MRP) and additional voluntary MRP to repay prudential borrowing.

3.2 The Council has some flexibility to borrow funds for use in future years. The Section 151 Officer may do this under delegated power where, for instance, a sharp rise in interest rates is expected, and so borrowing early at fixed interest rates will be economically beneficial or meet budgetary constraints.

3.3 Any borrowing in advance undertaken will be made within the constraints of the Prudential Code. Risks associated with any advance borrowing activity will be subject to appraisal in advance and subsequent reporting through the annual reporting mechanism (the operational limit). The Council may also borrow on a short term basis to finance temporary shortfalls in cash flow.

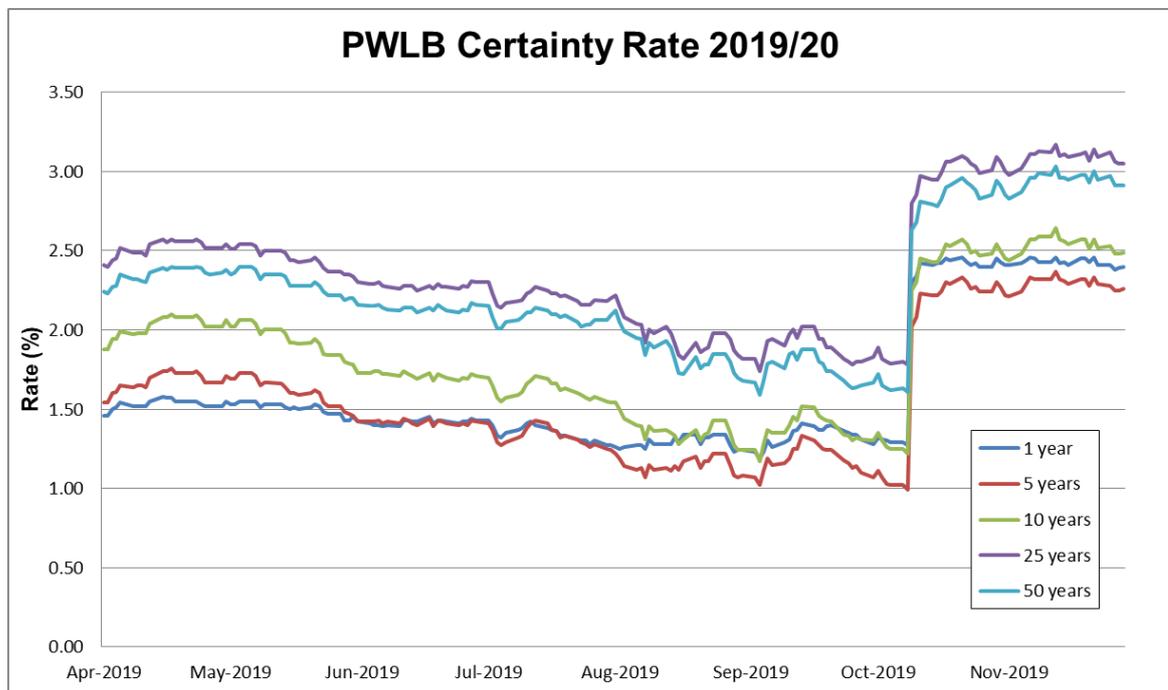
3.4 In addition to this, the Council can fund capital expenditure by using internal cash balances. Although borrowing is not undertaken to meet this expenditure, it has the effect of reducing the Council's investments, and therefore changing the net interest payable.

4. TYPES AND DURATION OF LOANS

4.1 There are various types of loan available:-

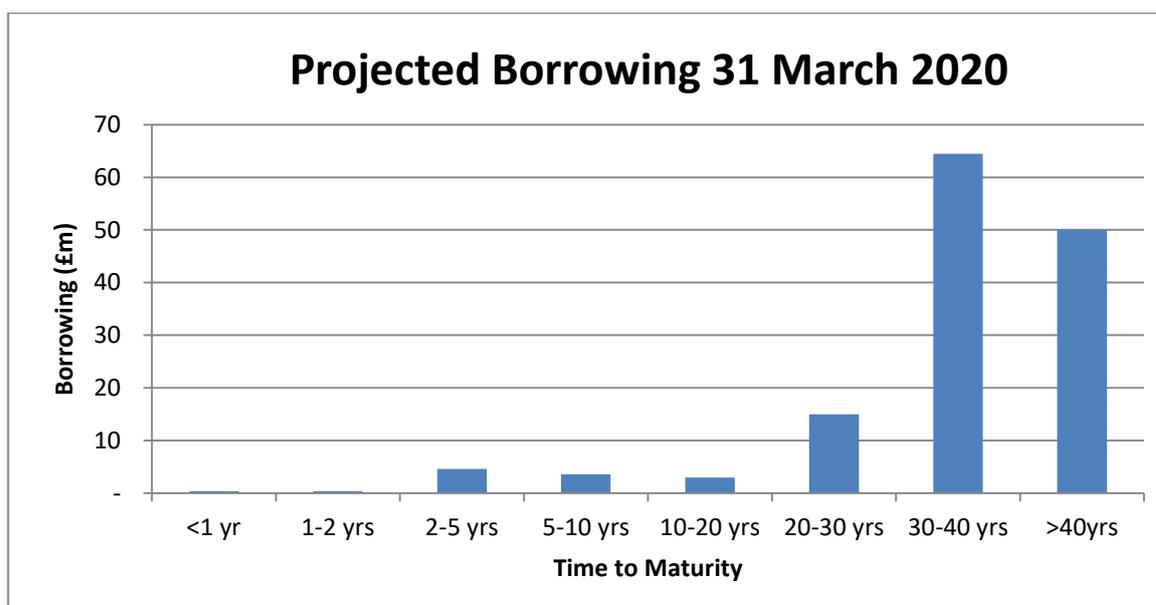
- (a) Short term fixed.
These are loans of less than one year duration where the interest rate is agreed at the start of the loan and remains the same until the loan matures. The duration may last from 1 day to 364 days.
- (b) Short term variable.
Less than one year, but the interest rate may change during the life of the loan, usually in line with the market.
- (c) Long term fixed
As (a), but greater than one year (may be up to 50 years).
- (d) Long term variable
As (b), but life normally between 1 and 10 years.
- (e) LOBOs (Lender's Option Borrower's Option)
These are bank loans where the interest rate is fixed for a number of years (often with an automatic increase built in). At the end of this fixed rate period, the bank may (at pre-set anniversaries) take up an option to change the interest rate. The borrower (Tameside) then has the option to repay the loan if it does not want to pay the new interest rate. The Council can only repay the loan prior to the maturity date without penalty if the lender has taken up their option.

4.2 Interest rates are continually changing and are determined by economic and market conditions. Short term variable rates tend to reflect the current Bank of England Minimum Lending Rate (Bank Rate), but can vary (sometimes by more than 1%) due to market conditions. The on-going uncertainty in the financial markets has caused considerable volatility.



4.3 Long term fixed rates are based on Government Gilts (Bonds issued by the Government which pay a fixed rate of interest) and reflect the future expectations of base rates, inflation and risks within the general economy. They may be markedly different from short term rates, and they may also be volatile. The PWLB Certainty Rate has historically been set at a margin of 80 bps (0.80%) over Gilts; however, in October 2019 this margin was increased to 180bps (1.80%). This is represented by the sudden rise in the graph above. At present interest rates on longer term loans are higher than short term rates due to the relatively low Base Rate, implemented by the Monetary Policy Committee of the Bank of England. The programme of “quantitative easing” undertaken by the Bank of England and the “safe haven” status of the UK continues to restrict gilt interest rates.

4.4 Tameside’s loan portfolio as at 31st March 2020, assuming no new borrowing is taken, will contain £101m of long term fixed loans from the PWLB, £10m long term fixed bank loans and £30m of LOBOs. The following graph outlines the maturity profile, which shows that there is currently no refinancing risk borne by the Council, whereby it would have to repay any of its existing loans.



5. SOURCES OF BORROWING

5.1 Loans to fund the borrowing requirement may be raised from any source approved by the Local Government Act 2003.

The main sources currently available to Tameside are:-

- a. The Public Works Loan Board (PWLB) (£101m at 31st March 2020)
- b. European Investment Bank (EIB) (no current borrowing)
- c. Banks, Building Societies and other financial institutions (£40m at 31st March 2020)
- d. Internal cash funds and balances (£40m at 31st March 2020).

Of these, by far the greatest proportion of borrowing taken up is normally obtained from the PWLB.

5.2 The PWLB is, in effect, the Government, and loans raised from this source are generally the cheapest available for their type and duration. Although loans from the PWLB may be obtained at a variable rate of interest, Tameside has normally borrowed at fixed rates.

5.3 Whilst the Public Works Loan Board, part of HM Treasury, is the primary lender to local authorities, the European Investment Bank (EIB) will also provide support for funding infrastructure projects throughout the EU. This source of funding is priced in a similar way to the PWLB, but requires applications for specific projects. These projects must further EU policy requirements and be financially, technically and environmentally viable. They are particularly aimed at regional development issues. The Association of Greater Manchester Authorities (AGMA) has negotiated a borrowing facility with the EIB, which could be available to the council in due course if appropriate.

5.4 Borrowing for fixed periods means that the average rate payable is not subject to large year on year volatility which could occur if rates were linked to the base rate of interest.

5.5 Internal funds, such as the Insurance Fund, are paid interest in line with short term rates.

5.6 Traditionally the strategy employed by Tameside and most other Local Authorities is to borrow long term at fixed rates of interest.

5.7 Where appropriate the Council may undertake borrowing for external organisations for policy reasons, and this will be on the basis that the revenue costs are fully reimbursed.

6. RESCHEDULING OF LONG TERM DEBT

6.1 Rescheduling involves the early repayment and re-borrowing of different term PWLB loans, or converting fixed rate loans to variable and vice versa. This can involve paying a premium or receiving a discount, but is intended to reduce the overall interest burden, since the replacement loan (or reduction of investment) is normally borrowed at a lower interest rate.

6.2 The use of rescheduling has traditionally been a valuable tool for the Council, but its success depends on the frequent movement of interest rates, and therefore it cannot be easily estimated for. It will continue to be used when suitable opportunities arise, in consultation with our treasury management advisors, although such opportunities may not occur.

6.3 However, the changes made by the PWLB in 2010 to introduce separate rates for the premature repayment of debt and the increase in the cost of new PWLB borrowing by approximately 1%, has significantly reduced the ability to re-schedule debt. No re-scheduling has been undertaken by the Council since these changes occurred.

6.4 However, the PWLB has continued a scheme to allow a 0.20% reduction on the published borrowing rates, known as the “certainty rate”, for Councils that provide indicative borrowing requirements for the next 3 years. The Council has provided this information and has therefore protected its eligibility for the certainty rate. This does not however commit the Council to a particular course of action.

6.5 With the current yield curve, debt restructuring is likely to focus on switching from longer term fixed rates to cheaper shorter term debt, although the Section 151 Officer and our treasury management advisors will monitor prevailing rates for any opportunities during the year.

6.6 Although a pro-active approach is taken to identify opportunities to re-schedule debt, no such an opportunities have arisen so far in 2019/20, or are foreseen in 2020/21 with the current interest rate climate.

6.7 Consideration will also be given to identify if there is any potential for making savings by utilising cash balances to repay debt prematurely, as short term rates on investments are likely to be lower than rates paid on current debt.

7. CURRENT POSITION – 2019/20

7.1 The original estimate of interest payable for the 2019/20 financial year was £6.310m. Of this £6.110m will be paid externally and the remainder will be paid to various Council funds such as the Insurance Fund. It is anticipated that the outturn position for the year will be slightly below this budget due to projected borrowing being taken up in August as opposed to at the start of the year.

8. TAMESIDE MBC’S ESTIMATED NET DEBT POSITION AT 31 MARCH 2020

8.1 Following transactions and activity expected prior to the financial year end it is anticipated that at the end of the current financial year, the Council's net borrowing position will be:-

£m

PWLB	101.510
Market Loans (incl. LOBOs)	<u>40.000</u>
Total External Borrowing	141.510
Less Sports Trust Debt	-1.309
Less Airport Debt	-0.550
Less Trust Funds, Contractor Deposits etc	-0.151
Less Investments	<u>-126.988</u>
Net Debt Outstanding	12.512

8.2 The estimated position assumes the Council will not take up any further borrowing during 2019/20, to meet the forecast outstanding borrowing requirement as at 31 March 2020 (£40m) and no advanced borrowing for 2020/21 or future years. By postponing borrowing and utilising cash balances, the Council reduces counterparty risk and the financial impact of the current low level of investment returns.

8.3 Prudential borrowing of £4.280m was taken up on 25 July 2008 from the PWLB on behalf of the Tameside Sports Trust, to enable facility improvements. The costs related to this borrowing are met by reducing the annual Council's grant paid to the Sports Trust by an equal amount. The outstanding amount at 31 March 2020 will be £1.309m.

8.4 The Council's total net debt is £12.512m

9. 2020/21 BORROWING REQUIREMENT

9.1 As stated earlier the authorised limits for debt under the Prudential Code allow for borrowing in advance. This will only be done if interest rates for longer term loans are advantageous to the Council and the counterparty risk to the Council on investments is acceptable, or such borrowing will afford an opportunity for debt rescheduling.

9.2 During 2020/2021 it is estimated that the following requirement will be needed in respect of the general fund:-

	£m
Capital expenditure (financed by loan)	4.740
Loans maturing	<u>0.350</u>
	5.090
Less MRP repayments	<u>-4.337</u>
Total potential borrowing requirement	<u>0.753</u>

9.3 Therefore the additional outstanding capital borrowing need of the Council will be £0.753m (capital expenditure less debt repayments) during 2020/21.

9.4 The budget for 2020/21 shows that loans and investments outstanding during the year will generate estimated gross interest charges of £6.161m; of this £5.962m will be paid externally and the remainder will be paid to various Council funds. Under current Local Government accountancy rules no interest is payable in respect of the Council's capital receipts and revenue balances. This has no net effect on the overall finances of the Council.

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

10.1 Unlike Tameside MBC the GMMDAF incurs no capital expenditure, and therefore the total debt outstanding reduces annually by the amount of debt repaid by the constituent

authorities. However, loans are raised to replace those maturing during the year and also for cash-flow purposes.

10.2 At 31 March 2020 it is expected that the fund will have the following outstanding debt:

	£m
PWLB	38.963
Transferred Debt	0.093
Temporary Borrowing	0.129
Creditors	<u>1.019</u>
Total Debt	<u>40.204</u>

10.3 The fund's borrowing requirement for 2020/21 is estimated to be:

Long term debt maturing	£m
PWLB	13.100
Other	<u>0.036</u>
	13.136
Less principal repayments	<u>-19.510</u>
Deficit/(Surplus)	<u>-6.374</u>

10.4 During 2020/21 it is estimated that the total interest payments to the Fund will be £2.617m at an average interest rate of 6.50%. This compares with 5.60% in 2019/20 and 5.23% in 2018/19.

10.5 Further loans may be taken up for either re-scheduling or borrowing early for future years, if prevailing rates are considered attractive.

10.6 GMMDAF is scheduled to come to an end in 2021/22. The remaining payments due from districts are estimated to be as follows:

	Pool Rate %	Principal £m	Interest £m	Debt Outstanding £m
2020/21	6.50	19.510	2.617	20.777
2021/22	6.75	20.777	1.403	nil

11. BORROWING STRATEGY

11.1 The Council has the following anticipated borrowing requirement:-

	2019/20 £m	2020/21 £m
Opening CFR	181.977	191.128
Outstanding Borrowing Requirement	70.836	50.319
Capital Expenditure Financed by Borrowing	13.160	4.740
Loans Maturing	0.333	0.350
MRP	- 4.008	-4.337

Annual Requirement	9.485	0.753
New Borrowing in Year	30.000	-
Total Outstanding Requirement	50.321	51.074
Estimated Annual Cost*	1.057	1.073

*note: Estimated cost is the net of interest charges from PWLB less interest earned on cash balances. This is only incurred if borrowing is undertaken.

- 11.2 As shown above, the Council is currently maintaining an under-borrowed position estimated to be £50m at 31st March 2020. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with loan debt as cash has been used. This strategy is prudent as investment returns are low and counterparty risk is high. The Council continues to have a high level of investments, and it is expected that these will continue during the next financial year. The Council will seek to maintain levels of external debt as low as possible, consistent with a consideration of wider risks and benefits. As illustrated in the table above, the Council will save an estimated £1.057m in 2019/20 and £1.073m in 2020/21 as a result of not taking up this borrowing.
- 11.3 The uncertainty over future interest rates and concerns over counterparty credit worthiness increases the risks associated with treasury activity. The Section 151 Officer will monitor interest rates in financial markets and adopt a pragmatic approach in changing circumstances. PWLB loans may be borrowed in order to reschedule debt or meet the outstanding borrowing need as is felt to be appropriate. The possibility of deferring borrowing until later years to reduce our level of investments and associated counterparty risk will be considered.
- 11.4 As a result the Council will take a cautious approach to its borrowing strategy and all opportunities explored in conjunction with our treasury management advisors. Borrowing decisions will be based on the circumstances prevailing at the time.
- 11.5 Long-term fixed interest rates are at risk of being higher over the medium term, and short term rates are expected to rise, although more modestly. The Section 151 Officer, under delegated powers, will take the most appropriate form of borrowing depending on the prevailing interest rates at the time, taking into account the risks outlined above. It is likely that shorter term fixed rates may provide lower cost opportunities in the short/medium term.
- 11.6 The borrowing rules for the PWLB mean that we are able to borrow our full requirement from them. However, if interest rates in respect of LOBOs, or other market loans are sufficiently attractive, these may be used for Tameside. The length of loans required for LOBOs mean they are unsuitable for the GMMDAF.

12. INTEREST RATES

- 12.1 The borrowing and investment strategy outlined in the report is based on the following central view forecast, provided by our treasury management advisors (Link Asset Services), showing the movement in longer term interest rates for borrowing and movement in shorter term interest rates for investments.

Bank Rate														
	NOW	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23
Link Asset Services	0.75%	0.75%	0.75%	0.75%	0.75%	1.00%	1.00%	1.00%	1.00%	1.00%	1.25%	1.25%	1.25%	1.25%
Capital Economics	0.75%	0.75%	0.75%	0.75%	0.75%	-	-	-	1.00%	-	-	-	-	-
5yr PWLB Rate														
	NOW	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23
Link Asset Services	2.34%	2.40%	2.40%	2.50%	2.50%	2.60%	2.70%	2.80%	2.90%	2.90%	3.00%	3.10%	3.20%	3.20%
Capital Economics	2.34%	2.40%	2.50%	2.50%	2.60%	-	-	-	2.80%	-	-	-	-	-
10yr PWLB Rate														
	NOW	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23
Link Asset Services	2.55%	2.70%	2.70%	2.70%	2.80%	2.90%	3.00%	3.10%	3.20%	3.20%	3.30%	3.30%	3.40%	3.50%
Capital Economics	2.55%	2.60%	2.70%	2.80%	2.80%	-	-	-	3.10%	-	-	-	-	-
25yr PWLB Rate														
	NOW	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23
Link Asset Services	3.07%	3.30%	3.40%	3.40%	3.50%	3.60%	3.70%	3.70%	3.80%	3.90%	4.00%	4.00%	4.10%	4.10%
Capital Economics	3.07%	3.00%	3.10%	3.20%	3.20%	-	-	-	3.40%	-	-	-	-	-
50yr PWLB Rate														
	NOW	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23
Link Asset Services	2.90%	3.20%	3.30%	3.30%	3.40%	3.50%	3.60%	3.60%	3.70%	3.80%	3.90%	3.90%	4.00%	4.00%
Capital Economics	2.90%	3.00%	3.10%	3.20%	3.20%	-	-	-	3.50%	-	-	-	-	-

12.2 Link Asset Services have also provided the following economic update:

The above forecasts have been based on an assumption that there is an agreed deal on Brexit, including agreement on the terms of trade between the UK and EU, at some point in time. The result of the general election has removed much uncertainty around this major assumption. However, it does not remove uncertainty around whether agreement can be reached with the EU on a trade deal within the short time to December 2020, as the prime minister has pledged.

It has been little surprise that the Monetary Policy Committee (MPC) has left Bank Rate unchanged at 0.75% so far in 2019/20 due to the ongoing uncertainty over Brexit and the outcome of the general election. In its meeting on 7 November, the MPC became more dovish due to increased concerns over the outlook for the domestic economy if Brexit uncertainties were to become more entrenched, and for weak global economic growth: if those uncertainties were to materialise, then the MPC were likely to cut Bank Rate. However, if they were both to dissipate, then rates would need to rise at a “gradual pace and to a limited extent”. Brexit uncertainty has had a dampening effect on UK GDP growth in 2019, especially around mid-year. There is still some residual risk that the MPC could cut Bank Rate as the UK economy is still likely to only grow weakly in 2020 due to continuing uncertainty over whether there could effectively be a no deal Brexit in December 2020 if agreement on a trade deal is not reached with the EU. Until that major uncertainty is removed, or the period for agreeing a deal is extended, it is unlikely that the MPC would raise Bank Rate.

Bond yields and PWLB rates. *There has been much speculation during 2019 that the bond market has gone into a bubble, as evidenced by high bond prices and remarkably low yields. However, given the context that there have been heightened expectations that the US was heading for a recession in 2020, and a general background of a downturn in world economic growth, together with inflation generally at low levels in most countries and expected to remain subdued, conditions are ripe for low bond yields. While inflation targeting by the major central banks has been successful over the last thirty years in lowering inflation expectations, the real equilibrium rate for central rates has fallen considerably due to the high level of borrowing by consumers: this means that central banks do not need to raise rates as much now to have a major impact on consumer spending, inflation, etc. This has pulled down the overall level of interest rates and bond yields in financial markets over the last thirty years. We have therefore seen over the last year, many bond yields up to ten years in the Eurozone actually turn negative. In addition, there has, at times, been an inversion of bond yields in the US whereby ten-year yields have fallen below shorter-term yields. In the past, this has been a precursor of a recession. The other side of this coin is that bond prices are elevated, as investors would be expected to be moving out of riskier assets i.e. shares, in anticipation of a downturn in corporate earnings and so selling out of equities. However, stock markets are also currently at high levels as some investors have focused on chasing returns in the context of dismal ultra-low interest rates on cash deposits.*

The overall longer run future trend is for gilt yields, and consequently PWLB rates, to rise, albeit gently. From time to time, gilt yields, and therefore PWLB rates, can be subject to exceptional levels of volatility due to geo-political, sovereign debt crisis, emerging market developments and sharp changes in investor sentiment. Such volatility could occur at any time during the forecast period.

Investment and borrowing rates

- *Investment returns are likely to remain low during 2020/21 with little increase in the following two years. However, if major progress was made with an agreed Brexit, then there is upside potential for earnings.*
- *Borrowing interest rates were on a major falling trend during the first half of 2019-20 but then jumped up by 100 bps on 9th October 2019. The policy of avoiding new borrowing by running down spare cash balances has served local authorities well over the last few years. However, the unexpected increase of 100 bps in PWLB rates requires a major rethink of local authority treasury management strategy and risk management. Now that the gap between longer term borrowing rates and investment rates has materially widened, and in the long term Bank Rate is not expected to rise above 2.5%, it is unlikely that this authority will do any further longer term borrowing in the near term.*

13. INVESTMENTS

- 13.1 The primary objectives of the Council's investment strategy are safeguarding the repayment of the principal and interest of its investments on time, then ensuring adequate liquidity, with the investment rate of return being the final consideration. The current investment climate continues to have one over-riding risk, counterparty risk. As a result of these underlying concerns officers are implementing a risk averse operational investment strategy.
- 13.2 The 2017 revised CIPFA Treasury Management Code and the DCLG Investment Guidance requires the consideration and approval of security and liquidity benchmarks. Yield benchmarks are currently widely used to assess investment performance. Discrete security and liquidity benchmarks are a requirement to Member reporting, although the application of these is more subjective in nature. Additional background on the approach taken is attached at **Appendix 20C**.

13.3 These benchmarks are not limits and so may be breached from time to time, depending on movements in interest rates and counterparty criteria. The purpose of the benchmark is that officers will monitor the current and trend position and amend the operational strategy depending on any changes. Any breach of the benchmarks will be reported, with supporting reasons in the Annual Report.

Security - The Council's maximum security risk benchmark for the current portfolio, when compared to these historic default tables, is:

- 0.03% historic risk of default when compared to the whole portfolio.

Liquidity – In respect of this area the Council seeks to maintain:

- Bank overdraft - £1.60m
- Liquid short term deposits of at least £5m available with a week's notice.

Yield - Local measures of yield benchmark is:

- Investments – Internal returns above the 7 day LIBID rate
- And in addition that the security benchmark for each individual year is:

	1 year	2 years	3 years	4 years	5 years
Maximum	0.05%	0.14%	0.26%	0.40%	0.56%

Note: This benchmark is an average risk of default measure, and would not constitute an expectation of loss against a particular investment.

13.4 Normally when the Council has surplus cash, this is invested to try to ensure that interest earned is optimised with minimal risk of capital loss. Higher interest rates are earned by investing any large amounts on the London money markets, rather than by leaving such sums with the Council's own bank. The Investment Strategy sets out the type of institutions with which the Council may deposit funds for this purpose. The list has been compiled to reflect the creditworthiness of these banks and building societies, rather than the rates of interest payable, as the safety of the asset is the most important consideration. Nonetheless, the interest received from these institutions is competitive.

13.5 The ongoing financial uncertainty has reinforced the need for the Council to ensure it adopts a security based approach to investment strategy.

13.6 The policy allows strategic investments up to £30m for more than 12 months, as reported in **Appendix 20E**. Although this policy has not changed, the Council has made efforts to use more of this allocation in order to increase returns.

13.7 In recent years the Council has had a high level of investments and therefore the investment strategy has been aligned with our debt strategy. The strategy for repayment of debt has been dependent on the movement of long term interest rates, and in favourable circumstances this could mean the repayment of tranches of debt. Investments have therefore been managed in-house in order to finance any repayments if necessary. It is expected that this strategy will continue.

13.8 As established in the Mid-Year Treasury Management Activities Report, the Council applies the creditworthiness service provided by its advisors, Link Asset Services. This

service employs a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies - Fitch, Moody's and Standard and Poor's. The credit ratings of counterparties are supplemented with the following overlays:

- Credit watches and credit outlooks from credit rating agencies;
- CDS spreads to give early warning of likely changes in credit ratings;
- Sovereign ratings to select counterparties from only the most creditworthy countries.

13.9 The Council also holds investments in Money Market Funds (MMFs) which are AAA rated and act, in a similar way to unit trusts, to spread the risk of default across a number of underlying institutions. This type of fund is tightly regulated and viewed as a safe investment.

13.10 EU reform means that the current class of MMF used by the Council - Constant Net Asset Value (CNAV) - were replaced by a new Low Volatility Net Asset Value (LVNAV) class of fund from 21 January 2019. LVNAV funds operate under stricter conditions than the existing CNAV funds, meaning the underlying investments must be valued within a smaller "collar" than with CNAV funds, and also have shorter liquidity limits. This has had no impact on how the Council uses such funds, and no negative impact on their security.

13.11 The Council has a deposit account with the Government Debt Management Office (DMO). As this facility is underwritten by the government, the rates of interest offered by the DMO are substantially below the current market rates. This facility has not been used in 2019/20.

13.12 If concerns over counterparty risk reduce and market conditions are judged suitable, long term borrowing may be taken up by the Council in advance of when it is required for capital purposes. In these circumstances the excess cash will be invested in line with the Council's prudent investment objectives, with security of the asset the highest priority. However, the Council is not allowed to borrow for the express purpose of reinvesting this cash in money market investments to make a return.

13.13 Although security and liquidity are both given priority over yield, the Council still manages to achieve a higher rate of return than the 7 day LIBID benchmark. In 2018/19 the Council achieved a return of 0.85% versus a LIBID of 0.51%, a gain of £354k. In 2019/20 to December 31, a return of 1.04% has been earned against a LIBID of 0.57%. This represents a total yield of £869k and a gain of £393k.

14 INVESTMENTS – PROPOSED CHANGES

14.1 There are no proposed changes to the Council's investment strategy for 2020/21.

15 TREASURY MANAGEMENT ADVISORS

15.1 The Council uses Link Asset Services as its treasury management advisors. Link provides a range of services which include:

- Technical support on treasury matters and capital finance issues;
- Economic and interest rate analysis;
- Debt services which includes advice on the timing of borrowing;
- Debt rescheduling advice surrounding the existing portfolio;
- Generic investment advice on interest rates, timing and investment instruments; and
- Credit ratings/market information service comprising the three main credit rating agencies.

15.2 Whilst the advisers provide support to the internal treasury function, under current market rules and the CIPFA Code of Practice, the final decision on treasury matters remains with the Council. This service is subject to regular review.

15.3 Link Asset Services are currently engaged on a contract which runs to 31 March 2022 with an option to extend to 31 March 2023, following a re-procurement exercise in 2019/20

16. Greater Manchester Pension Fund

16.1 The Council also carries out treasury management activities on behalf of Greater Manchester Pension Fund (GMPF). GMPF holds cash in accordance with its strategic asset allocation as determined by the GMPF Management Panel which may be increased or decreased on a tactical basis by the external investment managers within risk parameters also set by the Panel. As at 31st December 2019 the Pension Fund cash totalled around £586m.

16.2 The GMPF counterparty list mirrors that of Tameside MBC, along with the following operating constraints:

- a) The maximum duration for an investment is 1 year.
- b) The maximum investment per counterparty is £75m

16.4 Along with these limits, further constraints are in place for the different categories of cash. The bulk of the fund managers' allocations must be available at short notice; therefore the following constraints are enforced:

- a) 35% must be available within one week
- b) 70% must be available within two weeks

16.5 Additionally, the strategic allocation to in-house cash must be kept entirely liquid and immediately available.

17. RECOMMENDATIONS

17.1 That the Treasury Management Strategy be noted and the proposed borrowing strategy be supported.

17.2 That the Annual Investment Strategy (Appendix 20A) be recommended for approval by the full Council

17.3 That the amendments to the MRP policy (Appendix 20D) be recommended for approval by full Council.

APPENDIX 20A

ANNUAL INVESTMENT STRATEGY: FINANCIAL YEAR 2020

The Council's investment policy has regard to the CLG's Guidance on Local Government Investments ("the Guidance") and the revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA TM Code"). The Council's investment priorities will be security first, liquidity second, and then return.

In accordance with the above guidance from the CLG and CIPFA, and in order to minimise the risk to investments, the Council applies minimum acceptable credit criteria in order to generate a list of highly creditworthy counterparties which also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the Short Term and Long Term ratings.

Ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To this end the Council will engage with its advisors to maintain a monitor on market pricing such as "credit default swaps" and overlay that information on top of the credit ratings.

Other information sources used will include the financial press, share price and other such information pertaining to the banking sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.

Investment Objectives:

The aim of the strategy is to generate a list of highly creditworthy counterparties which will also enable diversification and thus avoidance of concentration risk.

All investments will be in sterling. The general policy objective for this Council is the prudent investment of its treasury balances. This includes monies borrowed for the purposes of expenditure in the reasonably near future (i.e. borrowed 12-18 months in advance of need). The Council's investment priorities are

- (a) the **security** of capital and
- (b) **liquidity** of its investments.
- (c) **optimum return** on its investments commensurate with (a) and (b).

The former Office of the Deputy Prime Minister regulations stated that the borrowing of monies purely to invest or on-lend and make a return is unlawful, and therefore this Council will not engage in such activity.

Creditworthiness policy

This Council applies the creditworthiness service provided by Link Asset Services. This service employs a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies - Fitch, Moody's and Standard and Poor's. The credit ratings of counterparties are supplemented with the following overlays:

- credit watches and credit outlooks from credit rating agencies;
- CDS spreads to give early warning of likely changes in credit ratings;
- sovereign ratings to select counterparties from only the most creditworthy countries.

This modelling approach combines credit ratings, credit Watches and credit Outlooks in a weighted scoring system which is then combined with an overlay of CDS spreads for which the end product is a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are used by the Council to determine the suggested duration for investments. The Council will therefore use counterparties within the following durational bands:

- Yellow 5 years (UK Government debt or equivalent).
- Dark pink 5 years for Enhanced money market funds (EMMFs) with a credit score of 1.25
- Light pink 5 years for Enhanced money market funds (EMMFs) with a credit score of 1.5
- Purple 2 years
- Blue 1 year (only applies to nationalised or semi nationalised UK Banks)
- Orange 1 year
- Red 6 months
- Green 100 days
- No colour not to be used

Y	Pi1	Pi2	P	B	O	R	G	N/C
1	1.25	1.5	2	3	4	5	6	7
Up to 5yrs	Up to 5yrs	Up to 5yrs	Up to 2yrs	Up to 1yr	Up to 1yr	Up to 6mths	Up to 100days	No Colour

The Link Asset Services' creditworthiness service uses a wider array of information than just primary ratings. Furthermore, by using a risk weighted scoring system, it does not give undue preponderance to just one agency's ratings.

Typically the minimum credit ratings criteria the Council use will be a Short Term rating (Fitch or equivalents) of F1 and a Long Term rating of A-. There may be occasions when the counterparty ratings from one rating agency are marginally lower than these ratings but may still be used. In these instances consideration will be given to the whole range of ratings available, or other topical market information, to support their use.

All credit ratings will be monitored regularly. The Council is alerted to changes to ratings of all three agencies through its use of the Link Asset Services' creditworthiness service.

- if a downgrade results in the counterparty / investment scheme no longer meeting the Council's minimum criteria, its further use as a new investment will be withdrawn immediately.
- in addition to the use of credit ratings the Council will be advised of information in movements in credit default swap spreads against the iTraxx benchmark and other market data on a daily basis via its Passport website, provided exclusively to it by Link Asset Services. Extreme market movements may result in downgrade of an institution or removal from the Council's lending list.

Sole reliance will not be placed on the use of this external service. In addition this Council will also use market data and market information, information on any external support for banks to help support its decision making process.

All institutions which meet the criteria **may** be included on our lending list at the discretion of the Section 151 Officer, although meeting the criteria does not guarantee this.

The criteria may only be changed by the Executive Cabinet.

Monitoring of credit ratings and other market information:

All credit ratings will be monitored regularly. The Council is alerted to changes to ratings of all three agencies through its use of Link Asset Services' creditworthiness service.

If a counterparty or investment scheme's rating is downgraded with the result that it no longer meets the Council's minimum criteria or other market information leads the concerns over the credit quality of that entity, then the further use of that counterparty/investment scheme as a new investment will be withdrawn immediately (however, existing fixed investments must remain in place until they mature).

If a counterparty is upgraded so that it fulfils the Council's criteria, its inclusion may be considered by the Section 151 Officer for approval.

Institutional Limits for Investments:

The Council has previously set limits on investments with individual institutions. These have been set for the Council and the Pension Fund combined. These limits (which will remain in force unless changed by the Executive Cabinet) are:

Currently the overall limit invested by Tameside, the GM Pension Fund and the GMMDAF in one institution should not exceed a combined amount of £95m. Of this £95m, a maximum of £75m may be invested by the Pension Fund, £15m by Tameside and £5m by the GMMDAF.

At any time the maximum should not exceed 20% of the total amount available for investment (at the time of the investment - individually for the Council and the Pension Fund), or the above limits, whichever is less. However, where total investments are less than £100m for the Pension Fund and £25m for Tameside, the upper limits will be £20m and £5m respectively.

The counterparty limit for UK Government bodies (e.g. local authorities and other similar bodies) is £50m. Any such investment would still be highly secure due to the Government-backed nature of these entities.

Investments defined as capital expenditure:

The acquisition of share capital in any body corporate is defined as capital expenditure under Section 16(2) of the Local Government Act 2003. Such investments will have to be funded out of capital or revenue resources and will be classified as 'non-specified investments'. The acquisition of loan capital in a body corporate has recently been relaxed so that it is not treated as capital expenditure and can be used for treasury management activities.

A loan or grant by this Council to another body for capital expenditure by that body is also deemed by regulation to be capital expenditure by this Council. It is therefore important for this Council to clearly identify if the loan has made for policy reasons (e.g. to a registered social landlord for the construction/improvement of dwellings) or an investment for treasury management purposes. The latter will be governed by the framework set by the Council for 'specified' and 'non-specified' investments.

The Council provided a loan of £4.280m (funded by Prudential Borrowing) to the Tameside Sports Trust in 2008/09, to invest in the refurbishment of three existing Leisure Centres within the Borough. This loan was for policy reasons and not for treasury management purposes. The Council also has an investment in Manchester Airport shares of £10.215m. These investments were not part of the Treasury Management strategy.

During 2009/10, Manchester Airport re-negotiated the terms of its loan arrangement with the 10 Greater Manchester Districts; as a result of this agreement the 10 Districts have taken responsibility to service the former Manchester Airport share of the GMMDAF and Terminal 2 Loan Debt. The Airport pays the Districts an annual fixed interest of 12% on the outstanding balance at 9 February 2010. The Airport has agreed to repay the loan to the Council by the end of the agreement in 2055. The re-negotiated loan arrangement was not for treasury management purposes. In 2017/18 the Council granted an additional £11.3m shareholder loan to Manchester Airport Group. This is to be repaid over 40 years at an interest rate of 10%

Manchester Airport

Tameside MBC holds a 3.22% equity share in Manchester Airports Group (MAG). The fair value of the Council's 3.22% shareholding at 31 March 2018 has been estimated at £51.9m (£43.7m as at 31 March 2017).

Dividends of £5.6m have been received in 2018/19 from the Council's investment in MAG. This represents a 17% year on year increase from the previous year's dividend. Whilst this revenue is important to the Council, dividends are not guaranteed, and if financial performance reduces then the dividend is also likely to reduce. The Council therefore includes a prudent amount of income in its Medium Term Financial Strategy, but does not assume it will receive an increasing dividend each year.

An additional £11.3m was invested in Manchester Airport in 2018/19 in the form of a shareholder loan paying 10% interest. A further £5.6m equity investment has also been approved which should begin paying dividends from 2021.

Advance Payment of Employer Pension Contributions

In February 2017, Executive Cabinet approved an advanced payment of employer pension contributions, equivalent to three years contributions, to the Greater Manchester Pension Fund. The payment of employer contributions in advance provided the Council with a discount on the contribution rate equivalent to approximately £2.4m over the three year period.

The Council intends to again to make an advance payment of employer pension contributions for the three year period, 2020 to 2023. The advance payment of £50.7m for the three year period April 2020 to March 2023 represents a saving in contributions of £2.8m over the period and an estimated net saving (taking into account investment interest foregone) of £1.9m .

It is financially advantageous for the Council to use reserves to fund this advance payment. The Council's cash flow is healthy and has sufficient cash resources to enable the payment to be made. There will be other calls on cash during the next three years, most notably from the Capital Programme, but it is expected that the cash position will remain strong. As monthly payments of employer contributions will not be made, the cash position of pension contributions will come back into balance over the three years.

Provisions for Credit-related losses

If any of the Council's investments appeared at risk of loss due to default (i.e. a credit-related loss, and not one resulting from a fall in price due to movements in interest rates) the Council will make revenue provision of an appropriate amount.

Investment Strategy to be followed:

Based on its cash flow forecasts, the Council anticipates its fund balances in 2020/21 to range between £60m and £150m.

Use of investments for rescheduling purposes, or deferring borrowing could substantially reduce these holdings, whereas borrowing earlier than required could increase them.

The minimum percentage of its overall investments that the Council will hold in short-term investments is 50%.

The current financial climate provides operational difficulties. Ideally investments would be invested longer to secure better returns, however uncertainty over counterparty creditworthiness suggest shorter dated investments would provide better security.

The money market interest rates will be constantly monitored, and with the advice of our treasury advisors, the length of investments will be determined in accordance with our own views of future rate movements. In this way we would hope to optimise our investment returns.

Use of Specified and Non-Specified Investments during the Financial Year

There are a number of types of investments which the Council could use. These are outlined in the following tables

Specified investments:

All such investments shall be in sterling with a maximum maturity of 1 year with institutions of high credit quality.

	Minimum Credit Criteria
Term Deposits (including bank cancellable deposits and certificates of deposit) with credit – rated deposit takers (banks and building societies) *	Per Link Asset Services
Term Deposits with the UK Government including Treasury Bills or other Local Authorities	N/A
Money Market Funds	AAA
Debt Management Agency Deposit Facility	N/A

*If forward deposits are made, these will be for a maximum of 1 year from the date of the deal.

Bank cancellable deposits cover a variety of bank deposits where the bank holding the deposit, has the option of repaying at pre-specified times. Such investments normally attract a higher original interest rate.

Non – Specified Investments:

A maximum of 50% (at the time the investments are made) will be held in aggregate in non – specified investments. The only types of non-specified investments, with high credit quality, that the Council may use during 2020/21 are:

	Minimum Credit Criteria
Term Deposits exceeding 1 year (including bank cancellable deposits) with credit – rated deposit takers (banks and building societies)	Per Link Asset Services
Term Deposits with the UK Government or other Local Authorities exceeding 1 year	N/A
UK nationalised and part nationalised banks (currently Lloyds Banking Group and Royal Bank of Scotland Group) – investments will be limited to a maximum period of 12 months	N/A
The Council’s own bankers if they fail to meet the basic credit criteria.	N/A
Alternative (asset backed) Investments	N/A

Investments of this nature will only be made with the approval of the Section 151 Officer and in line with our treasury management advisors’ investment recommendations.

Alternative Investments

A new class of “alternative investments” was added to the Council’s list of non-specified investment instruments.

The motivation for this is increased diversification from the current concentration of credit risk on financial institutions, along with the potential for increased returns in the current low interest rate environment whilst still meeting the DCLG requirements regarding security, liquidity, and yield.

A variety of products are available that are secured against real assets such as green energy, timber, leisure, commercial property and private real estate. Thorough due diligence will need to be undertaken on any such products before any investment is made.

The available products fall within two categories; asset backed securities and asset backed pooled investment funds.

Asset backed securities are typically bespoke structures and can be unrated. This increases the need for due diligence, which will likely involve legal advice and also that of external auditors. Asset backed pooled investment funds involve the purchase of shares in a pooled fund or “fund of funds”. These are less bespoke and require less due diligence.

APPENDIX 20B

Credit and Counterparty Risk Management

Specified Investments:

All such investments will be sterling denominated, with maturities up to maximum of 1 year, meeting the minimum 'high' quality criteria where applicable.

Non-Specified Investments:

These are any investments which do not meet the specified investment criteria or exceeding one year, as outlined in the body of the report. A maximum of 50% will be held in aggregate in non-specified investment

A variety of investment instruments will be used, subject to the credit quality of the institution, and depending on the type of investment made it will fall into one of the above categories.

The criteria, time limits and monetary limits applying to institutions or investment vehicles are:

	-Minimum credit criteria / colour band	Max. maturity period
DMADF – UK Government	N/A	6 months
UK Government gilts	UK sovereign rating	12 months
UK Government Treasury bills	UK sovereign rating	12 months
Bonds issued by multilateral development banks	AAA	6 months
Money market funds	AAA	Liquid
Enhanced money market funds with a credit score of 1.25	AAA	Liquid
Enhanced money market funds with a credit score of 1.5	AAA	Liquid
Local authorities	N/A	12 months
Term deposits with banks and building societies	Blue Orange Red Green No Colour	12 months 12 months 6 months 100 days Not for use
CDs or corporate bonds with banks and building societies	Blue Orange Red Green No Colour	12 months 12 months 6 months 100 days Not for use
Gilt funds	UK sovereign rating	

APPENDIX 20C

Security, Liquidity and Yield Benchmarking

These benchmarks are targets and so may be breached from time to time. Any breach will be reported, with supporting reasons in the Annual Treasury Report.

Yield – This benchmarks is currently widely used to assess investment performance.

- Investments – Internal returns above the 7 day LIBID rate

Security and liquidity benchmarks are already intrinsic to the approved treasury strategy through the counterparty selection criteria and some of the prudential indicators.

Liquidity – This is defined as “having adequate, though not excessive cash resources, borrowing arrangements, overdrafts or standby facilities to enable it at all times to have the level of funds available to it which are necessary for the achievement of its business/service objectives” (CIPFA Treasury Management Code of Practice). In respect of this area the Council seeks to maintain:

- Bank overdraft - £1.600m
- Liquid short term deposits of at least £5m available with a week’s notice.

Security of the investments – In context of benchmarking, assessing security is a much more subjective area to assess. Security is currently evidenced by the application of minimum credit quality criteria to investment counterparties, primarily through the use of credit ratings supplied by the three main credit rating agencies (Fitch, Moody’s and Standard and Poors). Whilst this approach embodies security considerations, benchmarking levels of risk is more problematic. One method to benchmark security risk is to assess the historic level of default against the minimum criteria used in the Council’s investment strategy. The table beneath shows average defaults for differing periods of investment grade products for each Fitch/Moody’s Standard and Poor’s long term rating category within each year according to the maturity of the investment.

Years	1	2	3	4	5
AAA	0.04%	0.10%	0.17%	0.26%	0.36%
AA	0.02%	0.04%	0.09%	0.17%	0.24%
A	0.05%	0.14%	0.26%	0.40%	0.56%

As set out earlier, the Council’s minimum long term rating will typically be “A-” meaning the average expectation of default for a one year investment in a counterparty with a “A” long term rating would be 0.05% of the total investment (e.g. for a £1m investment the average loss would be £500). This is only an average - any specific counterparty loss is likely to be higher - but these figures do act as a proxy benchmark for risk across the portfolio.

Minimum Revenue Position (MRP) Policy

The Council is required to pay off an element of the accumulated General Fund capital spend each year through a revenue charge (the Minimum Revenue Provision - MRP), although it is also allowed to undertake additional voluntary payments (VRP).

Regulations require Full Council to approve an MRP Statement in advance of each year. The Council is recommended to approve the following MRP Statement. *Additions to the previous policy are in italics.*

Borrowing taken up prior to 1 April 2015 will be provided for using a straight-line method of calculating MRP. £185.215m will be provided for in equal instalments over 50 years, which will result in an annual charge of £3.704m. The debt will be extinguished in full by 31 March 2065. If the Council elects to make additional voluntary MRP then the annual charge will be adjusted accordingly.

For borrowing taken up on or after 1 April 2015, MRP is to be provided for based upon the average expected useful life of the assets funded by borrowing in the previous year. The debt will be repaid on a straight-line basis over the average useful life calculated, meaning the debt will be fully extinguished at the end of period. If the Council elects to make additional voluntary MRP then the annual charge will be adjusted accordingly.

For certain investment projects it may be deemed more prudent to use the asset life annuity method in order to calculate MRP. In this case the Council will use the annuity method, with the MRP based on the prevailing PWLB interest rate for a loan with a term equal to the estimated life of the project. If the Council uses capital receipts to repay borrowing for the year then the value of MRP which would have otherwise been set aside to repay borrowing will be reduced by this amount. The level of capital receipts to be applied to redeem borrowing will be determined annually by the Section 151 Officer, taking into account forecasts for future expenditure and the generation of further receipts.

For any leases and any on-balance sheet Public Finance Initiative (PFI) schemes, the MRP charge will be equal to the principle repayment during the year, calculated in accordance with proper practices. *In previous years only finance leases were on balance sheet and contributed towards the MRP. However, following the adoption of IFRS 16 in 2020/21 all leases will now fall on balance sheet and impact the MRP calculation. The full impact of this change is yet to be determined but updates will be provided as part of the regular Treasury Management reporting process.*

There will be no MRP charge for any cash backed Local Authority Mortgage Scheme (LAMS) that the Council operates. As for this type of scheme, any future debt liability would be met from the capital receipt arising from the deposit maturing after a five year period. Any repossession losses for this type of scheme would be charged to a LAMS reserve.

The Council has considered the Statutory Guidance, which recommends a 25 year repayment charge for loans to third parties, and concluded that this provision is not necessary where there is a realistic expectation that the loan will be repaid. The Council considers an MRP charge is not necessary in respect of any loans made to third parties as the debt liability is covered by the existence of a debtor; typically long term depending on the life of the loan. The only expenditure consequence of a loan for an authority is the interest on its cash shortfall whilst the loan is outstanding, so provision for the principal amount would be over-prudent until such time as the assumption has to be made that the loan will not be repaid.

For any Equity Investment or other investments not specified above, the Council will have regard to the MHCLG Statutory Guidance on Minimum Revenue Provision.

The revised MHCLG MRP Guidance provides a disclosure item for any revenue resources over and above of the required MRP applied to capital expenditure within the MRP Policy. The disclosure of the amounts applied allows some flexibility in financing future capital programmes and the implications on the budget. Revenue resources applied to 31 March 2020 as overpayments or VRP were £90.4m

APPENDIX 20E

Prudential Indicators

1. Ratio of Financing Costs to Net Revenue Stream

Limit/Indicator	2020/21 %	2021/22 %	2022/23 %
Ratio of financing costs to net revenue stream	4.6	5.0	4.5

This ratio represents the total of all financing costs e.g. interest payable and minimum revenue provision (MRP) that are charged to the revenue budget as a percentage of the amount to be met from Government grants and taxpayers (net revenue stream).

This ratio has been calculated based on the future year's level of borrowing.

2. Capital Financing Requirement (CFR)

Limit/indicator	2020/21 £000	2021/22 £000	2022/23 £000
Core Capital Financing Requirement	191,128	191,153	187,075
Other long term liabilities (e.g. PFI and leases)	99,463	96,642	93,194
Total Capital Financing Requirement	290,592	288,173	280,269

The Capital Financing Requirement is aimed to represent the underlying need to borrow for a capital purpose and is calculated from the aggregate of specified items on the balance sheet. The opening balance at 1 April 2020 has been estimated together with the movement in the Capital Financing Requirement for future years.

Following accounting changes the Capital Financing Requirement now includes any other long term liabilities (e.g. PFI schemes and leases) brought onto the balance sheet. Whilst this increases the Capital Financing Requirement, and therefore the Council's borrowing requirement, these types of scheme include a borrowing facility and so the Council is not required to separately borrow for these schemes.

From the 2020/21 financial year a new accounting standard on leases (IFRS16) is to be implemented. This will result in a number of leases that would previously have been classified as operating leases being moved on to the Council's balance sheet. This in turn will result in an increase in the level of other long term liabilities and the total CFR. As the Council is still in the data gathering stage of implementing this new standard the level of this increase is not yet know. This indicator will therefore be updated mid-year as part of the regular Capital and Treasury Management reporting process.

The CFR increases by the value of capital expenditure not immediately financed (i.e. borrowing) and is reduced by the annual MRP repayment.

3. Capital Expenditure

Limit/indicator	2020/21 £000	2021/22 £000	2022/23 £000
Capital expenditure	79,710	0	0

This is the estimate of the total capital expenditure to be incurred (from all funding sources) for future years and recommended for approval.

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

4. Incremental Impact of Capital Investment Decisions

Limit/indicator	2020/21 £	2021/22 £	2022/23 £
For the Band D Council Tax	4	15	23

This is the estimate of the net incremental impact of the capital investment decisions, based on the level of borrowing set out in the report and reflects the total cost of this additional borrowing (interest payments and minimum revenue provision), as a cost on Council Tax. The actual cost will depend on final funding. For every £1 increase on Band D properties, approximately £0.063m would be raised.

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

Limit/indicator	2020/21 £000	2021/22 £000	2022/23 £000
Operational Boundary for external debt	202,431	207,994	214,391
Authorised Limit for external debt	222,431	227,994	234,391

These limits include provision for borrowing in advance of our requirement for future capital expenditure. This may be carried out if it is thought to be financially advantageous to the Council.

The limits are made up as follows:

Limit/indicator	2020/21 £000	2021/22 £000	2022/23 £000
Estimated Gross Outstanding Debt 31 March 2020	141,359		
Previous year Operational Boundary		202,431	207,994
Add debt maturing in year	350	369	1,222
Add borrowing for 2020/21 and previous years requirement not taken up	55,059		
Add borrowing in advance for 2021/22 and future years	10,000	10,000	10,000
Less already borrowed in advance for future years			
Less previous year maturing fall out		(350)	(369)
Less MRP	(4,337)	(4,456)	(4,456)

Operational Boundary - borrowing	202,431	207,994	214,391
Add allowances for cash flow etc.	20,000	20,000	20,000
Authorised Limit - borrowing	222,431	227,994	234,391

The allowance for cash flow is made up of 2 elements. (a). it is possible that a rescheduling exercise where we borrow prior to repayment could take place. We have allowed £10 million for this. (b). Normally the amount of investments that we currently hold would mean that there would be no need to borrow, however, an allowance of £10 million has been made for liquidity purposes.

We are also required to set operational boundaries and authorised limits for Other Long Term Liabilities (e.g. PFI schemes and finance leases), which are now shown on balance sheet, following recent accounting changes. The table below includes all current PFI schemes and finance leases in place, with an allowance of £1 million for any new agreements that may arise.

Limit/indicator	2020/21 £000	2021/22 £000	2022/23 £000
Operational Boundary for other long term liabilities	99,463	96,642	93,194
Add allowance for new agreements	1,000	1,000	1,000
Authorised Limit for other long term liabilities	100,463	97,642	94,194

The total authorised limit of £321 million (including both external borrowing and other long term liabilities should be set as the Council's affordable borrowing limit for 2018/19) as required under the provisions of the Local Government Act 2003.

6. Gross Debt and the Capital Financing Requirement.

Limit/indicator	2020/21 £000	2021/22 £000	2022/23 £000
Core capital financing requirement	191,128	191,531	187,075
Gross borrowing	191,128	191,531	187,075

To ensure that medium term debt will only be for a capital purposes, the Council will ensure that the gross external borrowing does not, except in the short term, exceed the highest forecast capital financing requirement (CFR) in any one year.

7. Upper and lower limits on Interest Rate Exposures

Limit/indicator	2020/21 £000	2021/22 £000	2022/23 £000
Upper limit for fixed interest rate exposure	191,128	191,531	187,075
Upper limit for variable interest rate exposure	63,709	63,844	62,358

These limits are in respect of our exposure to the effects of changes in interest rates.

The limits reflect the net amounts of fixed/variable rate debt (i.e. fixed/variable loans less fixed/variable investments).

8. Maturity Structure of Borrowing for the Forthcoming Financial Year

These limits set out the amount of projected borrowing that is fixed rate maturing in each period expressed as a percentage of total projected borrowing that is fixed rate.

		Upper %	Lower %
Upper/lower limit for maturity structure	Under 12 months	15	0
	12 months and within 24 months	15	0
	24 months and within 5 years	30	0
	5 years and within 10 years	40	0
	10 years and above	100	50

Future fixed rate borrowing will normally be for periods in excess of 10 years, although if longer term interest rates become excessive, shorter term borrowing may be used. Given the low current long term interest rates, we feel that it is acceptable to have a long maturity debt profile.

9. Limit for Total Principal Sums Invested for Periods Longer than 364 days

2020/21 £m	2021/22 £m	2022/23 £m
30	30	30

The Council can invest for periods greater than one year providing the counterparty is of sufficient credit quality as per the Link Asset Services credit methodology. It is felt that the amounts shown above should be the limits maturing in future years.

10. Borrowing Limits in Respect of GMMDAF

Operational Boundaries and authorised Limits must also be set for the Greater Manchester Debt Fund. The recommended limits are:

	2020/21 £000	2021/22 £000	2022/23 £000
Operational Boundary – borrowing	40,288	20,777	-
Authorised Limit – borrowing	55,288	35,777	-

The difference between the operational boundary and authorised limit allows for temporary cash flow shortages and debt rescheduling where loans are borrowed in advance. The authorised limit of £55.288 million should be set as the affordable borrowing limit for the GMMDAF for 2020/21 as required under the Local Government Act 2003.

The Code also requires compliance with the CIPFA Code of Practice for Treasury Management in the Public Services. The Council has adopted and adheres to this Code.

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APPENDIX 21 – CAPITAL STRATEGY 2020-21

1 Introduction

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

2 Capital Strategy Objectives

- 2.1. The main objectives of the Council's Capital Strategy are as follows:
 - Maintain and effectively monitor the capital programme.
 - Provide a clear process with which to evaluate proposals for new capital expenditure in line with the Council's priorities.
 - Maximise capital resources available to the Council and spend these in accordance with corporate objectives as outlined in the Corporate Plan.
 - Ensure the affordability of the approved capital programme.
 - Identify and bid for external resources of capital finance on a co-ordinated basis.
 - Determine transparent schemes of option appraisal to assess new internal bids and post contract evaluation.
 - Explore alternative procurement and financing options.
 - Maximise the efficient use of assets via the Asset Management Plan.
 - Identify and monitor benchmarking and performance measures for all aspects of the capital investment process.
 - Ensure that Prudential Guidelines are identified in determining the capital programme and these are kept under continuous review.
 - Utilise opportunities under the Prudential Guideline regime to maximise capital development opportunities.
 - Ensure that the developments in capital processes keep pace with securing an unqualified value for money conclusion in the annual audit letter.
- 2.2. These objectives are kept under regular review and progress monitored by the Strategic Planning and Capital Monitoring Panel.

3 Council Key Objectives

- 3.1. The Council's Corporate Plan represents a long term vision for the borough and is based around the three themes of Starting Well, Living Well, and Ageing Well.

3.2. These themes are identified below along with the key priorities used to evaluate the Council's performance against them and some examples of projects within the current Capital Programme which support them

3.3. **Starting Well**

3.3.1. The Council wants to give residents the very best start in life by focusing resources on the following priorities:

- Ensuring children are ready to learn and encouraged to thrive and develop
- Creating aspiration and hope through learning
- Maintaining resilient families and support networks to protect and grow young people

3.3.2. Within these areas, some of the current key capital projects include:

- Alder Community High School
- Aldwyn Primary School
- St John's Primary (Dukinfield)
- Investment in Children's homes

3.4. **Living Well**

3.4.1. The Council believes Tameside is a great place to live and work and we will strive to make it even better by focusing resources on the following priorities:

- Generating opportunities for people to fulfil their potential through work, skills and enterprise
- Providing modern infrastructure and a sustainable environment that works for all current and future generations
- Nurturing our communities and having pride in our people, our place, and our shared heritage

3.4.2. Within these areas, some of the current key capital projects include:

- Vision Tameside
- LED street lighting project
- Tameside Highways Asset Management Plan
- Ashton Interchange
- Denton Wellness Centre
- Hyde Pool

3.5. **Ageing Well**

3.5.1. The Council aims to provide the best quality of life for older generations through the following priorities:

- Longer and healthier lives with good mental health through better choices and reduced inequalities
- Independence and activity in older age, and dignity and choice at end of life

3.5.2. Within this area, some of the current key capital projects and proposals include:

- Oxford Park development

- Disabled Facilities Grants – allowing people to live independently for longer
 - Single Handed Care Scheme
 - Health Hubs
- 3.6. In order to ensure that these priorities are met, the capital programme is co-ordinated by the corporate section within the Financial Management team. The team work closely with representatives from within the service areas of the Council, project managers and sponsors, the Strategic Planning and Capital Monitoring Panel (SPCMP) and senior officers to ensure the planned capital programme is achieved, through a programme of effective planning and monitoring. Responsibility for the achievement of the programme lies with Portfolio Holders and Directors together with Project Sponsors and Managers.
- 3.7. The Council has in place a solid platform for collating information on both the financial and physical progress of capital schemes. Detailed capital updates are submitted to Strategic Planning and Capital Monitoring Panel (SPCMP) and the minutes of these meetings are sent to Executive Cabinet.
- 3.8. Monitoring of the Capital Programme, both in financial and physical terms, is reported 3 times a year in July, September and January, and also at year end when actual outturn figures are reported. The monitoring report goes through several stages of review and approval; firstly to Senior Leadership Team (SLT), then on to Executive Cabinet and Strategic Planning and Capital Monitoring Panel. The reports show details of actual against planned spend, a forecast of outturn figures and in the case of schemes with a projected variation above £100,000, more detailed information on progress and the scheme's current status. All changes to the Capital Programme and any necessary changes to the Prudential Indicator limits are approved through the monitoring reports.
- 3.9. Monitoring is supported by regular meetings between financial management staff, Executive Directors and Project Sponsors/Managers. Details of major variations are determined and reported on, as a minimum, at the corporate monitoring points. Individual officers will sometimes attend the SPCMP to give reasons for delays and/or an understanding of progress on schemes.
- 3.10. A capital officers group has been set up to review and challenge the capital spend and strategy. It is intended that this group be formalised further and used as the basis of the Corporate Asset Management Group. This assists in the delivery of the Capital Strategy, and is aligned to support the work of the Strategic Capital Planning and Monitoring Panel.

4 Capital Programme and Resources

- 4.1. The Council maintains a three year Capital Programme which currently covers the period 2019/20 to 2021/22. This is updated annually during the budget process in February and quarterly during the year.
- 4.2. As of January 2020 the Programme has a total value of £1343m including both fully approved and earmarked schemes. A summary of the Programme is included in this report as **Appendix 18**.
- 4.3. A major source of capital funding available to the Council is via grants from Central Government. Such grants are often obtained alongside conditions that they are allocated to specific schemes or programmes.

- 4.4. The Council is also actively seeking further investment to fund the capital programme, such as capital receipts from asset sales, or joint funding opportunities on a wide range of projects.
- 4.5. The strategy is intended to consider all potential funding options available to the Council and maximise the available resources for capital investment in line with the priorities set out within.
- 4.6. The main areas of funding available are set out below:

- 4.6.1. **Borrowing** - Under the Prudential Guidelines the Council is able to determine its own level of unsupported borrowing provided it is affordable, prudent and sustainable. The majority of borrowing taken up is from the Public Works Loan Board (PWLB) which is, in effect, the government.

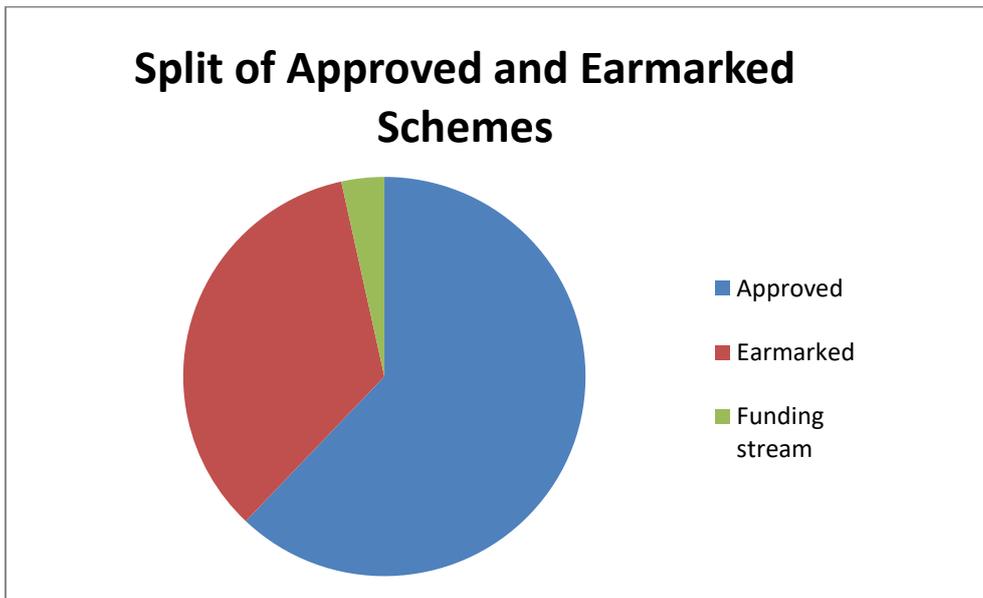
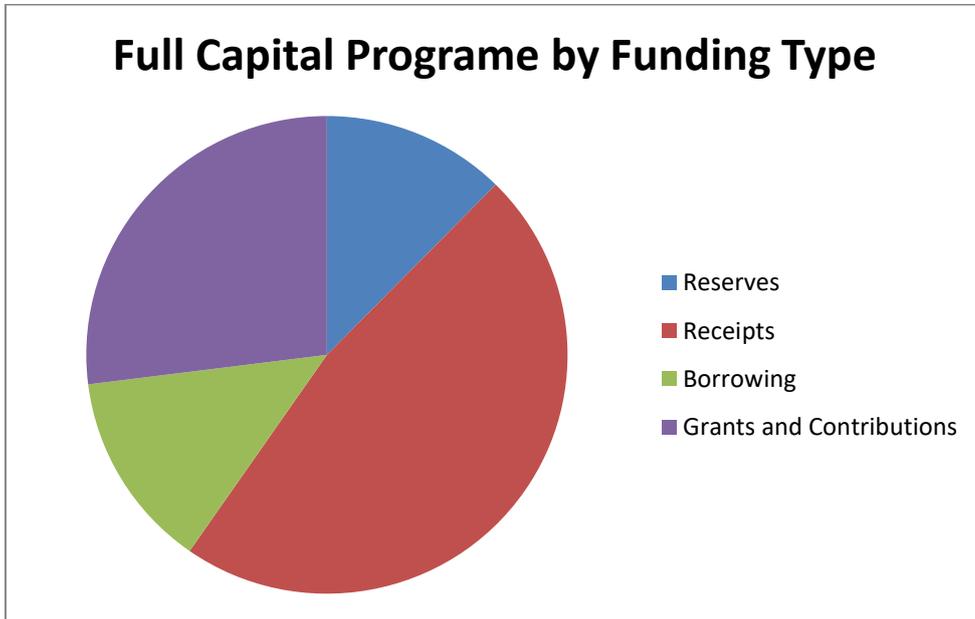
The additional cost of any prudential borrowing undertaken must be met through the Council's revenue budget, and therefore has a direct link to the local taxpayer. The impact of this must be considered when seeking approval for any schemes funded through borrowing. The Council can only normally borrow to fund capital expenditure.

The Council took up £30m of long term borrowing from the PWLB in August 2019 when rates were at favourable levels. The average interest rate across these two loans is 1.81%. The PWLB has since increased their margin over gilts (the basis for their interest rates) by 1%, making any new borrowing unlikely in the short term. As of January 2020 the interest rate on loans of similar terms to those taken up in August is in the region of 2.7%.

- 4.6.2. **Grants** - Capital grants mainly come from a variety of government funded departments or agencies. Grants currently make up £35m (42%) of the approved capital programme. Grants can be either ringfenced to particular areas or schemes, or non-ringfenced and therefore available for use on any project. The majority of Government grants are now non-ringfenced, although there is usually a bidding process to go through to obtain approval for capital grants and therefore an implicit ringfencing.
- 4.6.3. **Revenue Financing** – Revenue financing, paying for capital expenditure from the revenue budget, is not a major element of capital financing and due to ever increasing pressures on revenue budgets this has been reduced over time and in the current financial environment is unlikely to increase.
- 4.6.4. **Capital Reserves** – Use of the Council's reserves will be determined by the reserve strategy. In 2017, an earmarked reserve of just under £70m was created to fund Capital Investment in the borough. Further use of reserves to fund Capital Investment will require approval in accordance with the reserves strategy. As of 2019/20, £16m of this reserve remains.
- 4.6.5. **Leasing** – Under the Prudential Guidelines the amount of leasing will depend on the cost compared to borrowing. In recent years it has often been more attractive to finance schemes using prudential borrowing rather than leasing. Where appropriate, appraisals will be undertaken in order to ensure the most appropriate funding source is used.
- 4.6.6. **Capital receipts** – Capital receipts are actively being pursued as the Council seeks to rationalise its asset base and encourage development in the borough. Receipts are earmarked as a corporate resource unless a case is made to reinvest them towards a

specific project. Capital receipts can only be used to fund capital expenditure, or the repayment of borrowing.

- 4.7. The below graphs demonstrate the current three year programme split by funding source and also by approved and earmarked schemes:



- 4.8. A financing exercise is completed at the end of every year to determine the final allocation of funding. Generally grants and external contributions will be used first, before then considering the allocation of capital receipts, reserves, and prudential borrowing. This is, however, at the discretion of the Section 151 Officer.

5 Bidding Process for New Projects

- 5.1. The Council currently operates a six stage process when bidding for capital investment. The stages are as follows:

- **Application for Investment** – This is the first step and should be a brief outline of the project and its financing.
- **Business Case Brief** – This should be a two page outline of the required project with a summary business case
- **Scoping, Design, and Costing** – This stage will involve seeking external support and carrying out feasibility work.
- **Full Business Case** – This is a full case for the project including the strategic, economic, commercial, financial, and management cases for proceeding. Once approved this will be presented to SPCMP.
- **Project Delivery and Monitoring** – Following approval of the business case, key milestones should be identified and monitored.
- **Project Evaluation** – Following completion, a post implementation evaluation should be completed in order to assess the success of the project.

5.2. A flow chart illustrating this process can be seen in **Appendix 21B**.

6 Prioritisation of Allocation of Resources

6.1 A prioritisation process has been developed in order to aid the decision making process when new investment is required. For proposed schemes, officers will undertake an assessment against a number of criteria including:

- **Strategic Context** – What is the purpose of the scheme and how does it fit with the Council's priorities, and the local and national context.
- **Mandatory or discretionary investment** – Is the scheme intended to address Health and Safety, Legal or Statutory obligations? Is it a cost-avoidance or invest to save scheme? Is the planned scheme to address regeneration, improvement and development or transformation of services?
- **Objectives and benefits of the scheme** – What is the scheme expected to deliver for the Council, service users and residents?
- **Financial implications and options for delivery** – to consider whether alternative options can be considered, what financial investment is required and whether any external funding is available.

6.2 This prioritisation methodology is used to support future capital investment decisions and ensure that scarce capital resources are allocated in the most efficient, effective and sustainable way and thus ensuing value for money.

7 Future Years

7.1 An exercise was carried out with service areas in early 2019 to determine the likely levels of investment required over a longer-term horizon than the usual three year Capital Programme.

7.2 This work has identified a total of £116m of investment is potentially required for the five year period from 2019/20 to 2023/24, which is in addition to the approved and earmarked schemes currently on the Capital Programme. The results of this are included in **Appendix 21C**. It is important to note that no funding for this capital aspiration has been secured, and that it is intended to act as an earlier indicator of capital requirements over the longer term. These indicative plans will be reviewed and updated as part of a refresh of the Capital Programme during 2020.

8 Asset Management

- 8.1. The Council maintains a fairly typical local authority property portfolio. As at 31 March 2019 this consisted of:

Asset Class	£m
Land and Buildings	279
Vehicles, Plant and Equipment	15
Infrastructure	119
Community Assets	15
Surplus Assets	5
Assets Under Construction	11
Investment Properties	29
Total	473

- 8.2. The Council's land and property estate is its largest resource after its staff. Therefore it is crucial that this resource is managed, maintained, and used effectively and efficiently in order to obtain the greatest possible benefit in terms of meeting its aims and priorities for the borough. Due to the continued pressure on local authority finances there is more importance than ever on ensuring that there is a robust strategic approach and the correct decisions are made regarding the effective use and management of the Council's asset base.
- 8.3. It is vital that the Council's assets are fit for purpose, provide value for money, and help meet the needs of the borough and its residents. Decisions to invest in (or dispose of) assets should be based upon these factors and follow a robust and transparent process driven by the Council's statutory duties and corporate objectives.
- 8.4. The Council uses a corporate landlord approach and will endeavour, through its programme of capital investment to maintain its assets to such a standard that they remain fit for purpose and enable service delivery towards meeting Council priorities. Regular surveys of buildings and structures should be ongoing in order to determine their state of repair and inform decisions over what level of remedial works are required. Any service reviews across the organisation should also be taken into consideration, with the service driving its asset needs. For example, new ways of working or service restructures could result in some assets becoming surplus to requirements.
- 8.5. It is therefore important that the Council's capital strategy considers the other corporate plans and strategies to ensure that its capital resources are appropriately deployed to enable the delivery of services.
- 8.6. As is outlined in section 4 of this report, capital receipts form a significant part of the Council's available funding for capital investments. Therefore opportunities for disposals should be investigated wherever possible. Assets should only be retained when they;
- Support the objectives of the Corporate Plan
 - Contribute towards service delivery

- Provide value for money (in terms of the above for operational properties, or in terms of income generation or growth of capital value for investment properties)

8.7. In addition to the above, the responsibilities of the estates and corporate landlord functions include:

- Considering alternative property solutions for service delivery
- Negotiating agreements for the occupation or purchase of property
- Advise on proposals relating to property
- Carry out scheduled repairs and maintenance and also make business cases where appropriate for additional repairs and maintenance
- Assist with the rationalisation of the asset base
- Appraise options for the portfolio
- Manage the safety and security of the portfolio
- Arrange and administer facilities management
- Manage property related budgets

8.8 A key priority for 2020/21 is the development of the Strategic Asset Management Plan and associated estates strategy, which supports the delivery of investment. Through a more effective asset management plan the Council aims to deliver One Public Estate, generate income, realise recyclable capital receipts and provide a strategic approach to our capital programme and major projects, realising opportunities for integrated health hubs, new housing and local jobs for local people.

9 Procurement Strategy

9.1. Tameside recognises that procurement is a critical mechanism for delivering value for money and achieving sustainable outcomes for local communities. Effective procurement will assist the council in achieving its ambitions by realising value for money from the way it procures and delivers its services, and uses its resources in an effective way allowing savings to be redirected into front line services. It is essential that innovative methods to improve procurement practices and to deliver savings are adopted where appropriate.

9.2. The Council entered into a strategic partnering arrangement with Carillion as part of the Building Schools for the Future programme in 2009. This partnering arrangement was delivered through a Local Education Partnership (LEP) which is a limited company. The original LEP arrangement ran for ten years with an option to extend by a further five years, up to February 2024. The Council's relationship with the LEP is currently being reviewed in light of the collapse of Carillion and the end of the initial ten year period. The majority of the Council's capital expenditure has been delivered by the LEP.

9.3. In September 2018, the Council formally joined the STAR procurement shared service, a partnership arrangement between Stockport, Trafford and Rochdale. This will provide the Council with much needed capacity and expertise in an area that previously had limited resources. The STAR Business Plan and STAR Procurement Strategy set out five objectives that help to deliver a successful procurement service. These objectives are commercial, communities, collaboration, compliance and champions. Further detail can be found at www.star-procurement.gov.uk

10 Links to Partners

10.1. Tameside Council works with a wide range of partners to deliver the vision and priorities set out in the Council's Corporate Plan. Some of the ways we work together are listed below, along with links to the relevant web pages:

- Tameside and Glossop Clinical Commissioning Group (CCG)
<https://www.tamesideandglossopccg.org/>
- Greater Manchester Combined Authority
<https://www.greatermanchester-ca.gov.uk/>
- Tameside Integrated Care Organisation (Care Together) -
<http://www.caretogether.org.uk/>
- Tameside Health and Wellbeing Board -
<http://www.tameside.gov.uk/healthwellbeingboard>
- Tameside Safeguarding Children's Board -
<https://www.tamesidesafeguardingchildren.org.uk/>
- Tameside Adult Safeguarding Partnership Board -
<http://www.tameside.gov.uk/AdultServices/Tameside-Adults-Safeguarding-Partnership-Board>

10.2. Other partners that the Council works with include; Job Centre Plus, Stockport Foundation Trust, Pennine Care, Tameside College, New Charter Housing, to name but a few.

11 Investments and Liabilities

11.1. The Council's capital programme and balance sheet consists of investments made by the Council to support strategic aims. A key part of the capital process is monitoring and reviewing such investments once they are made. Traditionally, the Council has focused the Capital Programme on the delivery of capital schemes; however, with the increasing national focus on broader investment activities undertaken by local authorities, the Capital Strategy has been expanded in order to take a wider overview of other relevant investments and liabilities.

11.2. As at 31 March 2019, the Council had the following long term investments on its balance sheet:

	£000
Investment Properties	28,706
Long Term Debtors	28,056
Long Term Investments	71,349
Total	128,111

11.3. The long term debtors figure includes loan stock held by the Council in Inspiredspaces Tameside (Holdings 1) Ltd (£1.8m), loan stock held in Inspiredspaces Tameside (Holdings 2) Ltd (£3.1m), the Council's share of loan debt to Manchester Airport (£20.0m), and loans to Active Tameside (£3.1m) along with some other minor amounts.

11.4. The long term investments held by the Council include investments in Manchester Airport Group (£52.7m) and Inspiredspaces (£2.0m) along with £16.5m of fixed term treasury management investments. These long term investments are valued on an annual basis.

11.5. The Council has an investment property portfolio of around 200 assets. These are revalued annually. The largest of these assets are Manchester Airport Land (£9.5m), Ashton Market Hall (£1.6m) and a shopping centre in Hyde town centre (£0.9m).

12 Treasury Management

12.1. Treasury Management is a key component of the Council's capital planning, largely as the Council has the ability to borrow in order to finance capital projects. A separate Treasury Management Strategy is produced annually, but what follows are some of the key issues.

12.2. At 31 March 2019 the Council had £105m of investments which need to be safeguarded, and £111m of long term debt, which has been accrued over the years to help to fund the Council's capital investment programmes. The Council is also the lead authority responsible for the administration of the debt of the former Greater Manchester County Council on behalf of all ten Greater Manchester Metropolitan Authorities. As at 31 March 2019, this represented a further £59m of debt. The significant size of these amounts requires careful management to ensure that the Council meets its balanced budget requirement under the Local Government Finance Act 1992.

12.3. The Council's treasury activities are strictly regulated by statutory requirements and a professional code of practice (the CIPFA Code of Practice on Treasury Management – revised 2017) and the Prudential Code. The Council has adopted the CIPFA Code of Practice on Treasury Management. Part of this code is for the Council to set out Treasury Management Practices (TMPs). These are in place and are being adhered to.

12.4. The key objectives of the Prudential Code are to ensure, within a clear framework, that the capital plans of local authorities are affordable, prudent and sustainable and to ensure that treasury management decisions are taken in accordance with good professional practice and in a manner that supports these objectives.

12.5. The Council's long term borrowing requirement in any year depends on the following factors:-

- (a) Existing loans which are due to mature during the year. These will include external loans, and any reduction of internal resources that are temporarily being used to finance capital expenditure.
- (b) The amount of capital expenditure that the Council has determined should be financed by borrowing. Under the Prudential Code on Borrowing the Council may determine its own levels of borrowing and is set by the Council as part of the main budget process. The Council is able to borrow in advance of its requirements, when it is considered beneficial to do so.
- (c) The amount of outstanding debt required to be repaid during the year, including the "Minimum Revenue Provision" (MRP) and additional voluntary MRP to repay prudential borrowing.

12.6. The primary objectives of the Council's investment strategy are safeguarding the repayment of the principal and interest of its investments on time, ensuring adequate liquidity, with the investment rate of return being the final consideration. The current investment climate continues to have one over-riding risk, counterparty risk.

12.7. As a result of these underlying concerns officers are implementing a risk averse operational investment strategy. This is adhered to using the following benchmarks:

Security - The Council's maximum security risk benchmark for the current portfolio, when compared to these historic default tables, is:

- 0.03% historic risk of default when compared to the whole portfolio.

Liquidity – In respect of this area the Council seeks to maintain:

- Bank overdraft - £1.60m
- Liquid short term deposits of at least £5m available with a week's notice.

Yield - Local measures of yield benchmark is:

- Investments – Internal returns above the 7 day LIBID rate
- And in addition that the security benchmark of counterparty default for each individual year is:

	1 year	2 years	3 years	4 years	5 years
Maximum	0.05%	0.14%	0.26%	0.40%	0.56%

Note: This benchmark is an average risk of default measure, and would not constitute an expectation of loss against a particular investment.

12.8. Normally when the Council has surplus cash, this is invested to try to ensure that interest earned is optimised with minimal risk of capital loss. Higher interest rates are earned by investing any large amounts on the London money markets, rather than by leaving such sums with the Council's own bank. The Investment Strategy sets out the type of institutions with which the Council may deposit funds for this purpose. The list has been compiled to reflect the creditworthiness of these banks and building societies, rather than the rates of interest payable, as the safety of the asset is the most important consideration. Nonetheless, the interest received from these institutions is competitive.

13 Risk

13.1. The Council faces a broad range of risks. Examples include:

- Financial risk – related to the Council's investments
- Credit and Counterparty risk – related to investments and loans
- Interest rate risk – the risk that interest rates move in a manner that is adverse to the Council's investments or borrowings.
- Reputational risk – that any adverse outcomes could affect the Council's reputation and public perception
- Environmental risks – due to the Council's investments or capital projects
- Governance risks – ensuring that appropriate decision making procedures are adhered to

13.2. The Council has a low risk appetite, so as to safeguard taxpayer funds, and this is reflected in the Treasury Management Strategy and outlined above.

14 Skills and Knowledge

- 14.1. The Financial Management team responsible for Treasury Management and Capital contains several professionally qualified accountants with extensive relevant experience. The team regularly attend a variety of training courses in order to keep up to date with the latest developments. The Council also have a contract with Link Asset Services, who provide up to date specialist advice and technical services.
- 14.2. Capital investment proposals, the quarterly capital monitoring reports, and capital update papers, and their associated minutes, are submitted to a number of meetings including SLT, Executive Board and Cabinet, and SPCMP. In addition to these groups there is also a Capital Officers Group, including members from senior management and financial management, which meet regularly in order to support the effective prioritisation, management and monitoring of the Capital Programme.
- 14.3. In January 2018 a new treasury management directive, Markets in Financial Instruments Directive II (MiFID II) came into force. This required the Council to pass a number of qualitative and quantitative tests in order to maintain its status as a “professional” investor. Part of this involved demonstrating that the treasury management team had sufficient skills and experience to be classified in this fashion. Tameside successfully opted up to professional status with all counterparties that required it.

15 Summary

- 15.1. The Council in conjunction with its partners has identified a clear set of priorities. The Capital Strategy gives clear guidance as to where capital resources should be directed in achievement of those priorities over the length of the current capital programme and over the longer term.
- 15.2. The Strategy also demonstrates that the Council does and will continue to work closely with a variety of partners to obtain quality projects and maximise potential resources in the achievement of its aims. The Council also encourages the continued exploration of securing external funding, the examination of different forms of procurement and maintaining current levels of innovation.
- 15.3. The Council has a good framework in place to achieve its strategy and will strive to achieve continual improvement on a number of its processes as set out in its main objectives in and this will be monitored and reviewed by the Strategic Planning and Capital Monitoring Panel.
- 15.4. The Capital Strategy will be reviewed on an ongoing basis and revised annually.

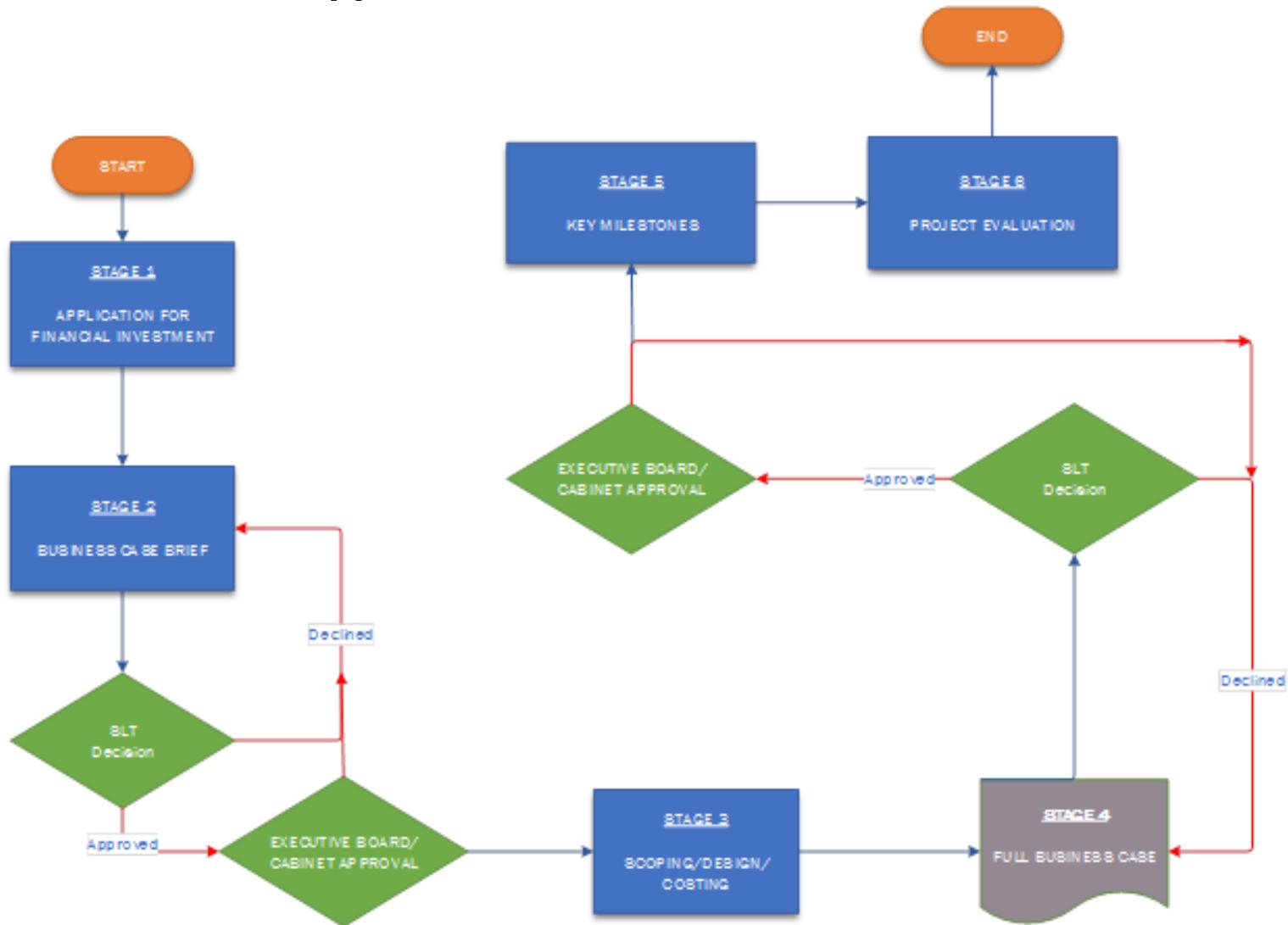
16 Recommendations

- 16.1. The Capital Strategy is approved and is reviewed and revised annually.

TOTAL CAPITAL PROGRAMME 2019/20 – 2021/22

TOTAL APPROVED AND EARMARKED CAPITAL PROGRAMME- SEPTEMBER 2019							
	2019/20 Projected Outturn	2019/20 Budget (Approved)	2019/20 Budget (Earmarked)	2020/21 Budget (Approved)	2020/21 Budget (Earmarked)	2021/22 Budget (Approved)	2021/22 Budget (Earmarked)
	£000	£000	£000	£000	£000	£000	£000
Growth							
Investment & Development	3,100	5,848	9,900	275	0	0	0
Corporate Landlord	225	421	7,937	0	0	0	0
Estates	50	114	1,400	0	0	0	0
Operations and Neighbourhoods							
Engineering Services	13,047	13,350	6,250	6,103	6,000	0	0
Vision Tameside	3,156	8,708	0	0	0	0	0
Environmental Services	2,059	3,640	700	400	0	0	0
Transport	260	260	0	2,406	0	0	0
Stronger Communities	27	27	200	0	0	0	0
Children's							
Education	12,850	17,539	0	984	0	0	0
Children's	0	0	950	0	0	0	0
Finance & IT							
Finance	5,700	5,700	500	0	0	0	0
Digital Tameside	4,310	3,959	0	0	0	0	0
Population Health							
Active Tameside	10,360	15,970	0	0	0	0	0
Adults							
Adults	340	1,228	12,700	0	0	0	0
Total	55,484	76,764	40,537	10,168	6,000	0	0

Business Case Approval Process



Indicative Five Year Plan

Service Area	2019/20	2020/21	2021/22	2022/23	2023/24	Total
	£000	£000	£000	£000	£000	£000
Vision Tameside	-	-	-	-	-	-
Investment & Development Estates	10,815	16,050	11,500	9,000	5,000	52,365
	-	-	-	-	-	-
Total Growth	10,815	16,050	11,500	9,000	5,000	52,365
Engineering Services	400	3,150	3,050	3,550	-	10,150
Environmental Services	200	850	300	250	200	1,800
Transport	2,750	1,150	-	170	101	4,171
Corporate Landlord	-	-	-	-	-	-
Stronger Communities	150	55	-	-	-	205
Total Operations and Neighbourhoods	3,500	5,205	3,350	3,970	301	16,325
Education	5,053	211	-	-	-	5,264
Children	-	-	-	-	-	-
Total Children's	5,053	211	-	-	-	5,264
Finance	-	-	-	-	-	-
Digital Tameside	270	340	485	340	785	2,220
Total Finance & IT	270	340	485	340	785	2,220
Active Tameside	-	-	-	-	-	-
Total Population Health	-	-	-	-	-	-
Adults	-	-	-	-	-	-
Adult Social Care - Estate	-	-	-	-	-	-
Community Health - Estate	-	10,000	25,000	2,500	2,500	40,000
Total Adults	-	10,000	25,000	2,500	2,500	40,000
Exchequer	-	-	-	-	-	-
Total Governance	-	-	-	-	-	-
Total	19,638	31,806	40,335	15,810	8,585	116,174

This plan is indicative about the capital requirements of the Council, there is currently no funding allocated to the delivery of this spend

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APPENDIX 22 - FEES AND CHARGES SCHEDULE 2020/21

Description of Fee	2019/20 Charge (Excl VAT) £	Subject to VAT	VAT £	2019/20 Total (inc VAT) £	2019/20 % Changes	2019/20 £ Changes	2020/21 Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2020/21 % Changes	2020/21 £ Changes
Operations and Neighbourhoods												
Libraries												
INTERNET – Library members for first hour	0.00	N	0.00	0.00		0.00	0.00	N	0.00	0.00		0.00
INTERNET – Library members per half hour thereafter	0.63	Y	0.13	0.76	0.0%	0.00	0.63	Y	0.13	0.76	0.0%	0.00
INTERNET – Non members per half hour	1.25	Y	0.25	1.50	0.0%	0.00	1.29	Y	0.26	1.55	3.3%	0.05
NON-INTERNET USE OF PCs	0.00	N	0.00	0.00		0.00	0.00	N	0.00	0.00		0.00
COMPACT DISCS - for 3 weeks	1.45	N	0.00	1.45	0.0%	0.00	1.50	N	0.00	1.50	3.4%	0.05
TALKING BOOKS - for 3 weeks	0.00	N	0.00	0.00		0.00	0.00	N	0.00	0.00		0.00
LANGUAGE COURSES - for 3 weeks	0.00	N	0.00	0.00		0.00	0.00	N	0.00	0.00		0.00
RESERVATIONS (IN STOCK)	0.00	N	0.00	0.00		0.00	0.00	N	0.00	0.00		0.00
ITEMS BORROWED FROM OUTSIDE TAMESIDE - per Item	5.00	N	0.00	5.00	0.0%	0.00	5.00	N	0.00	5.00	0.0%	0.00
OVERDUE CHARGES - Books per day	0.20	N	0.00	0.20	0.0%	0.00	0.20	N	0.00	0.20	0.0%	0.00
OVERDUE CHARGES - Books per day for concessions	0.10	N	0.00	0.10	0.0%	0.00	0.10	N	0.00	0.10	0.0%	0.00
OVERDUE CHARGES - Sound Recordings per day	0.20	N	0.00	0.20	0.0%	0.00	0.20	N	0.00	0.20	0.0%	0.00
OVERDUE CHARGES - Sound Recordings per day for concessions	0.10	N	0.00	0.10	0.0%	0.00	0.10	N	0.00	0.10	0.0%	0.00
ADMINISTRATION CHARGE – very overdue books - Adults	20.00	N	0.00	20.00	0.0%	0.00	20.00	N	0.00	20.00	0.0%	0.00
ADMINISTRATION CHARGE – very overdue books - Children	10.00	N	0.00	10.00	0.0%	0.00	10.00	N	0.00	10.00	0.0%	0.00
LOST KEY CARDS – replacement - Adults	1.67	Y	0.33	2.00	0.0%	0.00	1.67	Y	0.33	2.00	0.0%	0.00
LOST KEY CARDS – replacement - Children	0.83	Y	0.17	1.00	0.0%	0.00	0.83	Y	0.17	1.00	0.0%	0.00
FAX - to send first sheet	1.42	Y	0.28	1.70	0.0%	0.00	1.42	Y	0.28	1.70	0.0%	0.00
FAX - to send subsequent sheets	0.50	Y	0.10	0.60	0.0%	0.00	0.50	Y	0.10	0.60	0.0%	0.00
FAX – to receive per sheet	0.42	Y	0.08	0.50	0.0%	0.00	0.42	Y	0.08	0.50	0.0%	0.00
PHOTOCOPYING - per A4 sheet black and white	0.08	Y	0.02	0.10	0.0%	0.00	0.08	Y	0.02	0.10	0.0%	0.00
PHOTOCOPYING - per A4 sheet colour	0.50	Y	0.10	0.60	0.0%	0.00	0.50	Y	0.10	0.60	0.0%	0.00
PHOTOCOPYING - per A3 sheet black and white	0.17	Y	0.03	0.20	0.0%	0.00	0.17	Y	0.03	0.20	0.0%	0.00
PHOTOCOPYING - per A3 sheet colour	1.00	Y	0.20	1.20	0.0%	0.00	1.00	Y	0.20	1.20	0.0%	0.00
PRINTING FROM THE COMPUTER - Black and White per A4 sheet	0.07	Y	0.01	0.08	0.0%	0.00	0.08	Y	0.02	0.10	14.3%	0.01
PRINTING FROM THE COMPUTER - Colour per A4 sheet	0.50	Y	0.10	0.60	0.0%	0.00	0.50	Y	0.10	0.60	0.0%	0.00
Museums												
Education Workshop TMBC - per 1.5hr session	70.00	N	0.00	70.00	0.0%	0.00	72.00	N	0.00	72.00	2.9%	2.00
Education Workshop TMBC - per full day	140.00	N	0.00	140.00	0.0%	0.00	144.00	N	0.00	144.00	2.9%	4.00
Education Workshop (not TMBC) - per 1.5hr session	80.00	N	0.00	80.00	0.0%	0.00	82.00	N	0.00	82.00	2.5%	2.00
Education Workshop (not TMBC) - per 2 sessions	160.00	N	0.00	160.00	0.0%	0.00	164.00	N	0.00	164.00	2.5%	4.00
Loan Box Hire - Schools - per week	35.00	N	0.00	35.00	0.0%	0.00	35.00	N	0.00	35.00	0.0%	0.00
Loan Box Hire Community Groups - per day	5.50	N	0.00	5.50	0.0%	0.00	5.50	N	0.00	5.50	0.0%	0.00
Art Sale Commission - per art work	25%	Y		25%	0.0%	0.00	25%	Y		25%	0.0%	0.00
Adult study day - per day	35.00	N	0.00	35.00	0.0%	0.00	36.00	N	0.00	36.00	2.9%	1.00
Adult study day - per day for concessions	30.00	N	0.00	30.00	0.0%	0.00	31.00	N	0.00	31.00	3.3%	1.00
Outreach - per half day	155.00	N	0.00	155.00	0.0%	0.00	160.00	N	0.00	160.00	3.2%	5.00
Outreach - per full day	310.00	N	0.00	310.00	0.0%	0.00	320.00	N	0.00	320.00	3.2%	10.00
Teacher Inset Training Days - per training day per person (TBC)	55.00	N	0.00	55.00	0.0%	0.00	55.00	N	0.00	55.00	0.0%	0.00
Reminiscence Sessions 1.5 hour session in TMBC	65.00	N	0.00	65.00	0.0%	0.00	67.00	N	0.00	67.00	3.1%	2.00
Reminiscence Sessions 1.5 hour session not in TMBC	75.00	N	0.00	75.00	0.0%	0.00	77.00	N	0.00	77.00	2.7%	2.00
Off-Site Talks (Museum Of Manchester Regiment) - per talk	60.00	N	0.00	60.00	0.0%	0.00	62.00	N	0.00	62.00	3.3%	2.00
Craft Activities (drop in) - per child	1.00	N	0.00	1.00	0.0%	0.00	1.20	N	0.00	1.20	20.0%	0.20
Portland Basin Museum Christmas event	5.00	N	0.00	5.00	25.0%	1.00	5.00	N	0.00	5.00	0.0%	0.00

Description of Fee	2019/20 Charge (Excl VAT) £	Subject to VAT	VAT £	2019/20 Total (inc VAT) £	2019/20 % Changes	2019/20 £ Changes	2020/21 Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2020/21 % Changes	2020/21 £ Changes
Events												
LITTLE HANDS EVENT	2.00	N	0.00	2.00	0.0%	0.00	2.20	N	0.00	2.20	10.0%	0.20
SCHOOL OUTDOOR ACTIVITY SESSIONS CLASS 30 - FULL DAY	180.00	N	0.00	180.00	0.0%	0.00	185.00	N	0.00	185.00	2.8%	5.00
SCHOOL OUTDOOR ACTIVITY SESSIONS CLASS 60 - FULL DAY	360.00	N	0.00	360.00	0.0%	0.00	370.00	N	0.00	370.00	2.8%	10.00
SCHOOL OUTDOOR ACTIVITY SESSIONS CLASS FULL DAY 30 NOT TMBC	200.00	N	0.00	200.00	0.0%	0.00	205.00	N	0.00	205.00	2.5%	5.00
SCHOOL OUTDOOR ACTIVITY SESSIONS CLASS 60 FULL DAY NOT TMBC	400.00	N	0.00	400.00	0.0%	0.00	410.00	N	0.00	410.00	2.5%	10.00
ARTS AWARD DISCOVER PER LOG	4.00	N	0.00	4.00	0.0%	0.00	4.20	N	0.00	4.20	5.0%	0.20
ARTS AWARD EXPLORE PER LOG	8.75	N	0.00	8.75	0.0%	0.00	9.00	N	0.00	9.00	2.9%	0.25
Local Studies												
Photocopying - Black and White per A4 sheet	0.08	Y	0.02	0.10	0.0%	0.00	0.08	Y	0.02	0.10	0.0%	0.00
Photocopying - Black and White per A3 sheet	0.17	Y	0.03	0.20	0.0%	0.00	0.17	Y	0.03	0.20	0.0%	0.00
Photocopying - Colour per A4 Sheet												
Photocopying - Colour per A3 Sheet												
Computer Print Out - Black and White per A4 sheet	0.08	Y	0.02	0.10	0.0%	0.00	0.08	Y	0.02	0.10	0.0%	0.00
Computer Print Out Colour - Colour per A3 sheet	0.42	Y	0.08	0.50	0.0%	0.00	0.42	Y	0.08	0.50	0.0%	0.00
Computer Print Out Colour - Colour per A4 sheet												
Copies Microfilm or Microfiche - per A4 sheet	0.58	Y	0.12	0.70	0.0%	0.00	0.58	Y	0.12	0.70	0.0%	0.00
Enquiry basic Look Up inc 2 x A4 copies	4.17	Y	0.83	5.00	0.0%	0.00	4.17	Y	0.83	5.00	0.0%	0.00
Image Archive - per digital copy	1.67	Y	0.33	2.00	0.0%	0.00	1.67	Y	0.33	2.00	0.0%	0.00
Manchester Regiment Image Archive - per printed photo	8.33	Y	1.67	10.00	0.0%	0.00	8.33	Y	1.67	10.00	0.0%	0.00
Customer Contact												
Disabled Parking Blue Badges	10.00	N	0.00	10.00	0.0%	0.00	10.00	N	0.00	10.00	0.0%	0.00
Operations & Greenspace												
Land Train	2,500.00	N	0.00	2,500.00	0.0%	0.00	2,500.00	N	0.00	2,500.00	0.0%	0.00
Bouncy Castle and Inflatables	2,000.00	N	0.00	2,000.00	0.0%	0.00	2,000.00	N	0.00	2,000.00	0.0%	0.00
Boating Lake	2,500.00	N	0.00	2,500.00	0.0%	0.00	2,500.00	N	0.00	2,500.00	0.0%	0.00
Ice cream concession	15,000.00	N	0.00	15,000.00	0.0%	0.00	15,000.00	N	0.00	15,000.00	0.0%	0.00
Fairgrounds	Variable	N	0.00				Variable	N	0.00			
Grazing rights	Variable	N	0.00				Variable	N	0.00			
Football pitch hire - Senior Grade A pitch per season	506.48	N	0.00	506.48	4.0%	19.48	519.14	N	0.00	519.14	2.5%	12.66
Football pitch hire - Junior Grade A pitch per season	292.24	N	0.00	292.24	4.0%	11.24	299.55	N	0.00	299.55	2.5%	7.31
Bowling Green hire for matches per season	34.00	N	0.00	34.00	0.0%	0.00	34.85	N	0.00	34.85	2.5%	0.85
Allotments	110.16	N	0.00	110.16	2.0%	2.16	112.91	N	0.00	112.91	2.5%	2.75
Arboricultural Services	Variable	N	0.00				Variable	N	0.00			
Grounds Maintenance Services	Variable	N	0.00				Variable	N	0.00			
Street Cleansing on private land	Variable	N	0.00				Variable	N	0.00			
British Military Fitness style classes in parks	0.00						0.00					0.00

Description of Fee	2019/20 Charge (Excl VAT) £	Subject to VAT	VAT £	2019/20 Total (inc VAT) £	2019/20 % Changes	2019/20 £ Changes	2020/21 Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2020/21 % Changes	2020/21 £ Changes
Waste Services												
Commercial Waste Collections												0.00
1100 litre bin	841.44	N	0.00	841.44	4.0%	32.36	862.48	N	0.00	862.48	2.5%	21.04
770 litre bin	730.00	N	0.00	730.00	4.0%	28.08	748.25	N	0.00	748.25	2.5%	18.25
660 litre bin	643.06	N	0.00	643.06	4.0%	24.73	659.14	N	0.00	659.14	2.5%	16.08
500 litre bin	606.29	N	0.00	606.29	4.0%	23.32	621.45	N	0.00	621.45	2.5%	15.16
240 litre bin	325.44	N	0.00	325.44	4.0%	12.52	333.58	N	0.00	333.58	2.5%	8.14
Bag (50 Sacks)	N/A	N	0.00				N/A	N	0.00			
1/2 hour waste removal	122.50	N	0.00	122.50	3.8%	4.50	125.50	N	0.00	125.50	2.4%	3.00
1 hour waste removal	245.00	N	0.00	245.00	3.8%	9.00	251.00	N	0.00	251.00	2.4%	6.00
Bulky Collection 5 items	31.00	N	0.00	31.00	3.3%	1.00	31.50	N	0.00	31.50	1.6%	0.50
Replacement Bin	25.00	N	0.00	25.00	0.0%	0.00	25.00	N	0.00	25.00	0.0%	0.00
Bereavement												
Exclusive Right of Burial (Resident)	850.00	N	0.00	850.00	12.6%	95.00	950.00	N	0.00	950.00	11.8%	100.00
Exclusive Right of Burial (Non-Resident)	1,590.00	N	0.00	1,590.00	6.4%	95.00	1,610.00	N	0.00	1,610.00	1.3%	20.00
Interment Fee (Resident) (18 & over)	900.00	N	0.00	900.00	3.4%	30.00	925.00	N	0.00	925.00	2.8%	25.00
Interment Fee (Non-Resident) (18 & over)	1,725.00	N	0.00	1,725.00	0.0%	0.00	1,750.00	N	0.00	1,750.00	1.4%	25.00
Interment Fee (Aged 17 yrs & under)	0.00	N	0.00	0.00		0.00	0.00	N	0.00	0.00		0.00
Widening of Grave	140.00	N	0.00	140.00	3.7%	5.00	143.00	N	0.00	143.00	2.1%	3.00
Use of Chapel	120.00	N	0.00	120.00	33.3%	30.00	125.00	N	0.00	125.00	4.2%	5.00
Interment of Cremated remains (Resident)	205.00	N	0.00	205.00	5.1%	10.00	210.00	N	0.00	210.00	2.4%	5.00
Interment of Cremated remains (Non-Resident)	395.00	N	0.00	395.00	2.6%	10.00	400.00	N	0.00	400.00	1.3%	5.00
Burial/Cremation of body parts or blocks & slides	75.00	N	0.00	75.00	7.1%	5.00	75.00	N	0.00	75.00	0.0%	0.00
Double Chamber Vault	3,350.00	N	0.00	3,350.00	1.5%	50.00	3,430.00	N	0.00	3,430.00	2.4%	80.00
Bricking of semi-vaults	600.00		0.00	600.00	9.1%	50.00	600.00		0.00	600.00	0.0%	0.00
Timbering of graves	400.00	N	0.00	400.00	11.1%	40.00	410.00	N	0.00	410.00	2.5%	10.00
Muslim Burial Chamber - New Facility	600.00		0.00	600.00	9.1%	50.00	600.00		0.00	600.00	0.0%	0.00
Temporary Grave Marker for New Graves	85.00	N	0.00	85.00	0.0%	0.00	88.00	N	0.00	88.00	3.5%	3.00
Right to erect a Headstone	165.00	N	0.00	165.00	0.0%	0.00	170.00	N	0.00	170.00	3.0%	5.00
Inscription Fee (on headstone or kerbs)	55.00	N	0.00	55.00	0.0%	0.00	55.00	N	0.00	55.00	0.0%	0.00
Foundation fee for Headstone	165.00	N	0.00	165.00	0.0%	0.00	170.00	N	0.00	170.00	3.0%	5.00
Removal of kerbs for purpose of burial	85.00	N	0.00	85.00	0.0%	0.00	85.00	N	0.00	85.00	0.0%	0.00
Right to retrofit kerbs to headstone	55.00	N	0.00	55.00	0.0%	0.00	55.00	N	0.00	55.00	0.0%	0.00
Removal of Unauthorised railings/edgings etc for purpose of burial	85.00	N	0.00	85.00	0.0%	0.00	85.00	N	0.00	85.00	0.0%	0.00
Right to place a vase	20.00	N	0.00	20.00	0.0%	0.00	20.00	N	0.00	20.00	0.0%	0.00
Searching register per grave	25.00	N	0.00	25.00	25.0%	5.00	25.00	N	0.00	25.00	0.0%	0.00
Wooden Casket for cremated remains	75.00	N	0.00	75.00	0.0%	0.00	75.00	N	0.00	75.00	0.0%	0.00
Use of Organ	26.00	N	0.00	26.00	0.0%	0.00	26.00	N	0.00	26.00	0.0%	0.00
Duplicate Grave Deed or Cremation Certificate	25.00		0.00	25.00	0.0%	0.00	25.00		0.00	25.00	0.0%	0.00
Transfer of Ownership	75.00	N	0.00	75.00	0.0%	0.00	80.00	N	0.00	80.00	6.7%	5.00
Selection of Grave	45.00	N	0.00	45.00	0.0%	0.00	50.00	N	0.00	50.00	11.1%	5.00
Statutory Declaration of Ownership	80.00	N	0.00	80.00	6.7%	5.00	80.00	N	0.00	80.00	0.0%	0.00
Weekend/Bank Holiday on cost (Out of Hours Interments)	490.00	N	0.00	490.00	6.5%	30.00	500.00	N	0.00	500.00	2.0%	10.00
Renewal of plaques for 10 yr period	100.00	N	0.00	100.00	25.0%	20.00	100.00	N	0.00	100.00	0.0%	0.00
Transfer plaque fee	35.00	N	0.00	35.00	16.7%	5.00	35.00	N	0.00	35.00	0.0%	0.00
Cremation fee (18 yrs & over) inc Cremation, Med Ref Fee & Env Fee	715.00	N	0.00	715.00	3.6%	25.00	745.00	N	0.00	745.00	4.2%	30.00
Additional fee for Out of district Cremation	45.00	N	0.00	45.00	0.0%	0.00	45.00	N	0.00	45.00	0.0%	0.00
Cremation Fee (Municipal) inc Cremation, Med Ref Fee & Env Fee	680.00	N	0.00	680.00	3.8%	25.00	700.00	N	0.00	700.00	2.9%	20.00
Special time (Additional Fee) 12 Noon 12.30, 13.00, 16.00	40.00	N	0.00	40.00	0.0%	0.00	40.00	N	0.00	40.00	0.0%	0.00
Webcast of service	50.00	Y	10.00	60.00	9.1%	4.17	50.00	Y	10.00	60.00	0.0%	0.00
USB stick recording of service	37.50	Y	7.50	45.00	7.1%	2.50	37.50	Y	7.50	45.00	0.0%	0.00
Book of Remembrance Entry or card 2 Line entry	137.50	Y	27.50	165.00	3.1%	4.17	141.67	Y	28.33	170.00	3.0%	5.00

Description of Fee	2019/20			2019/20			2020/21			2020/21		
	Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	% Changes	2019/20 £ Changes	Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	% Changes	2020/21 £ Changes
Book of Remembrance Entry or card 5 line entry	166.67	Y	33.33	200.00	2.6%	4.17	170.83	Y	34.17	205.00	2.5%	5.00
Book of Remembrance Entry or card 8 line entry	204.17	Y	40.83	245.00	2.1%	4.17	208.33	Y	41.67	250.00	2.0%	5.00
Book of Remembrance Entry or card 5 line entry with emblem or crest	250.00	Y	50.00	300.00	1.7%	4.17	254.17	Y	50.83	305.00	1.7%	5.00
Book of Remembrance Entry or card 8 line entry with emblem or crest	275.00	Y	55.00	330.00	1.5%	4.17	279.17	Y	55.83	335.00	1.5%	5.00
Perspex memorial plaque for 10 years	316.67	Y	63.33	380.00	0.0%	0.00	325.00	Y	65.00	390.00	2.6%	10.00
Boutonnaire Plaques for 10 years	383.33	Y	76.67	460.00	0.0%	0.00	391.67	Y	78.33	470.00	2.2%	10.00
Granite Vase & Plaque for 10 years	425.00	Y	85.00	510.00	2.0%	8.33	433.33	Y	86.67	520.00	2.0%	10.00
Stone look commemorative plaques for 10 years	325.00	Y	65.00	390.00	0.0%	0.00	333.33	Y	66.67	400.00	2.6%	10.00
Motif Black outline - Additional Fee	45.83	Y	9.17	55.00	0.0%	0.00	45.83	Y	9.17	55.00	0.0%	0.00
Motif Coloured - Additional Fee	54.17	Y	10.83	65.00	0.0%	0.00	54.17	Y	10.83	65.00	0.0%	0.00
Photograph	87.50	Y	17.50	105.00	0.0%	0.00	87.50	Y	17.50	105.00	0.0%	0.00
Baby Memorial - Natural Stone	200.00	Y	40.00	240.00	0.0%	0.00	204.17	Y	40.83	245.00	2.1%	5.00
Baby Memorial - Black Granite	300.00	Y	60.00	360.00	1.4%	4.17	204.17	Y	40.83	245.00	-31.9%	-115.00
Motif on Baby memorial - Additional Fee	79.17	Y	15.83	95.00	0.0%	0.00	79.17	Y	15.83	95.00	0.0%	0.00
Additional letters to be inscribed over 70 (per letter)	1.67	Y	0.33	2.00	0.0%	0.00	1.67	Y	0.33	2.00	0.0%	0.00
Brass Plaques for 10 years	158.33	Y	31.67	190.00	2.7%	4.16	162.50	Y	32.50	195.00	2.6%	5.00
Scatter remains (at Cemeteries apart from Dukinfield & those cremated elsewhere)	50.00	Y	10.00	60.00	0.0%	0.00	50.00	Y	10.00	60.00	0.0%	0.00
Scatter Cremated remains at Dukinfield (if family to witness)	25.00	Y	5.00	30.00	0.0%	0.00	25.00	Y	5.00	30.00	0.0%	0.00
Stone Tablet for Garden of Rest	237.50	Y	47.50	285.00	3.6%	8.33	241.67	Y	48.33	290.00	1.8%	5.00
Additional fee for Granite Tablet	41.67	Y	8.33	50.00	42.9%	12.50	41.67	Y	8.33	50.00	0.0%	0.00
Memorial Bench (inc one plaque & fixing)	508.33	Y	101.67	610.00	2.5%	12.50	520.83	Y	104.17	625.00	2.5%	15.00
Additional plaque on bench	254.17	Y	50.83	305.00	3.4%	8.34	258.33	Y	51.67	310.00	1.6%	5.00
Columbarium at Dukinfield Crematorium (New Memorial Option)	541.67	Y	108.33	650.00	0.0%	0.00	541.67	Y	108.33	650.00	0.0%	0.00
Columbarium (Additional replacing of remains & new inscription)												
Sanctum (New Memorial Option)	708.33	Y	141.67	850.00	0.0%	0.00	725.00	Y	145.00	870.00	2.4%	20.00
Sanctum (Additional replacing of remains & new inscription)												
Sanctum (Renewal fee for 20 years)												
Visual tribute to music (Dukinfield Crematorium only) Photos only up to max 20 photos												
Visual tribute (1 still photo or order of service displayed throughout)												
Visual tribute (Video only upto 3 minutes)												
Follwing fees To be paid by the Government's Children's Funeral Fund for England												
Interment fee (under 18 in a family grave) Resident	925.00	N	0.00	925.00		925.00	925.00	N	58.00	983.00	6.3%	58.00
Interment fee (under 18 in a family grave) Non Resident	1,750.00	N	0.00	1,750.00		1,750.00	1,750.00	N	58.00	1,808.00	3.3%	58.00
Interment fee (in baby section) Resident	210.00	N	0.00	210.00		210.00	210.00	N	58.00	268.00	27.6%	58.00
Interment fee (in baby section) Non Resident	400.00	N	0.00	400.00		400.00	400.00	N	58.00	458.00	14.5%	58.00
Cremation fee (under 18)	745.00	N	0.00	745.00		745.00	745.00	N	58.00	803.00	7.8%	58.00

Description of Fee	2019/20			2019/20			2020/21			2020/21		
	Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	% Changes	2019/20 £ Changes	Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	% Changes	2020/21 £ Changes
Pest Control												
Trap Hire (Squirrels) 28 day hire	70.83	Y	14.17	85.00	21.4%	12.50	70.83	Y	14.17	85.00	0.0%	0.00
Wasps	41.67	Y	8.33	50.00	0.0%	0.00	41.67	Y	8.33	50.00	0.0%	0.00
Bedbugs	116.67	Y	23.33	140.00	16.7%	16.67	116.67	Y	23.33	140.00	0.0%	0.00
Cockroaches	116.67	Y	23.33	140.00	16.7%	16.67	116.67	Y	23.33	140.00	0.0%	0.00
Rats , Mice, Fleas & stored product pests etc	70.83	Y	14.17	85.00	21.4%	12.50	70.83	Y	14.17	85.00	0.0%	0.00
Subsequent visit to squirrel Trap	29.17	Y	5.83	35.00	0.0%	0.00	29.17	Y	5.83	35.00	0.0%	0.00
Feral Pigeon Treatment (Internal) Daytime	70.83	Y	14.17	85.00	21.4%	12.50	70.83	Y	14.17	85.00	0.0%	0.00
Feral Pigeon Treatment (Internal) Evening	133.33	Y	26.67	160.00	0.0%	0.00	133.33	Y	26.67	160.00	0.0%	0.00
Treatment when keys are picked up - additional fee	29.17	Y	5.83	35.00	0.0%	0.00	29.17	Y	5.83	35.00	0.0%	0.00
Investigate roof space noise	116.67	Y	23.33	140.00	16.7%	16.67	116.67	Y	23.33	140.00	0.0%	0.00
Commercial - Rodent Control Treatments 3 visits	133.33	Y	26.67	160.00	6.7%	8.33	133.33	Y	26.67	160.00	0.0%	0.00
Commercial - Rodent Control Contracts 8 visits per annum	216.67	Y	43.33	260.00	8.3%	16.67	216.67	Y	43.33	260.00	0.0%	0.00
Commercial - Insect treatments	133.33	Y	26.67	160.00	6.7%	8.33	133.33	Y	26.67	160.00	0.0%	0.00
Commercial Feral Pigeon Treatments Daytime	133.33	Y	26.67	160.00	6.7%	8.33	133.33	Y	26.67	160.00	0.0%	0.00
Commercial Feral Pigeon Treatments Evening	216.67	Y	43.33	260.00	4.0%	8.34	216.67	Y	43.33	260.00	0.0%	0.00

Description of Fee	2019/20	Subject to VAT	VAT £	2019/20	2019/20 % Changes	2019/20 £ Changes	2020/21	Subject to VAT	VAT £	2020/21	2020/21 % Changes	2020/21 £ Changes
	Charge (Excl VAT) £			Total (inc VAT) £			Proposed Charge (Excl VAT) £			Total (inc VAT) £		
Markets												
Market Grounds - Stalls and associated space per day	£10 - £50	N	0.00	£10 - £50			£10 - £50	N	0.00	£10 - £50		
Concession Management Space – Market Grounds per week	£350-£500	N	0.00	£350-£500			£350-£500	N	0.00	£350-£500		
Kiosks - Ashton Outdoor Market per sqm	240.00	N	0.00	240.00	0.0%	0.00	240.00	N	0.00	240.00	0.0%	0.00
Toy Set (Roundabout) - Ashton Outdoor Market per year	6,000.00	N	0.00	6,000.00	0.0%	0.00	6,000.00	N	0.00	6,000.00	0.0%	0.00
Toy Set (Roundabout) - Hyde Outdoor Market	1,976.00	N	0.00	1,976.00	0.0%	0.00	1,976.00	N	0.00	1,976.00	0.0%	0.00
Public Liability Insurance – One day cover	5.00	N	0.00	5.00	0.0%	0.00	5.00	N	0.00	5.00	0.0%	0.00
Fairs	500.00	N	0.00	500.00	0.0%	0.00	500.00	N	0.00	500.00	0.0%	0.00
Ashton Market Hall - Rent	206.56	Y	41.31	247.87	0.0%	0.00	206.56	Y	41.31	247.87	0.0%	0.00
Ashton Market Market Hall - Service Charge	194.08	Y	38.82	232.90	0.0%	0.00	194.08	Y	38.82	232.90	0.0%	0.00
Electric per kwh	0.13	Y	0.03	0.15	0.0%	0.00	0.13	Y	0.03	0.15	0.0%	0.00
Hyde Market Hall - Rent - annual cost per sq ft	16.97	N	0.00	16.97	0.0%	0.00	16.97	N	0.00	16.97	0.0%	0.00
Hyde Market Market Hall - Service Charge annual cost per sq ft	variable	N	0.00				variable	N	0.00			
Market Halls - Event Space	25.00	N	0.00	25.00	0.0%	0.00	25.00	N	0.00	25.00	0.0%	0.00
Market Halls - Concession Rides and Toy Dispencers - % of generated income	25%	N	0.00	25%	0.0%	0.00	25%	N	0.00	25%	0.0%	0.00
Ashton Market Hall - Storage	1,200.00	N	0.00	1,200.00	0.0%	0.00	1,200.00	N	0.00	1,200.00	0.0%	0.00
Ashton Ice Cream Pitch			0.00	0.00		0.00			0.00	0.00		0.00
Hyde Market Hall - Storage - Annual cost per sq ft	25.00	N	0.00	25.00	0.0%	0.00	25.00	N	0.00	25.00	0.0%	0.00
Highways												
Skip Registration Fee	98.00	N	0.00	98.00	4.3%	4.00	101.00	N	0.00	101.00	3.1%	3.00
Scaffolding Registration Fee	98.00	N	0.00	98.00	4.3%	4.00	101.00	N	0.00	101.00	3.1%	3.00
Skip Non Permit Fee (Registered Companies)	64.00	N	0.00	64.00	3.2%	2.00	66.00	N	0.00	66.00	3.1%	2.00
Skip Non Permit Fee (Unregistered Companies)	130.00	N	0.00	130.00	4.0%	5.00	134.00	N	0.00	134.00	3.1%	4.00
Skips Placed in Restricted Areas	49.00	N	0.00	49.00	4.3%	2.00	51.00	N	0.00	51.00	4.1%	2.00
Scaffolding Non Permit Fee (Registered Companies)	184.00	N	0.00	184.00	4.0%	7.00	189.00	N	0.00	189.00	2.7%	5.00
Scaffolding Non Permit Fee (Unregistered Companies)	249.00	N	0.00	249.00	4.2%	10.00	256.00	N	0.00	256.00	2.8%	7.00
Street Naming amendments(1 plots)	49.00	N	0.00	49.00	4.3%	2.00	51.00	N	0.00	51.00	4.1%	2.00
Street Naming amendments(2-10)	81.00	N	0.00	81.00	3.8%	3.00	84.00	N	0.00	84.00	3.7%	3.00
Street Naming amendments(11-49)	135.00	N	0.00	135.00	3.8%	5.00	139.00	N	0.00	139.00	3.0%	4.00
Street Naming amendments(50+)	216.00	N	0.00	216.00	3.8%	8.00	222.00	N	0.00	222.00	2.8%	6.00
Street Naming (confirmation address)	22.00	N	0.00	22.00	4.8%	1.00	23.00	N	0.00	23.00	4.5%	1.00
Street Naming (+ re-naming process)	23.00	N	0.00	23.00	4.5%	1.00	24.00	N	0.00	24.00	4.3%	1.00
Sending Info to Non-Statutory Organisations	17.00	N	0.00	17.00	6.3%	1.00	18.00	N	0.00	18.00	5.9%	1.00
Skip Registration Fee	98.00	N	0.00	98.00	4.3%	4.00	101.00	N	0.00	101.00	3.1%	3.00
Scaffolding Registration Fee	98.00	N	0.00	98.00	4.3%	4.00	101.00	N	0.00	101.00	3.1%	3.00
Skip Non Permit Fee (Registered Companies)	64.00	N	0.00	64.00	3.2%	2.00	66.00	N	0.00	66.00	3.1%	2.00
Skip Non Permit Fee (Unregistered Companies)	130.00	N	0.00	130.00	4.0%	5.00	134.00	N	0.00	134.00	3.1%	4.00
Skips Placed in Restricted Areas	49.00	N	0.00	49.00	4.3%	2.00	51.00	N	0.00	51.00	4.1%	2.00
Scaffolding Non Permit Fee (Registered Companies)	184.00	N	0.00	184.00	4.0%	7.00	189.00	N	0.00	189.00	2.7%	5.00
Scaffolding Non Permit Fee (Unregistered Companies)	249.00	N	0.00	249.00	4.2%	10.00	256.00	N	0.00	256.00	2.8%	7.00
Administration Charges (min hourly rate)	37.00	N	0.00	37.00	2.8%	1.00	38.00	N	0.00	38.00	2.7%	1.00
Housing Development Signs Admin	71.00	N	0.00	71.00	4.4%	3.00	73.00	N	0.00	73.00	2.8%	2.00
Highway Search Letter (Per Question)	10.00	N	0.00	10.00	0.0%	0.00	11.00	N	0.00	11.00	10.0%	1.00

Description of Fee	2019/20 Charge (Excl VAT) £	Subject to VAT	VAT £	2019/20 Total (inc VAT) £	2019/20 % Changes	2019/20 £ Changes	2020/21 Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2020/21 % Changes	2020/21 £ Changes
Highways & Transport												
Transport - Class IV MOT Test	42.00	N	0.00	42.00	5.0%	2.00	44.00	N	0.00	44.00	4.8%	2.00
Transport -Class V MOT Test	57.00	N	0.00	57.00	3.6%	2.00	59.00	N	0.00	59.00	3.5%	2.00
Transport -LOLER test	47.00	N	0.00	47.00	4.4%	2.00	49.00	N	0.00	49.00	4.3%	2.00
Transport - Workshop Hourly Rate (External)	47.00	N	0.00	47.00	4.4%	2.00	49.00	N	0.00	49.00	4.3%	2.00
Skip Scaffolding removal admin fee	54.00	N	0.00	54.00	3.8%	2.00	56.00	N	0.00	56.00	3.7%	2.00
Cabin Permits - 4 Weeks	84.00	N	0.00	84.00	3.7%	3.00	87.00	N	0.00	87.00	3.6%	3.00
Hoarding Permits - 4 Weeks	84.00	N	0.00	84.00	3.7%	3.00	87.00	N	0.00	87.00	3.6%	3.00
High Access Apparatus Permits - 4 Weeks	84.00	N	0.00	84.00	3.7%	3.00	87.00	N	0.00	87.00	3.6%	3.00
Building Materials on Highway - 4 Week permit)	84.00	N	0.00	84.00	3.7%	3.00	87.00	N	0.00	87.00	3.6%	3.00
A Board Permits (Regisration Fee)	0.00	N	0.00	0.00		0.00	0.00	N	0.00	0.00		0.00
A Board Permits Annual fee based on £5 per week permit	0.00	N	0.00	0.00		0.00	0.00	N	0.00	0.00		0.00
A Board Permits (Registered Non-Permit Fee)	0.00	N	0.00	0.00		0.00	0.00	N	0.00	0.00		0.00
A Board Permits (Ad-Hoc 4 weeks)	0.00	N	0.00	0.00		0.00	0.00	N	0.00	0.00		0.00
A Board Permits (Ad Hoc Non-Permit Fee)	0.00	N	0.00	0.00		0.00	0.00	N	0.00	0.00		0.00
Directional Signage (New)	0.00	N	0.00	0.00		0.00	0.00	N	0.00	0.00		0.00
Directional Signage (Replacement)	0.00	N	0.00	0.00		0.00	0.00	N	0.00	0.00		0.00
Highway Search Letter - Standard Letter Fee	0.00	N	0.00	0.00		0.00	0.00	N	0.00	0.00		0.00
Private Builders / (Sct 50) (Sct 171) - Existing Apparatus												
Private Builders / (Sct 50) (Sct 171) - New Apparatus	281.00	N	0.00	281.00	4.1%	11.00	289.00	N	0.00	289.00	2.8%	8.00
Fixed Penalty Notices (Sct 50) If started before 36 days	506.00	N	0.00	506.00	3.9%	19.00	519.00	N	0.00	519.00	2.6%	13.00
Indirect Commercial Banners	89.00	N	0.00	89.00	3.5%	3.00	92.00	N	0.00	92.00	3.4%	3.00
Commercial Banners	146.00	N	0.00	146.00	4.3%	6.00	150.00	N	0.00	150.00	2.7%	4.00
Banner removal (if req'd per banner)	292.00	N	0.00	292.00	3.9%	11.00	300.00	N	0.00	300.00	2.7%	8.00
Signs (Temp adverts)	59.00	N	0.00	59.00	3.5%	2.00	61.00	N	0.00	61.00	3.4%	2.00
A board/Estate Agent Sign removal (if req'd per sign)	146.00	N	0.00	146.00	4.3%	6.00	150.00	N	0.00	150.00	2.7%	4.00
Housing Development Signs (per sign)	71.00	N	0.00	71.00	4.4%	3.00	73.00	N	0.00	73.00	2.8%	2.00
Removal of Non Compliant / Old Housing Development Signs (per sign)	27.00	N	0.00	27.00	3.8%	1.00	28.00	N	0.00	28.00	3.7%	1.00
Flood & Water Management Act 2010	64.00	N	0.00	64.00	3.2%	2.00	66.00	N	0.00	66.00	3.1%	2.00
Water Course Consent - National Fee	52.00	N	0.00	52.00	4.0%	2.00	54.00	N	0.00	54.00	3.8%	2.00
Private Drainage (notice serving)	92.00	N	0.00	92.00	4.5%	4.00	95.00	N	0.00	95.00	3.3%	3.00
Call Out Charges (minimum administration)	76.00	N	0.00	76.00	4.1%	3.00	78.00	N	0.00	78.00	2.6%	2.00
Public Path Orders	1,888.00	N	0.00	1,888.00	4.0%	73.00	1,936.00	N	0.00	1,936.00	2.5%	48.00
Public Path Orders (Objections withdrawn)	2,033.00	N	0.00	2,033.00	4.0%	78.00	2,084.00	N	0.00	2,084.00	2.5%	51.00
Public Path Orders (Objections withdrawn but requires readvertising)	2,606.00	N	0.00	2,606.00	4.0%	100.00	2,672.00	N	0.00	2,672.00	2.5%	66.00
Section 257 Extinguishments or Diversion	1,411.00	N	0.00	1,411.00	4.0%	54.00	1,447.00	N	0.00	1,447.00	2.6%	36.00
Gating Order	654.00	N	0.00	654.00	4.0%	25.00	671.00	N	0.00	671.00	2.6%	17.00
Road markings (H) bar	222.00	N	0.00	222.00	4.2%	9.00	228.00	N	0.00	228.00	2.7%	6.00
Road markings (Advisory bays)	108.00	N	0.00	108.00	3.8%	4.00	111.00	N	0.00	111.00	2.8%	3.00
Temporary Notices	487.00	N	0.00	487.00	4.1%	19.00	500.00	N	0.00	500.00	2.7%	13.00
Temporary Orders	1,406.00	N	0.00	1,406.00	4.0%	54.00	1,442.00	N	0.00	1,442.00	2.6%	36.00
Permanent Orders (typical example)	2,163.00	N	0.00	2,163.00	4.0%	83.00	2,218.00	N	0.00	2,218.00	2.5%	55.00
Vehicle Crossing Construction (Stnd - new)	768.00	N	0.00	768.00	4.1%	30.00	788.00	N	0.00	788.00	2.6%	20.00
NRASWA Sample inspection	52.00	N	0.00	52.00	4.0%	2.00	54.00	N	0.00	54.00	3.8%	2.00
NRASWA Third Party Inspections	74.00	N	0.00	74.00	4.2%	3.00	76.00	N	0.00	76.00	2.7%	2.00
NRASWA Defect inspection	50.00	N	0.00	50.00	4.2%	2.00	52.00	N	0.00	52.00	4.0%	2.00
Make safe Iron works(non TMBC)	222.00	N	0.00	222.00	4.2%	9.00	228.00	N	0.00	228.00	2.7%	6.00
Temporary pitches for highway slaes (pop up shops) Per Day upto 6 weeks	140.00	N	0.00	140.00	3.7%	5.00	144.00	N	0.00	144.00	2.9%	4.00
Temporary pitches for highway slaes (pop up shops) Per Day 6 weeks onwards	98.00	N	0.00	98.00	4.3%	4.00	101.00	N	0.00	101.00	3.1%	3.00

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Parking												
Contract Parking passes	Variable	Y					Variable	Y				
Car Parks Pay and display	Variable	Y					Variable	Y				
Car Parks Excess Fee Notice	£25-£70	N	0.00				£25-£70	N	0.00			
Bus Lane Enforcement notices	£30-£60	N	0.00				£30-£60	N	0.00			
Engineering Design												
Design Drawings / Schemes - Approval in Principle (AIP) Cat 1 Fee Level 1A	344.76	N	0.00	344.76		344.76	353.38	N	0.00	353.38	2.5%	8.62
Design Drawings / Schemes - Approval in Principle (AIP) Cat 2 Fee Level 1A	477.36	N	0.00	477.36		477.36	489.29	N	0.00	489.29	2.5%	11.93
Design Drawings / Schemes - Approval in Principle (AIP) Cat 2 Fee Level 1B (Minimum charge + price per job)	916.53	N	0.00	916.53		916.53	939.44	N	0.00	939.44	2.5%	22.91
Design Drawings / Schemes - Approval in Principle (AIP) Cat 0 Fee Level 2	664.06	N	0.00	664.06		664.06	680.66	N	0.00	680.66	2.5%	16.60
Design Drawings / Schemes - Approval in Principle (AIP) Cat 1 Fee Level 2	835.91	N	0.00	835.91		835.91	856.81	N	0.00	856.81	2.5%	20.90
Design Drawings / Schemes - Approval in Principle (AIP) Cat 2 Fee Level 2	1,357.82	N	0.00	1,357.82		1,357.82	1,391.77	N	0.00	1,391.77	2.5%	33.95
Design Drawings / Schemes - Approval in Principle (AIP) Cat 2 Fee Level 2 (+ departures)	1,878.68	N	0.00	1,878.68		1,878.68	1,925.64	N	0.00	1,925.64	2.5%	46.96
Design Drawings / Schemes - Approval in Principle (AIP) Cat 0 Fee Level 3	441.29	N	0.00	441.29		441.29	452.33	N	0.00	452.33	2.5%	11.04
Design Drawings / Schemes - Approval in Principle (AIP) Cat 1 & 2 Fee Level 3 (Minimum charge + price per job)	441.29	N	0.00	441.29		441.29	452.33	N	0.00	452.33	2.5%	11.04
Design Drawings / Schemes - Approval in Principle (AIP) Cat 3 Fee Levels 1A,1B,2,& 3 (Fees subject to agreement)		N	0.00	0.00		0.00		N	0.00	0.00		0.00
Engineers projects works		Y	0.00	0.00		0.00		Y	0.00	0.00		0.00
GM RAPS fee permit		N	0.00	0.00		0.00		N	0.00	0.00		0.00
Environmental Protection												
HMO licence Fee	500.00	N	0.00	500.00	0.0%	0.00	513.00	N	0.00	513.00	2.6%	13.00
HMO licence fee - additional amount per habitable room	35.00		0.00	35.00			35.00		0.00	35.00	0.0%	0.00
Housing Act 2004 Notice Charges (per notice)	420.00	N	0.00	420.00	5.0%	20.00	431.00	N	0.00	431.00	2.6%	11.00
Immigration Inspection - Normal Time	154.00		0.00	154.00	6.9%	10.00	154.00		0.00	154.00	0.0%	0.00
Immigration Inspection - Fast Tracked	190.00		0.00	190.00	5.6%	10.00	190.00		0.00	190.00	0.0%	0.00
CLS - Whether a property will be considered as Part 2a of the EPA 1990 in the future	40.00	N	0.00	40.00	60.0%	15.00	41.00	N	0.00	41.00	2.5%	1.00
Landfill search	68.00	N	0.00	68.00	36.0%	18.00	70.00	N	0.00	70.00	2.9%	2.00
General Environmental Search	110.00	N	0.00	110.00	37.5%	30.00	113.00	N	0.00	113.00	2.7%	3.00
CLS - Planning record information relating to contamination issues	68.00	N	0.00	68.00	36.0%	18.00	70.00	N	0.00	70.00	2.9%	2.00
CLS - Copies of contaminated land files and/or information relating to contaminated land conditions attached to planning consent	68.00	N	0.00	68.00	36.0%	18.00	70.00	N	0.00	70.00	2.9%	2.00
New Charter Gas Safety Works:			0.00	0.00		0.00			0.00	0.00		0.00
Section 80 EPA90 Abatement Notice & Covering letter - cost per	40.00	N	0.00	40.00	60.0%	15.00	41.00	N	0.00	41.00	2.5%	1.00
Failed Entry Letters, Info for Warrants, Warrants, Time in Court, Time Executing Warrant - per hour	68.00	N	0.00	68.00	36.0%	18.00	70.00	N	0.00	70.00	2.9%	2.00

Description of Fee	2019/20 Charge (Excl VAT) £	Subject to VAT	VAT £	2019/20 Total (inc VAT) £	2019/20 % Changes	2019/20 £ Changes	2020/21 Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2020/21 % Changes	2020/21 £ Changes
Licencing												
Animal Boarding Premise Application	149.00	N	0.00	149.00	4.2%	6.00	153.00	N	0.00	153.00	2.7%	4.00
Animal Boarding 1 Year Grant	211.00	N	0.00	211.00	3.9%	8.00	217.00	N	0.00	217.00	2.8%	6.00
Animal Boarding 2 Year Grant	262.00	N	0.00	262.00	4.0%	10.00	269.00	N	0.00	269.00	2.7%	7.00
Animal Boarding 3 Year Grant	297.00	N	0.00	297.00	3.8%	11.00	305.00	N	0.00	305.00	2.7%	8.00
Home Boarding of Dogs (including Day Care) Application	149.00	N	0.00	149.00	4.2%	6.00	153.00	N	0.00	153.00	2.7%	4.00
Home Boarding of Dogs (including Day Care) 1 Year Grant	176.00	N	0.00	176.00	4.1%	7.00	181.00	N	0.00	181.00	2.8%	5.00
Home Boarding of Dogs (including Day Care) 2 Year Grant	211.00	N	0.00	211.00	3.9%	8.00	217.00	N	0.00	217.00	2.8%	6.00
Home Boarding of Dogs (including Day Care) 3 Year Grant	245.00	N	0.00	245.00	3.8%	9.00	252.00	N	0.00	252.00	2.9%	7.00
Dangerous Wild Animals Premise Application	149.00	N	0.00	149.00	4.2%	6.00	153.00	N	0.00	153.00	2.7%	4.00
Dog Breeding Premise Application	149.00	N	0.00	149.00	4.2%	6.00	153.00	N	0.00	153.00	2.7%	4.00
Dog Breeding Licence 1 Year Grant	235.00	N	0.00	235.00	4.0%	9.00	241.00	N	0.00	241.00	2.6%	6.00
Dog Breeding Licence 2 Year Grant	277.00	N	0.00	277.00	4.1%	11.00	284.00	N	0.00	284.00	2.5%	7.00
Dog Breeding Licence 3 Year Grant	320.00	N	0.00	320.00	3.9%	12.00	328.00	N	0.00	328.00	2.5%	8.00
Hairdresser / Barber Premise Application	123.00	N	0.00	123.00	4.2%	5.00	127.00	N	0.00	127.00	3.3%	4.00
Marriage Act Premise	1,697.00	N	0.00	1,697.00	4.0%	65.00	1,740.00	N	0.00	1,740.00	2.5%	43.00
Marriage Act Renewal	583.00	N	0.00	583.00	3.9%	22.00	598.00	N	0.00	598.00	2.6%	15.00
Marriage Act/Civil Partnerships (non-profit or non-commercial organisations)	530.00	N	0.00	530.00	3.9%	20.00	544.00	N	0.00	544.00	2.6%	14.00
Marriage Act/Civil Partnerships (non-profit or non-commercial organisations) Renewal	530.00	N	0.00	530.00	3.9%	20.00	544.00	N	0.00	544.00	2.6%	14.00
Pavement Café Application (up to 5 tables)	202.00	N	0.00	202.00	4.1%	8.00	208.00	N	0.00	208.00	3.0%	6.00
Pavement Café Application (over 5 tables)	255.00	N	0.00	255.00	4.1%	10.00	262.00	N	0.00	262.00	2.7%	7.00
Selling Animals as Pets Application	149.00	N	0.00	149.00	4.2%	6.00	153.00	N	0.00	153.00	2.7%	4.00
Selling Animals as Pets 1 Year Grant	191.00	N	0.00	191.00	3.8%	7.00	196.00	N	0.00	196.00	2.6%	5.00
Selling Animals as Pets 2 Year Grant	208.00	N	0.00	208.00	4.0%	8.00	214.00	N	0.00	214.00	2.9%	6.00
Selling Animals as Pets 3 Year Grant	226.00	N	0.00	226.00	4.1%	9.00	232.00	N	0.00	232.00	2.7%	6.00
Performing Animals Premise Application	149.00	N	0.00	149.00	4.2%	6.00	153.00	N	0.00	153.00	2.7%	4.00
Performing Animals 3 Year Grant	176.00	N	0.00	176.00	4.1%	7.00	181.00	N	0.00	181.00	2.8%	5.00
Hiring out Horses Application	149.00	N	0.00	149.00	4.2%	6.00	153.00	N	0.00	153.00	2.7%	4.00
Hiring out Horses 1 Year Grant	244.00	N	0.00	244.00	3.8%	9.00	251.00	N	0.00	251.00	2.9%	7.00
Hiring out Horses 2 Year Grant	297.00	N	0.00	297.00	3.8%	11.00	305.00	N	0.00	305.00	2.7%	8.00
Hiring out Horses 3 Year Grant	350.00	N	0.00	350.00	3.9%	13.00	359.00	N	0.00	359.00	2.6%	9.00
Scrap Metal Dealer Application (Collector)	388.00	N	0.00	388.00	4.0%	15.00	398.00	N	0.00	398.00	2.6%	10.00
Scrap Metal Dealer Application (Site)	950.00	N	0.00	950.00	4.1%	37.00	974.00	N	0.00	974.00	2.5%	24.00
Sex Shop Premise Application	2,334.00	N	0.00	2,334.00	4.0%	90.00	2,393.00	N	0.00	2,393.00	2.5%	59.00
Skin Colouring/Piercing/Electrolysis/Acupuncture Premises Application	159.00	N	0.00	159.00	6.0%	9.00	163.00	N	0.00	163.00	2.5%	4.00
Skin Colouring/Piercing/Electrolysis/Acupuncture Personal Application	96.00	N	0.00	96.00	6.7%	6.00	99.00	N	0.00	99.00	3.1%	3.00
Street Trader Application	828.00	N	0.00	828.00	4.0%	32.00	849.00	N	0.00	849.00	2.5%	21.00
Street Trader Application (Day Rate)	83.00	N	0.00	83.00	3.8%	3.00	86.00	N	0.00	86.00	3.6%	3.00
New Application - Either Badge 1YR	265.00	N	0.00	265.00	3.9%	10.00	272.00	N	0.00	272.00	2.6%	7.00
New Application - Either Badge 3YR Fee	422.00	N	0.00	422.00	3.9%	16.00	433.00	N	0.00	433.00	2.6%	11.00
New Application - Both Badges 1YR	286.00	N	0.00	286.00	4.0%	11.00	294.00	N	0.00	294.00	2.8%	8.00
New Application - Both Badges 3YR	443.00	N	0.00	443.00	4.0%	17.00	455.00	N	0.00	455.00	2.7%	12.00
Renewal 1 Badge	112.00	N	0.00	112.00	3.7%	4.00	115.00	N	0.00	115.00	2.7%	3.00
Renewal 1 Badge with DBS	160.00	N	0.00	160.00	3.9%	6.00	164.00	N	0.00	164.00	2.5%	4.00
Renewal 2 Badges	133.00	N	0.00	133.00	3.9%	5.00	137.00	N	0.00	137.00	3.0%	4.00
New Vehicle - Under 3 years old	282.00	N	0.00	282.00	4.1%	11.00	290.00	N	0.00	290.00	2.8%	8.00
New Vehicle - Over 3 years old	189.00	N	0.00	189.00	3.8%	7.00	194.00	N	0.00	194.00	2.6%	5.00
Renewal of Plate - Under 3 years old	265.00	N	0.00	265.00	3.9%	10.00	272.00	N	0.00	272.00	2.6%	7.00
Renewal of plate - Over 3 years old	178.00	N	0.00	178.00	4.1%	7.00	183.00	N	0.00	183.00	2.8%	5.00
Operator 1-2 Vehicles	503.00	N	0.00	503.00	3.9%	19.00	516.00	N	0.00	516.00	2.6%	13.00
Operator 3-10	570.00	N	0.00	570.00	4.0%	22.00	585.00	N	0.00	585.00	2.6%	15.00
Operator 11-30	838.00	N	0.00	838.00	4.0%	32.00	859.00	N	0.00	859.00	2.5%	21.00

Description of Fee	2019/20			2019/20			2020/21			2020/21		
	Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	% Changes	2019/20 £ Changes	Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	% Changes	2020/21 £ Changes
Operator 31-49	1,136.00	N	0.00	1,136.00	4.0%	44.00	1,165.00	N	0.00	1,165.00	2.6%	29.00
Operator 50-69	1,363.00	N	0.00	1,363.00	4.0%	52.00	1,398.00	N	0.00	1,398.00	2.6%	35.00
Operator 70+	1,432.00	N	0.00	1,432.00	4.0%	55.00	1,468.00	N	0.00	1,468.00	2.5%	36.00
Licensing Act												
Application Fee Band A	100.00	N	0.00	100.00	0.0%	0.00	100.00	N	0.00	100.00	0.0%	0.00
Annual Fee Band A	70.00	N	0.00	70.00	0.0%	0.00	70.00	N	0.00	70.00	0.0%	0.00
Application Fee Band B	190.00	N	0.00	190.00	0.0%	0.00	190.00	N	0.00	190.00	0.0%	0.00
Annual fee Band B	180.00	N	0.00	180.00	0.0%	0.00	180.00	N	0.00	180.00	0.0%	0.00
App fee Band C	315.00	N	0.00	315.00	0.0%	0.00	315.00	N	0.00	315.00	0.0%	0.00
annual fee C	295.00	N	0.00	295.00	0.0%	0.00	295.00	N	0.00	295.00	0.0%	0.00
app fee band D	450.00	N	0.00	450.00	0.0%	0.00	450.00	N	0.00	450.00	0.0%	0.00
annual fee D	320.00	N	0.00	320.00	0.0%	0.00	320.00	N	0.00	320.00	0.0%	0.00
App Fee E	635.00	N	0.00	635.00	0.0%	0.00	635.00	N	0.00	635.00	0.0%	0.00
annual fee E	350.00	N	0.00	350.00	0.0%	0.00	350.00	N	0.00	350.00	0.0%	0.00
Application for the grant or renewal of a personal licence	37.00	N	0.00	37.00	0.0%	0.00	37.00	N	0.00	37.00	0.0%	0.00
Temporary event notice	21.00	N	0.00	21.00	0.0%	0.00	21.00	N	0.00	21.00	0.0%	0.00
Theft, loss etc. of premises licence or summary	10.00	N	0.00	10.00	0.0%	0.00	10.00	N	0.00	10.00	0.0%	0.00
Application for a provisional statement (where premises are being built)	315.00	N	0.00	315.00	0.0%	0.00	315.00	N	0.00	315.00	0.0%	0.00
Notification of change of name or address	10.50	N	0.00	10.50	0.0%	0.00	10.50	N	0.00	10.50	0.0%	0.00
Application to vary licence to specify individual as premises supervisor	23.00	N	0.00	23.00	0.0%	0.00	23.00	N	0.00	23.00	0.0%	0.00
Application for transfer of premises licence	23.00	N	0.00	23.00	0.0%	0.00	23.00	N	0.00	23.00	0.0%	0.00
Interim authority notice following death etc. of licence holder	23.00	N	0.00	23.00	0.0%	0.00	23.00	N	0.00	23.00	0.0%	0.00
Theft, loss etc. of certificate or summary	10.50	N	0.00	10.50	0.0%	0.00	10.50	N	0.00	10.50	0.0%	0.00
Notice of change of name or alteration of rules of club	10.50	N	0.00	10.50	0.0%	0.00	10.50	N	0.00	10.50	0.0%	0.00
Change of relevant registered address of club	10.50	N	0.00	10.50	0.0%	0.00	10.50	N	0.00	10.50	0.0%	0.00
Theft, loss etc. of temporary event notice	10.50	N	0.00	10.50	0.0%	0.00	10.50	N	0.00	10.50	0.0%	0.00
Theft, loss etc. of personal licence	10.50	N	0.00	10.50	0.0%	0.00	10.50	N	0.00	10.50	0.0%	0.00
Duty to notify change of name or address	10.50	N	0.00	10.50	0.0%	0.00	10.50	N	0.00	10.50	0.0%	0.00
Right of freeholder etc. to be notified of licensing matters	10.50	N	0.00	10.50	0.0%	0.00	10.50	N	0.00	10.50	0.0%	0.00
Minor Variation	89.00	N	0.00	89.00	0.0%	0.00	89.00	N	0.00	89.00	0.0%	0.00
Gambling Act												
Adult Gaming Centre												
Application Fee: New Application	2,000.00	N	0.00	2,000.00	0.0%	0.00	2,000.00	N	0.00	2,000.00	0.0%	0.00
Annual/ Renewal Fee: Annual Fee	1,000.00	N	0.00	1,000.00	0.0%	0.00	1,000.00	N	0.00	1,000.00	0.0%	0.00
Application to vary	1,000.00	N	0.00	1,000.00	0.0%	0.00	1,000.00	N	0.00	1,000.00	0.0%	0.00
Application to transfer	1,200.00	N	0.00	1,200.00	0.0%	0.00	1,200.00	N	0.00	1,200.00	0.0%	0.00
Application for reinstatement of licence	1,200.00	N	0.00	1,200.00	0.0%	0.00	1,200.00	N	0.00	1,200.00	0.0%	0.00
Application for provisional statement	2,000.00	N	0.00	2,000.00	0.0%	0.00	2,000.00	N	0.00	2,000.00	0.0%	0.00
Application for a premises licence which already has a provisional statement	1,076.00	N	0.00	1,076.00	0.0%	0.00	1,076.00	N	0.00	1,076.00	0.0%	0.00
Licensed FECs (Cat C&D machines)												
Application Fee: New Application	2,000.00	N	0.00	2,000.00	0.0%	0.00	2,000.00	N	0.00	2,000.00	0.0%	0.00
Annual/Renewal Fee: Annual Fee	750.00	N	0.00	750.00	0.0%	0.00	750.00	N	0.00	750.00	0.0%	0.00
Application to vary	1,000.00	N	0.00	1,000.00	0.0%	0.00	1,000.00	N	0.00	1,000.00	0.0%	0.00
Application to transfer	950.00	N	0.00	950.00	0.0%	0.00	950.00	N	0.00	950.00	0.0%	0.00
Application for reinstatement of a licence	950.00	N	0.00	950.00	0.0%	0.00	950.00	N	0.00	950.00	0.0%	0.00
Application for provisional statement	2,000.00	N	0.00	2,000.00	0.0%	0.00	2,000.00	N	0.00	2,000.00	0.0%	0.00
Application for a premises licence which already has a provisional statement	950.00	N	0.00	950.00	0.0%	0.00	950.00	N	0.00	950.00	0.0%	0.00
Betting Premises (other) (off-course i.e. Betting shops) (equiv. Betting Office Licence, Bookmakers Permits)												
Application Fee: New Application	3,000.00	N	0.00	3,000.00	0.0%	0.00	3,000.00	N	0.00	3,000.00	0.0%	0.00
Annual/Renewal Fee: Annual Fee	600.00	N	0.00	600.00	0.0%	0.00	600.00	N	0.00	600.00	0.0%	0.00

Description of Fee	2019/20			2019/20			2020/21			2020/21		
	Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	% Changes	2019/20 £ Changes	Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	% Changes	2020/21 £ Changes
Application to vary	1,500.00	N	0.00	1,500.00	0.0%	0.00	1,500.00	N	0.00	1,500.00	0.0%	0.00
Application to transfer	1,200.00	N	0.00	1,200.00	0.0%	0.00	1,200.00	N	0.00	1,200.00	0.0%	0.00
Application for reinstatement of a licence	1,200.00	N	0.00	1,200.00	0.0%	0.00	1,200.00	N	0.00	1,200.00	0.0%	0.00
Application for provisional statement	3,000.00	N	0.00	3,000.00	0.0%	0.00	3,000.00	N	0.00	3,000.00	0.0%	0.00
Application for a premises licence which already has a provisional statement	1,200.00	N	0.00	1,200.00	0.0%	0.00	1,200.00	N	0.00	1,200.00	0.0%	0.00
Betting Premises (tracks) (equiv. Bookmakers Permits)												
Application Fee: New Application	2,500.00	N	0.00	2,500.00	0.0%	0.00	2,500.00	N	0.00	2,500.00	0.0%	0.00
Annual/Renewal Fee: Annual Fee	1,000.00	N	0.00	1,000.00	0.0%	0.00	1,000.00	N	0.00	1,000.00	0.0%	0.00
Application to vary	1,250.00	N	0.00	1,250.00	0.0%	0.00	1,250.00	N	0.00	1,250.00	0.0%	0.00
Application to transfer	950.00	N	0.00	950.00	0.0%	0.00	950.00	N	0.00	950.00	0.0%	0.00
Application for reinstatement of a licence	950.00	N	0.00	950.00	0.0%	0.00	950.00	N	0.00	950.00	0.0%	0.00
Application for provisional statement	2,500.00	N	0.00	2,500.00	0.0%	0.00	2,500.00	N	0.00	2,500.00	0.0%	0.00
Application for a premises licence which already has a provisional statement	950.00	N	0.00	950.00	0.0%	0.00	950.00	N	0.00	950.00	0.0%	0.00
Bingo Premises (Bingo Licence)												
Statutory prescribed maximum charge has been set. Only exception is the annual fee which is capped at £1,000.		N	0.00	0.00		0.00		N	0.00	0.00		0.00
Application Fee: New Application	3,500.00	N	0.00	3,500.00	0.0%	0.00	3,500.00	N	0.00	3,500.00	0.0%	0.00
Annual/Renewal Fee: Annual Fee	1,000.00	N	0.00	1,000.00	0.0%	0.00	1,000.00	N	0.00	1,000.00	0.0%	0.00
Application to vary	1,750.00	N	0.00	1,750.00	0.0%	0.00	1,750.00	N	0.00	1,750.00	0.0%	0.00
Application to transfer	1,200.00	N	0.00	1,200.00	0.0%	0.00	1,200.00	N	0.00	1,200.00	0.0%	0.00
Application for reinstatement of a licence	1,200.00	N	0.00	1,200.00	0.0%	0.00	1,200.00	N	0.00	1,200.00	0.0%	0.00
Application for provisional statement	3,500.00	N	0.00	3,500.00	0.0%	0.00	3,500.00	N	0.00	3,500.00	0.0%	0.00
Application for a premises licence which already has a provisional statement	1,200.00	N	0.00	1,200.00	0.0%	0.00	1,200.00	N	0.00	1,200.00	0.0%	0.00
New Casinos												
Regional Casino												
Application Fee	15,000.00	N	0.00	15,000.00	0.0%	0.00	15,000.00	N	0.00	15,000.00	0.0%	0.00
Annual Fee	15,000.00	N	0.00	15,000.00	0.0%	0.00	15,000.00	N	0.00	15,000.00	0.0%	0.00
Application to vary	7,500.00	N	0.00	7,500.00	0.0%	0.00	7,500.00	N	0.00	7,500.00	0.0%	0.00
Application to transfer	6,500.00	N	0.00	6,500.00	0.0%	0.00	6,500.00	N	0.00	6,500.00	0.0%	0.00
Application for reinstatement of licence	6,500.00	N	0.00	6,500.00	0.0%	0.00	6,500.00	N	0.00	6,500.00	0.0%	0.00
Application for provisional statement	15,000.00	N	0.00	15,000.00	0.0%	0.00	15,000.00	N	0.00	15,000.00	0.0%	0.00
Application for a premises licence which already has a provisional statement	8,000.00	N	0.00	8,000.00	0.0%	0.00	8,000.00	N	0.00	8,000.00	0.0%	0.00
Large Casinos												
Application Fee	15,000.00	N	0.00	15,000.00	0.0%	0.00	15,000.00	N	0.00	15,000.00	0.0%	0.00
Annual Fee	15,000.00	N	0.00	15,000.00	0.0%	0.00	15,000.00	N	0.00	15,000.00	0.0%	0.00
Application to vary	7,500.00	N	0.00	7,500.00	0.0%	0.00	7,500.00	N	0.00	7,500.00	0.0%	0.00
Application to transfer	6,500.00	N	0.00	6,500.00	0.0%	0.00	6,500.00	N	0.00	6,500.00	0.0%	0.00
Application for reinstatement of licence	6,500.00	N	0.00	6,500.00	0.0%	0.00	6,500.00	N	0.00	6,500.00	0.0%	0.00
Application for provisional statement	15,000.00	N	0.00	15,000.00	0.0%	0.00	15,000.00	N	0.00	15,000.00	0.0%	0.00
Application for a premises licence already with provisional statement	8,000.00	N	0.00	8,000.00	0.0%	0.00	8,000.00	N	0.00	8,000.00	0.0%	0.00
Application Fee	8,000.00	N	0.00	8,000.00	0.0%	0.00	8,000.00	N	0.00	8,000.00	0.0%	0.00
Annual Fee	5,000.00	N	0.00	5,000.00	0.0%	0.00	5,000.00	N	0.00	5,000.00	0.0%	0.00
Application to vary	4,000.00	N	0.00	4,000.00	0.0%	0.00	4,000.00	N	0.00	4,000.00	0.0%	0.00
Application to transfer	1,800.00	N	0.00	1,800.00	0.0%	0.00	1,800.00	N	0.00	1,800.00	0.0%	0.00
Application for reinstatement of licence	1,800.00	N	0.00	1,800.00	0.0%	0.00	1,800.00	N	0.00	1,800.00	0.0%	0.00
Application for provisional statement	8,000.00	N	0.00	8,000.00	0.0%	0.00	8,000.00	N	0.00	8,000.00	0.0%	0.00
Application for a premises licence which already has a provisional statement	3,000.00	N	0.00	3,000.00	0.0%	0.00	3,000.00	N	0.00	3,000.00	0.0%	0.00
Application for FEC Gaming Machine Permit	300.00	N	0.00	300.00	0.0%	0.00	300.00	N	0.00	300.00	0.0%	0.00
Renewal Fee every 10 years	300.00	N	0.00	300.00	0.0%	0.00	300.00	N	0.00	300.00	0.0%	0.00
Fee for Change of Name	25.00	N	0.00	25.00	0.0%	0.00	25.00	N	0.00	25.00	0.0%	0.00
Fee for Copy of Permit	15.00	N	0.00	15.00	0.0%	0.00	15.00	N	0.00	15.00	0.0%	0.00
Temporary Use Notice	470.00	N	0.00	470.00	0.0%	0.00	470.00	N	0.00	470.00	0.0%	0.00
Replacement of Endorsed copy of Notice	25.00	N	0.00	25.00	0.0%	0.00	25.00	N	0.00	25.00	0.0%	0.00

Description of Fee	2019/20			2019/20			2020/21			2020/21		
	Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	% Changes	2019/20 £ Changes	Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	% Changes	2020/21 £ Changes
Occasional Use Notice	0.00	N	0.00	0.00		0.00	0.00	N	0.00	0.00		0.00
Copy of the Premises Licence	25.00	N	0.00	25.00	0.0%	0.00	25.00	N	0.00	25.00	0.0%	0.00
Notification of change of circumstances for premises Licence	50.00	N	0.00	50.00	0.0%	0.00	50.00	N	0.00	50.00	0.0%	0.00
Application for Prize Gaming Permit	300.00	N	0.00	300.00	0.0%	0.00	300.00	N	0.00	300.00	0.0%	0.00
Application for Prize Gaming Permit (existing operator)	100.00	N	0.00	100.00	0.0%	0.00	100.00	N	0.00	100.00	0.0%	0.00
Renewal of Prize gaming Permit	300.00	N	0.00	300.00	0.0%	0.00	300.00	N	0.00	300.00	0.0%	0.00
Change of name on Prize Gaming Permit	25.00	N	0.00	25.00	0.0%	0.00	25.00	N	0.00	25.00	0.0%	0.00
Copy of Prize gaming Permit	15.00	N	0.00	15.00	0.0%	0.00	15.00	N	0.00	15.00	0.0%	0.00
Application for Club Gaming or Machine Permit	200.00	N	0.00	200.00	0.0%	0.00	200.00	N	0.00	200.00	0.0%	0.00
Application for Club Gaming or Machine Permit (existing holder)	100.00	N	0.00	100.00	0.0%	0.00	100.00	N	0.00	100.00	0.0%	0.00
Application for Club Gaming or Machine Permit (who holds a Club Premises Certificate under Licensing Act 2003)	100.00	N	0.00	100.00	0.0%	0.00	100.00	N	0.00	100.00	0.0%	0.00
Renewal of a Club Gaming or Machine Permit	200.00	N	0.00	200.00	0.0%	0.00	200.00	N	0.00	200.00	0.0%	0.00
Renewal of a Club Gaming or Machine Permit (who holds a Club Premises Certificate under Licensing Act 2003)	100.00	N	0.00	100.00	0.0%	0.00	100.00	N	0.00	100.00	0.0%	0.00
Annual fee for Club Gaming or Machine Permit	50.00	N	0.00	50.00	0.0%	0.00	50.00	N	0.00	50.00	0.0%	0.00
Application to vary club Gaming or Machine Permit	100.00	N	0.00	100.00	0.0%	0.00	100.00	N	0.00	100.00	0.0%	0.00
Copy of Club Gaming or Machine Permit	15.00	N	0.00	15.00	0.0%	0.00	15.00	N	0.00	15.00	0.0%	0.00
Notification of intention by licence holder to make available up to 2 gaming machines on premises which hold on-premises alcohol licence	50.00	N	0.00	50.00	0.0%	0.00	50.00	N	0.00	50.00	0.0%	0.00
Application for a Gaming Machine Permit (more than 2 machines) on premises which hold on-premises alcohol licence (existing holder of permit)	100.00	N	0.00	100.00	0.0%	0.00	100.00	N	0.00	100.00	0.0%	0.00
Application for a Gaming Machine Permit (more than 2 machines) on premises which hold on-premises alcohol licence (new application)	150.00	N	0.00	150.00	0.0%	0.00	150.00	N	0.00	150.00	0.0%	0.00
Annual fee for a Gaming Machine Permit (more than 2 machines) on premises which hold on-premises alcohol licence	50.00	N	0.00	50.00	0.0%	0.00	50.00	N	0.00	50.00	0.0%	0.00
Application to vary a Gaming Machine Permit (more than 2 machines) on premises which hold on-premises alcohol licence	100.00	N	0.00	100.00	0.0%	0.00	100.00	N	0.00	100.00	0.0%	0.00
Application to transfer a Gaming Machine Permit (more than 2 machines) on premises which hold on-premises alcohol licence	25.00	N	0.00	25.00	0.0%	0.00	25.00	N	0.00	25.00	0.0%	0.00
Change of name on a Gaming Machine Permit (more than 2 machines) on premises which hold on-premises alcohol licence	25.00	N	0.00	25.00	0.0%	0.00	25.00	N	0.00	25.00	0.0%	0.00
Copy of a Gaming Machine Permit (more than 2 machines) on premises which hold on-premises alcohol licence	15.00	N	0.00	15.00	0.0%	0.00	15.00	N	0.00	15.00	0.0%	0.00
Registration	40.00	N	0.00	40.00	0.0%	0.00	40.00	N	0.00	40.00	0.0%	0.00
Renewal	20.00	N	0.00	20.00	0.0%	0.00	20.00	N	0.00	20.00	0.0%	0.00
Business Compliance												
Buy with Confidence - No. of Employees 1-5	100.00	N	0.00	100.00	0.0%	0.00	100.00	N	0.00	100.00	0.0%	0.00
Buy with Confidence - No. of Employees 6-20	200.00	N	0.00	200.00	0.0%	0.00	200.00	N	0.00	200.00	0.0%	0.00
Buy with Confidence - No. of Employees 21-49	300.00	N	0.00	300.00	0.0%	0.00	300.00	N	0.00	300.00	0.0%	0.00
Export Certificates (per hour)	79.00	N	0.00	79.00	58.0%	29.00	81.00	N	0.00	81.00	2.5%	2.00
Pre-Inspection							125.00	Y	25.00	150.00		150.00
FHRS Re-rating Inspection	179.00	N	0.00	179.00			175.00	N	0.00	175.00	-2.2%	-4.00
Food Safety Advice (per hour)	79.00	N	0.00	79.00		79.00	81.00	N	0.00	81.00	2.5%	2.00
Primary Authority Partnership (per hour)	95.00	N	0.00	95.00	0.0%	0.00	95.00	N	0.00	95.00	0.0%	0.00
Food Safety and Health and Safety Training (per person)	45.00	N	0.00	45.00	0.0%	0.00	45.00	N	0.00	45.00	0.0%	0.00
Weights and Measures Verification and Testing (per hour)	79.00	N	0.00	79.00	5.0%	3.76	79.00	N	0.00	79.00	0.0%	0.00
Trading Standards Advice (per hour)	79.00	N	0.00	79.00			79.00	N	0.00	79.00	0.0%	0.00

Description of Fee	2019/20 Charge (Excl VAT) £	Subject to VAT	VAT £	2019/20 Total (inc VAT) £	2019/20 % Changes	2019/20 £ Changes	2020/21 Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2020/21 % Changes	2020/21 £ Changes
Fixed Penalty Notices												
Dog Fouling Fixed Penalty Notice	80.00	N	0.00	80.00	0.0%	0.00	80.00	N	0.00	80.00	0.0%	0.00
Dog Exclusion Fixed Penalty Notice	80.00	N	0.00	80.00	0.0%	0.00	80.00	N	0.00	80.00	0.0%	0.00
Dog off Lead Fixed Penalty Notice	80.00	N	0.00	80.00	0.0%	0.00	80.00	N	0.00	80.00	0.0%	0.00
Fly Tipping Fixed Penalty Notice	80.00	N	0.00	80.00	0.0%	0.00	80.00	N	0.00	80.00	0.0%	0.00
Litter Fixed Penalty Notice	80.00	N	0.00	80.00	0.0%	0.00	80.00	N	0.00	80.00	0.0%	0.00
Environmental Permitting Regulations - set by DEFRA												
Part B Permits												
Application Fee - Standard Process		N						N				0.00
Additional Fee for Operating without a permit		N						N				0.00
Application Fee - PVRI & Dry Cleaners		N						N				0.00
Application Fee - PVR I & II combined		N						N				0.00
Application Fee - VRs and other Reduced Fee Activities		N						N				0.00
Reduced Fee Activities - Additional Fee for Operating without a permit		N						N				0.00
Application Fee - Mobile Plant - not simplified permit		N						N				0.00
Application Fee - Mobile Plant - for 3rd to 7th applications - not simplified permit		N						N				0.00
Application fee - Mobile Plant - for 8th and subsequent applications - not simplified permit		N						N				0.00
Where an application for any of the above is for a combined Part B and waste application, add an extra £310 to the above amounts		N						N				0.00
Annual Subsistence Charge - Standard Process - Low*		N						N				0.00
* additional amounts must be charged where a permit is for a combined Part B and waste installation		N						N				0.00
Annual Subsistence Charge - Standard Process - Medium*		N						N				0.00
* additional amounts must be charged where a permit is for a combined Part B and waste installation		N						N				0.00
Annual Subsistence Charge - Standard Process - High*		N						N				0.00
* additional amounts must be charged where a permit is for a combined Part B and waste installation		N						N				0.00
Annual Subsistence Charge - PVRI & Dry Cleaners - Low		N						N				0.00
Annual Subsistence Charge - PVRI & Dry Cleaners - Medium		N						N				0.00
Annual Subsistence Charge - PVRI & Dry Cleaners - High		N						N				0.00
Annual Subsistence Charge - PVRI & II Combined - Low		N						N				0.00
Annual Subsistence Charge - PVRI & II Combined - Medium		N						N				0.00
Annual Subsistence Charge - PVRI & II Combined - High		N						N				0.00
Annual Subsistence Charge - VRs and other Reduced Fees Activities - Low		N						N				0.00
Annual Subsistence Charge - VRs and other Reduced Fees Activities - Medium		N						N				0.00
Annual Subsistence Charge - VRs and other Reduced Fees Activities - High		N						N				0.00
Annual Subsistence Charge - Mobile Plant - 1st & 2nd Permits - Low - not simplified Permits		N						N				0.00
Annual Subsistence Charge - Mobile Plant - 1st & 2nd Permits - Medium - not simplified Permits		N						N				0.00
Annual Subsistence Charge - Mobile Plant - 1st & 2nd Permits - High - not simplified Permits		N						N				0.00
Annual Subsistence Charge - Mobile Plant - 3rd & 7th Permits - Low - not simplified Permits		N						N				0.00
Annual Subsistence Charge - Mobile Plant - 3rd & 7th Permits - Medium - not simplified Permits		N						N				0.00
Annual Subsistence Charge - Mobile Plant - 3rd & 7th Permits - High - not simplified Permits		N						N				0.00
Annual Subsistence Charge - Mobile Plant - 8th & above permits - Low - not simplified Permits		N						N				0.00

Description of Fee	2019/20	Subject to VAT	VAT £	2019/20	2019/20 % Changes	2019/20 £ Changes	2020/21	Subject to VAT	VAT £	2020/21	2020/21 % Changes	2020/21 £ Changes
	Charge (Excl VAT) £			Total (inc VAT) £			Proposed Charge (Excl VAT) £			Total (inc VAT) £		
Annual Subsistence Charge - Mobile Plant - 8th & above permits - Medium - not simplified Permits		N					N					0.00
Annual Subsistence Charge - Mobile Plant - 8th & above permits - High - not simplified Permits		N					N					0.00
Annual Subsistence Charge - Late Payment Fee		N					N					0.00
* additional amounts in brackets must be charged where a permit is for a combined Part B and waste installation		N					N					0.00
Transfer and Surrender - Standard Process Transfer		N					N					0.00
Transfer and Surrender - Standard Process Partial Transfer		N					N					0.00
Transfer and Surrender - New operator at low risk reduced fee activity (extra one-off subsistence charge)		N					N					0.00
Transfer and Surrender - All Part B activities		N					N					0.00
Transfer and Surrender - Reduced Fee Activities - transfer		N					N					0.00
Transfer and Surrender - Reduced Fee Activities - partial transfer		N					N					0.00
Temporary Transfer for Mobile Plant - First Transfer		N					N					0.00
Temporary Transfer for Mobile Plant - Repeat following enforcement or warning		N					N					0.00
Substantial Change - Standard Process		N					N					0.00
Substantial Change - Standard Process where the substantial change results in a new PPC activity		N					N					0.00
Substantial Change - Reduced Fee Activity		N					N					0.00
Part A2 Permits												0.00
Application Fee		N					N					0.00
Application Fee for operating without a permit		N					N					0.00
Annual Subsistence Charge - Low		N					N					0.00
Annual Subsistence Charge - Medium		N					N					0.00
Annual Subsistence Charge - High		N					N					0.00
Late Payment Fee		N					N					0.00
Substantial Variation		N					N					0.00
Transfer		N					N					0.00
Partial Transfer		N					N					0.00
Surrender		N					N					0.00

Description of Fee	2019/20						2020/21					
	Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	2019/20 % Changes	2019/20 £ Changes	Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	2020/21 % Changes	2020/21 £ Changes
Growth												
Planning and Building Control												
Planning Decision Notices, Listed Building Approvals, Enforcement Notices. Order Copies and Pay Online.	20.00	N	0.00	20.00	0.0%	0.00	20.00	N	0.00	20.00	0.0%	0.00
Copies of Tree Preservation Orders - Whole Document. Order Copies and Pay Online. Building Regulation Approval Notices and Completion Certificates. Order Copies and Pay Online.	20.00	N	0.00	20.00	0.0%	0.00	20.00	N	0.00	20.00	0.0%	0.00
We can supply photocopies of letters/reports etc. per page. However we cannot supply copies of submitted architects drawings or building plans. Nor can we supply copies of Ordnance Survey Plans. Both these items are the copyright property of the originator. We can undertake an informal search of our records for your property and copy certain documents but there will be a charge for this service. You can Request a search of the Planning records or order a list of documents.	1.00	N	0.00	1.00	0.0%	0.00	1.00	N	0.00	1.00	0.0%	0.00
You can request a manual search of the Building Regulations records by using the Building Regulations Online Form or sending a written request to Building Control. This service will take approximately 1 week for a response to be returned.	20.00	N	0.00	20.00	0.0%	0.00	20.00	N	0.00	20.00	0.0%	0.00
For urgently required information a written application for information can be sent in, together with a £35 charge payment and a response will be provided within 3 working days from receipt of the request.	35.00	N	0.00	35.00	0.0%	0.00	35.00	N	0.00	35.00	0.0%	0.00
*For more complicated or multiple record searches these will be subject to the minimum charge and additional hourly rate to be agreed before the search commences, depending upon the search complexity.	agreed on job by job basis	N	0.00	agreed on job by job basis			agreed on job by job basis	N	0.00	agreed on job by job basis		
Provision of late completion inspections and issue of completion certificates – please refer to the restrictions on the main Building Control pages in respect of Completion Certification. Note: Completion Certificates were not and cannot be issued on projects prior to 1st January 2000.	75.00	N	0.00	75.00	0.0%	0.00	75.00	N	0.00	75.00	0.0%	0.00
Administration fee for building control refunds and adjustment of paperwork	35.00	N	0.00	35.00	0.0%	0.00	35.00	N	0.00	35.00	0.0%	0.00
Dangerous building callout rates as each case has an individual set of circumstances and actions taken - individual charges will be due based upon the amount of time spent on the callout. All costs incurred by the council and its contractors will recovered off the building owner:	based on time		0.00	based on time			based on time		0.00	based on time		
minimum callout rate (allows for up to 1hr spent on the call out) and our standard hourly rate there - after. Additional charges for contractors used to make safe the situation will also be charged												
Callout during normal working week hours Minimum callout rate (allows for up to 1hr spent on the callout) and our standard out of hours hourly rate there-after.	75.00	N	0.00	75.00	0.0%	0.00	75.00	N	0.00	75.00	0.0%	0.00
out of hours callouts. Additional charges for contractors used to make safe the situation will also be charged	150.00	N	0.00	150.00	0.0%	0.00	150.00	N	0.00	150.00	0.0%	0.00
For the processing of Demolition Notices under Section 80 of the Building Act 1984	90.00	N	0.00	90.00			90.00	N	0.00	90.00	0.0%	0.00
For providing letter of Confirmation of exemption status under Building Regulations for proposed works	35.00	Y	7.00	42.00			35.00	Y	7.00	42.00	0.0%	0.00

Description of Fee	2019/20			2019/20			2020/21			2020/21																																						
	Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	2019/20 % Changes	2019/20 £ Changes	Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	2020/21 % Changes	2020/21 £ Changes																																				
Pre-planning application advice																																																
<u>DEVELOPMENT TEAM SERVICE</u>																																																
Over 9,999 square metres of commercial floorspace																																																
Over 49 dwellings																																																
1,000 - 2,500 square metres retail floorspace																																																
Major infrastructure projects																																																
Sites in excess of 1.5 hectares																																																
Drilling Operations and Wind Turbines																																																
Meeting and written advice																																																
Follow up meetings																																																
Written advice only																																																
<table border="0"> <tr> <td>833.33</td> <td>Y</td> <td>166.67</td> <td>1,000.00</td> <td></td> <td></td> <td>833.33</td> <td>Y</td> <td>166.67</td> <td>1,000.00</td> <td>0.0%</td> <td>0.00</td> </tr> <tr> <td>416.67</td> <td>Y</td> <td>83.33</td> <td>500.00</td> <td></td> <td></td> <td>416.67</td> <td>Y</td> <td>83.33</td> <td>500.00</td> <td>0.0%</td> <td>0.00</td> </tr> <tr> <td>500.00</td> <td>Y</td> <td>100.00</td> <td>600.00</td> <td></td> <td></td> <td>500.00</td> <td>Y</td> <td>100.00</td> <td>600.00</td> <td>0.0%</td> <td>0.00</td> </tr> </table>													833.33	Y	166.67	1,000.00			833.33	Y	166.67	1,000.00	0.0%	0.00	416.67	Y	83.33	500.00			416.67	Y	83.33	500.00	0.0%	0.00	500.00	Y	100.00	600.00			500.00	Y	100.00	600.00	0.0%	0.00
833.33	Y	166.67	1,000.00			833.33	Y	166.67	1,000.00	0.0%	0.00																																					
416.67	Y	83.33	500.00			416.67	Y	83.33	500.00	0.0%	0.00																																					
500.00	Y	100.00	600.00			500.00	Y	100.00	600.00	0.0%	0.00																																					
<u>MAJOR DEVELOPMENT SERVICE</u>																																																
1,000 - 9,999 square metres of commercial floorspace																																																
100 - 999 square metres retail floorspace																																																
10 - 49 dwellings																																																
Sites between 1 - 1.5ha																																																
Meeting and written advice																																																
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625.00	Y	125.00	750.00			625.00	Y	125.00	750.00	0.0%	0.00																																					
312.50	Y	62.50	375.00			312.50	Y	62.50	375.00	0.0%	0.00																																					
333.33	Y	66.67	400.00			333.33	Y	66.67	400.00	0.0%	0.00																																					
<u>MINOR ADVICE SERVICE</u>																																																
100 - 999 square metres of commercial floorspace																																																
Upto 100 square metres of retail floorspace																																																
1 - 9 dwellings																																																
Telecommunications developments																																																
s73 -Variation of conditions (excluding retail with floorspace over 1000 square metres)																																																
Public realm / engineering works																																																
Minerals, waste and energy projects (on sites up to 1 hectare)																																																
Small scale proposals not within above categories																																																
Meeting and written advice																																																
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208.33	Y	41.67	250.00			208.33	Y	41.67	250.00	0.0%	0.00																																					
104.17	Y	20.83	125.00			104.17	Y	20.83	125.00	0.0%	0.00																																					
125.00	Y	25.00	150.00			125.00	Y	25.00	150.00	0.0%	0.00																																					

Description of Fee	2019/20 Charge (Excl VAT) £	Subject to VAT	VAT £	2019/20 Total (inc VAT) £	2019/20 % Changes	2019/20 £ Changes	2020/21 Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2020/21 % Changes	2020/21 £ Changes
Planning Performance Agreements												
Arranged on a bespoke basis when deemed appropriate with the agreement of developers with planning officer time charged at hourly rate of £100 for a Principal Planning Officer involvement.	83.33	Y	16.67	100.00			83.33	Y	16.67	100.00	0.0%	0.00
Where such agreements exist to recover costs of required external consultancy fees (such as Retail Impact Assessment specialists) plus an admin fee of 10%.				agreed on job by job basis						agreed on job by job basis		
Planning Applications												
Operations												
The erection of dwelling-houses (other than development in category 6): where the application is for outline planning permission and the site does not exceed 2.5 hectares, for each 0.1 hectare of the site area	462.00	N	0.00	462.00	0.0%	0.00	462.00	N	0.00	462.00	0.0%	0.00
where the application is for outline planning permission and the site area exceeds 2.5 hectares,	11,432.00	N	0.00	11,432.00	0.0%	0.00	11,432.00	N	0.00	11,432.00	0.0%	0.00
additional 0.1 hectare in excess of 2.5 hectares subject to a maximum £125,000	138.00	N	0.00	138.00	0.0%	0.00	138.00	N	0.00	138.00	0.0%	0.00
In other cases where the number of dwelling-houses to be created by the development is 50 or fewer, for each dwelling house	462.00	N	0.00	462.00	0.0%	0.00	462.00	N	0.00	462.00	0.0%	0.00
In other cases where the number of dwelling-houses to be created by the development exceeds 50	22,859.00	N	0.00	22,859.00	0.0%	0.00	22,859.00	N	0.00	22,859.00	0.0%	0.00
additional for each dwelling house in excess of 50 dwelling house subject to a maximum total of £250k	138.00	N	0.00	138.00	0.0%	0.00	138.00	N	0.00	138.00	0.0%	0.00
The erection of buildings (other than buildings in categories 1,3,4,5 or 7): where the application is for outline planning permission, and the site area does not exceed 2.5 hectares, for each 0.1 hectare of the site area	462.00	N	0.00	462.00	0.0%	0.00	462.00	N	0.00	462.00	0.0%	0.00
where the application is for outline planning permission, and the site area exceeds 2.5 hectares,		N	0.00	0.00		0.00		N	0.00	0.00		0.00
additional 0.1 hectare in excess of 2.5 hectares subject to a maximum £125,000	138.00	N	0.00	138.00	0.0%	0.00	138.00	N	0.00	138.00	0.0%	0.00
In other cases where no floor space is to be created by the development		N	0.00	0.00		0.00		N	0.00	0.00		0.00
In other cases where the area of gross floor space to be created by the development exceeds 40 sq metres	234.00	N	0.00	234.00	0.0%	0.00	234.00	N	0.00	234.00	0.0%	0.00
where the area of the gross floor space to be created by the development exceed 40 sq metres, but does not exceed 75 sq meters	462.00	N	0.00	462.00	0.0%	0.00	462.00	N	0.00	462.00	0.0%	0.00
where the area of the gross floor space to be created by the development exceed 75 sq metres, but does not exceed 3750 sq meters, for each 75 sq metres of that area	462.00	N	0.00	462.00	0.0%	0.00	462.00	N	0.00	462.00	0.0%	0.00
where the area of the gross floor space to be created by the development exceed 3750 sq metres	22,859.00	N	0.00	22,859.00	0.0%	0.00	22,859.00	N	0.00	22,859.00	0.0%	0.00
additional for each 75 square metres in excess of 3750 sq metres subject to a maximum in total of £250k	138.00	N	0.00	138.00	0.0%	0.00	138.00	N	0.00	138.00	0.0%	0.00
The erection, on land used for the purposes of agriculture, of buildings to be used for agricultural purposes (other than buildings in category 4): where the application is for outline planning permission, and the site area does not exceed 2.5 hectares, for each 0.1 hectare of the site area	462.00	N	0.00	462.00	0.0%	0.00	462.00	N	0.00	462.00	0.0%	0.00
where the application is for outline planning permission, and the site area exceeds 2.5 hectares,	11,432.00	N	0.00	11,432.00	0.0%	0.00	11,432.00	N	0.00	11,432.00	0.0%	0.00
additional for each additional 0.1 hectare in excess of 2.5 hectares, subject to a maximum in total of £125k	138.00	N	0.00	138.00	0.0%	0.00	138.00	N	0.00	138.00	0.0%	0.00
in other cases where the area of gross floor space to be created by the development does not exceed 465 sq metres	96.00	N	0.00	96.00	0.0%	0.00	96.00	N	0.00	96.00	0.0%	0.00
in other cases where the area of gross floor space to be created by the development does not exceed 465 sq metres does not exceed 540 sq metres	462.00	N	0.00	462.00	0.0%	0.00	462.00	N	0.00	462.00	0.0%	0.00

Description of Fee	2019/20						2020/21					
	Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	2019/20 % Changes	2019/20 £ Changes	Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	2020/21 % Changes	2020/21 £ Changes
in other cases where the area of the gross floor space to be created by the development exceeds 540 sq metres but does not exceed 4215 sq metres, for the first 540 sq metres additional 75 square metres in excess of 540 sq metres	462.00	N	0.00	462.00	0.0%	0.00	462.00	N	0.00	462.00	0.0%	0.00
in other cases where the area of gross floor space to be created by the development exceeds 4215 sq metres additional for each 75 square metres in excess of 4215 sq metres subject to a maximum in total of £250k	462.00	N	0.00	462.00	0.0%	0.00	462.00	N	0.00	462.00	0.0%	0.00
The erection of glasshouses on land used for the purpose of agriculture: where the area of gross floor space to be created by the development does not exceed 465 sq metres	22,859.00	N	0.00	22,859.00	0.0%	0.00	22,859.00	N	0.00	22,859.00	0.0%	0.00
where the area of gross floor space to be created by the development exceeds 465 sq metres	138.00	N	0.00	138.00	0.0%	0.00	138.00	N	0.00	138.00	0.0%	0.00
The erection, alteration or replacement of plant or machinery	96.00	N	0.00	96.00	0.0%	0.00	96.00	N	0.00	96.00	0.0%	0.00
where the site area does not exceed 5 hectares, for each 0.1 hectare of the site area	2,580.00	N	0.00	2,580.00	0.0%	0.00	2,580.00	N	0.00	2,580.00	0.0%	0.00
where the site area exceeds 5 hectares			0.00	0.00					0.00	0.00		0.00
additional for each 0.1 hectare in excess of 5 hectares subject to maximum in total of £250k	462.00	N	0.00	462.00	0.0%	0.00	462.00	N	0.00	462.00	0.0%	0.00
The enlargement, alteration or replacement of plant or machinery:	22,589.00	N	0.00	22,589.00	0.0%	0.00	22,589.00	N	0.00	22,589.00	0.0%	0.00
where the site area does not exceed 5 hectares, 0.1 hectare of the site area	138.00	N	0.00	138.00	0.0%	0.00	138.00	N	0.00	138.00	0.0%	0.00
where the site exceeds 5 hectares	462.00	N	0.00	462.00	0.0%	0.00	462.00	N	0.00	462.00	0.0%	0.00
an additional for each 0.1 hectare in excess of 5 hectares subject to a maximum in total of £250k	22,859.00	N	0.00	22,859.00	0.0%	0.00	22,859.00	N	0.00	22,859.00	0.0%	0.00
The enlargement, improvement or other alteration of existing dwelling houses	138.00	N	0.00	138.00	0.0%	0.00	138.00	N	0.00	138.00	0.0%	0.00
where the application relates to one dwelling-house			0.00	0.00					0.00	0.00		0.00
where the application relates to 2 or more dwelling houses	206.00	N	0.00	206.00	0.0%	0.00	206.00	N	0.00	206.00	0.0%	0.00
The enlargement, improvement or other alteration of existing dwelling houses:	407.00	N	0.00	407.00	0.0%	0.00	407.00	N	0.00	407.00	0.0%	0.00
the carrying out of operations (including the erection of a building) within the curtilage of an existing dwelling-house for purposes ancillary to the enjoyment of the dwelling - house as such, the erection or construction of gates, fences, walls or other mean of enclosure along a boundary of the curtilage for an existing dwelling- house including construction of a new vehicular access to a dwelling house	206.00	N	0.00	206.00	0.0%	0.00	206.00	N	0.00	206.00	0.0%	0.00
Access, car park etc for existing uses:												
the construction of car parks, service roads and other means of access on land used for the purposes of a single undertaking, where the development is required for a purpose incidental to the existing use of the land (not householder)	234.00	N	0.00	234.00	0.0%	0.00	234.00	N	0.00	234.00	0.0%	0.00
The carrying out of any operations connected with explanatory drilling for oil or natural gas:												
where the site area does not exceed 7.5 hectares, 0.1 hectare of the site area	508.00	N	0.00	508.00	0.0%	0.00	508.00	N	0.00	508.00	0.0%	0.00
where the site area exceeds 7.5 hectares	38,070.00	N	0.00	38,070.00	0.0%	0.00	38,070.00	N	0.00	38,070.00	0.0%	0.00
additional for each 0.1 hectare in excess of 7.5 hectares, subject to a maximum in total of £250k	151.00	N	0.00	151.00	0.0%	0.00	151.00	N	0.00	151.00	0.0%	0.00
The carrying out of any operations not coming within any of the above categories:												
in the case of the operations for the winning and working of minerals where the site area does not exceed 15 hectares for each 0.1 hectare of the site area	257.00	N	0.00	257.00	0.0%	0.00	257.00	N	0.00	257.00	0.0%	0.00
in the case of the operations for the winning and working of minerals where the site area exceeds 15 hectares	38,520.00	N	0.00	38,520.00	0.0%	0.00	38,520.00	N	0.00	38,520.00	0.0%	0.00
additional for each 0.1 hectare in excess of 15 hectares, subject to a maximum in total of £65k	151.00	N	0.00	151.00	0.0%	0.00	151.00	N	0.00	151.00	0.0%	0.00
in any other case for each 0.1 hectare of the site area, subject to a maximum of £1690	234.00	N	0.00	234.00	0.0%	0.00	234.00	N	0.00	234.00	0.0%	0.00

Description of Fee	2019/20						2020/21					
	Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	2019/20 % Changes	2019/20 £ Changes	Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	2020/21 % Changes	2020/21 £ Changes
Uses of Land												
The change of use of a building to use as one or more separate dwelling - houses:												
where the change of use is from a previous use as a single dwelling-house to use as two or more single dwelling houses- where the change of use is as 50 or fewer dwelling-houses	462.00	N	0.00	462.00	0.0%	0.00	462.00	N	0.00	462.00	0.0%	0.00
where the change of use is from a previous use as a single dwelling-house to use as two or more single dwelling houses- where the change of use is to use as more than 50 dwelling houses	22,859.00	N	0.00	22,859.00	0.0%	0.00	22,859.00	N	0.00	22,859.00	0.0%	0.00
additional for each dwelling house in excess of 50 dwelling house subject to a maximum total of £250k	138.00	N	0.00	138.00	0.0%	0.00	138.00	N	0.00	138.00	0.0%	0.00
In all other cases where the change of use is to use as 50 or fewer dwelling-houses- each dwelling house	462.00	N	0.00	462.00	0.0%	0.00	462.00	N	0.00	462.00	0.0%	0.00
In all other cases where the change of use is to use as more than 50 dwelling-houses additional for each dwelling-house in excess of 50 dwelling-houses subject to a maximum in total of £250k	22,859.00	N	0.00	22,859.00	0.0%	0.00	22,859.00	N	0.00	22,859.00	0.0%	0.00
138.00	N	0.00	138.00	0.0%	0.00	138.00	N	0.00	138.00	0.0%	0.00	
Waste disposal, and deposit and storage of minerals												
a) the use of land for the disposal of refuse or waste materials												
b) the deposit of material remaining after minerals have been extracted from land;or												
c) the storage of minerals in the open:												
where the site area does not exceed 15 hectares each 0.1 hectare of the site area	234.00	N	0.00	234.00	0.0%	0.00	234.00	N	0.00	234.00	0.0%	0.00
where the site area exceeds 15 hectares	34,934.00	N	0.00	34,934.00	0.0%	0.00	34,934.00	N	0.00	34,934.00	0.0%	0.00
additional for 0.1 hectare in excess of 15 hectares, subject to a maximum in total of £65k	138.00	N	0.00	138.00	0.0%	0.00	138.00	N	0.00	138.00	0.0%	0.00
The making of a material change in the use of building or land (other than a material change of use coming within any of the above categories)	462.00	N	0.00	462.00	0.0%	0.00	462.00	N	0.00	462.00	0.0%	0.00
ADVERTISEMENTS												
a) advertisements displayed externally on business premises, the forecourt of business premises or other land within the curtilage of business premises, wholly with reference to all or any of the following matters:												
i) the nature of the business or other activity carried on the premises												
ii) the goods sold or the services provided on the premises												
iii) the name and qualifications of the person carrying on such business or activity or supplying such goods or services	132.00	N	0.00	132.00	0.0%	0.00	132.00	N	0.00	132.00	0.0%	0.00
b)advertisements for the purpose of directing members of the public to, or otherwise drawing attention to the existence of business premises which are in the same locality as the site on which the advertisement is to be displayed but which are not visible from that site	132.00	N	0.00	132.00	0.0%	0.00	132.00	N	0.00	132.00	0.0%	0.00
c) all other advertisements	462.00	N	0.00	462.00	0.0%	0.00	462.00	N	0.00	462.00	0.0%	0.00
ALL OTHER APPLICATIONS												
Lawful Development Certificates												
a) application relating to an existing use or development. The fee is the amount that would be payable in respect of an application for planning permission	462.00	N	0.00	462.00	0.0%	0.00	462.00	N	0.00	462.00	0.0%	0.00
b) application relating to a proposed use or development. Half the amount that would be payable in respect of an application for planning permission	231.00	N	0.00	231.00	0.0%	0.00	231.00	N	0.00	231.00	0.0%	0.00
c) application relating to failure to comply with any condition or limitation attached to a planning permission	234.00	N	0.00	234.00	0.0%	0.00	234.00	N	0.00	234.00	0.0%	0.00
d) where an existing use specified in an application (section 191(1)(a) is used as one or more dwellings. The fee payable shall be for each dwelling subject to a maximum of £250k	462.00	N	0.00	462.00	0.0%	0.00	462.00	N	0.00	462.00	0.0%	0.00

Description of Fee	2019/20			2019/20			2020/21			2020/21		
	Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	% Changes	2019/20 £ Changes	Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	% Changes	2020/21 £ Changes
Prior Approval Applications:												
a) Part 3, change of use of buildings or land	96.00	N	0.00	96.00	0.0%	0.00	96.00	N	0.00	96.00	0.0%	0.00
b) part 6, agricultural buildings and operations	96.00	N	0.00	96.00	0.0%	0.00	96.00	N	0.00	96.00	0.0%	0.00
c) part 7, forestry buildings and operations	96.00	N	0.00	96.00	0.0%	0.00	96.00	N	0.00	96.00	0.0%	0.00
d) part 31, demolition of buildings	96.00	N	0.00	96.00	0.0%	0.00	96.00	N	0.00	96.00	0.0%	0.00
e) part 24, development by telecommunications code system operators	462.00	N	0.00	462.00	0.0%	0.00	462.00	N	0.00	462.00	0.0%	0.00
Variation of condition:												
application for removal or variation of a condition following grant of planning permission	234.00	N	0.00	234.00	0.0%	0.00	234.00	N	0.00	234.00	0.0%	0.00
Discharge of condition												
request for confirmation that one or more planning conditions have been complied with -												
householder application per request	34.00	N	0.00	34.00	0.0%	0.00	34.00	N	0.00	34.00	0.0%	0.00
other applications per request	116.00	N	0.00	116.00	0.0%	0.00	116.00	N	0.00	116.00	0.0%	0.00
Application for a non-material amendment following a grant of planning permission-												
a) if the application is a householder application	34.00	N	0.00	34.00	0.0%	0.00	34.00	N	0.00	34.00	0.0%	0.00
b) in any other case	234.00	N	0.00	234.00	0.0%	0.00	234.00	N	0.00	234.00	0.0%	0.00

Description of Fee	2019/20 Charge (Excl VAT) £	Subject to VAT	VAT £	2019/20 Total (inc VAT) £	2019/20 % Changes	2019/20 £ Changes	2020/21 Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2020/21 % Changes	2020/21 £ Changes
Building Control												
Plan Charge for - Single storey extension floor area not exceeding 10m2	336.00	Y	67.20	403.20	0.0%	0.00	370.00	Y	74.00	444.00	10.1%	40.80
Building Notice Charge for - Single storey extension floor area not exceeding 10m2	396.00	Y	79.20	475.20	0.0%	0.00	436.00	Y	87.20	523.20	10.1%	48.00
Plan Charge for - Single storey extension floor area not exceeding 10m2	180.00	Y	36.00	216.00	0.0%	0.00	198.00	Y	39.60	237.60	10.0%	21.60
Inspection Charge for - Single storey extension floor area exceeding 10m2 but not exceeding 40m2	288.00	Y	57.60	345.60	0.0%	0.00	317.00	Y	63.40	380.40	10.1%	34.80
Building Notice Charge for - Single storey extension floor area exceeding 10m2 but not exceeding 40m2	528.00	Y	105.60	633.60	0.0%	0.00	581.00	Y	116.20	697.20	10.0%	63.60
Plan Charge for - Single storey extension floor area not exceeding 10m2	180.00	Y	36.00	216.00	0.0%	0.00	198.00	Y	39.60	237.60	10.0%	21.60
Inspection Charge for - Single storey extension floor area exceeding 40m2 but not exceeding 80m2	360.00	Y	72.00	432.00	0.0%	0.00	396.00	Y	79.20	475.20	10.0%	43.20
Building Notice Charge for - Single storey extension floor area exceeding 40m2 but not exceeding 80m2	600.00	Y	120.00	720.00	0.0%	0.00	660.00	Y	132.00	792.00	10.0%	72.00
Plan Charge for - Single storey extension floor area exceeding 10m2 but not exceeding 40m2	180.00	Y	36.00	216.00	0.0%	0.00	198.00	Y	39.60	237.60	10.0%	21.60
Inspection Charge for - Two storey extension floor area not exceeding 40m2	360.00	Y	72.00	432.00	0.0%	0.00	396.00	Y	79.20	475.20	10.0%	43.20
Building Notice Charge for - Two storey extension floor area not exceeding 40m2	600.00	Y	120.00	720.00	0.0%	0.00	660.00	Y	132.00	792.00	10.0%	72.00
Plan Charge for - Single storey extension floor area exceeding 10m2 but not exceeding 40m2	180.00	Y	36.00	216.00	0.0%	0.00	198.00	Y	39.60	237.60	10.0%	21.60
Inspection Charge for - Two storey extension floor area exceeding 40m2 but not exceeding 100m2	402.00	Y	80.40	482.40	0.0%	0.00	442.00	Y	88.40	530.40	10.0%	48.00
Building Notice Charge for - Two storey extension floor area exceeding 40m2 but not exceeding 100m2	642.00	Y	128.40	770.40	0.0%	0.00	706.00	Y	141.20	847.20	10.0%	76.80
Plan Charge for - Single storey extension floor area exceeding 10m2 but not exceeding 40m2	360.00	Y	72.00	432.00	0.0%	0.00	396.00	Y	79.20	475.20	10.0%	43.20
Building Notice Charge for - Loft Conversion that does not increase the volume of the dwelling (max floor area 50m2)	396.00	Y	79.20	475.20	0.0%	0.00	436.00	Y	87.20	523.20	10.1%	48.00
Plan Charge for - Single storey extension floor area exceeding 40m2 but not exceeding 80m2	180.00	Y	36.00	216.00	0.0%	0.00	198.00	Y	39.60	237.60	10.0%	21.60
Inspection Charge for - Loft conversion that increases the volume of the dwelling (max floor area 50m2)	216.00	Y	43.20	259.20	0.0%	0.00	238.00	Y	47.60	285.60	10.2%	26.40
Building Notice Charge for - Loft conversion that increases the volume of the dwelling (max floor area 50m2)	432.00	Y	86.40	518.40	0.0%	0.00	475.00	Y	95.00	570.00	10.0%	51.60
Plan Charge for - Single storey extension floor area exceeding 40m2 but not exceeding 80m2	216.00	Y	43.20	259.20	0.0%	0.00	238.00	Y	47.60	285.60	10.2%	26.40
Building Notice Charge for - Erection or extension of a non exempt detached garage or carport up to 100m2	252.00	Y	50.40	302.40	0.0%	0.00	277.00	Y	55.40	332.40	9.9%	30.00
Plan Charge for - Single storey extension floor area exceeding 40m2 but not exceeding 80m2	288.00	Y	57.60	345.60	0.0%	0.00	317.00	Y	63.40	380.40	10.1%	34.80
Building Notice Charge for - Erection of a non exempt attached single storey extension of a garage or carport up to 100m2	324.00	Y	64.80	388.80	0.0%	0.00	356.00	Y	71.20	427.20	9.9%	38.40
Plan Charge for - Two storey extension floor area not exceeding 40m2	216.00	Y	43.20	259.20	0.0%	0.00	238.00	Y	47.60	285.60	10.2%	26.40
Building Notice Charge for - Attached Garage Conversion to a create a habitable room / kitchen or utility space	252.00	Y	50.40	302.40	0.0%	0.00	277.00	Y	55.40	332.40	9.9%	30.00
Plan Charge for - Two storey extension floor area not exceeding 40m2	288.00	Y	57.60	345.60	0.0%	0.00	317.00	Y	63.40	380.40	10.1%	34.80
Building Notice Charge for - Erection of a multi storey detached ancillary building upto 100m2 floor area	324.00	Y	64.80	388.80	0.0%	0.00	356.00	Y	71.20	427.20	9.9%	38.40
Plan Charge for - Two storey extension floor area not exceeding 40m2	326.00	Y	65.20	391.20	0.1%	0.21	359.00	Y	71.80	430.80	10.1%	39.60
Building Notice Charge for - Creation of a Basement up to 100m2 - add charge when an extension includes a basebent extension there is an additional charge to the extension charge of £200 plus vat	362.00	Y	72.40	434.40	0.1%	0.46	398.00	Y	79.60	477.60	9.9%	43.20
Plan Charge for - Two storey extension floor area exceeding 40m2 but not exceeding 100m2	318.00	Y	63.60	381.60	0.0%	0.00	350.00	Y	70.00	420.00	10.1%	38.40

Description of Fee	2019/20						2020/21					
	Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	% Changes	2019/20 £ Changes	Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	% Changes	2020/21 £ Changes
Building Notice Charge for - Domestic alterations to a single building: underpinning (up to 20 linear metres)	318.00	Y	63.60	381.60	0.0%	0.00	350.00	Y	70.00	420.00	10.1%	38.40
Plan Charge for - Two storey extension floor area exceeding 40m2 but not exceeding 100m2	129.00	Y	25.80	154.80	0.0%	0.00	142.00	Y	28.40	170.40	10.1%	15.60
Building Notice Charge for - Domestic alterations to a single building:Renovation of a thermal element to a single dwelling	129.00	Y	25.80	154.80	0.0%	0.00	142.00	Y	28.40	170.40	10.1%	15.60
Plan Charge for - Loft Conversion that does not increase the volume of the dwelling (max floor area 50m2)	185.00	Y	37.00	222.00	0.0%	0.00	204.00	Y	40.80	244.80	10.3%	22.80
Building Notice Charge for - Estimated cost less than £2,000	185.00	Y	37.00	222.00	0.0%	0.00	204.00	Y	40.80	244.80	10.3%	22.80
Plan Charge for - Loft Conversion that does not increase the volume of the dwelling (max floor area 50m2)	249.00	Y	49.80	298.80	0.0%	0.00	274.00	Y	54.80	328.80	10.0%	30.00
Building Notice Charge for - Estimated cost over £2,000 up to £5000	249.00	Y	49.80	298.80	0.0%	0.00	274.00	Y	54.80	328.80	10.0%	30.00
Plan Charge for - Loft conversion that increases the volume of the dwelling (max floor area 50m2)	307.00	Y	61.40	368.40	0.0%	0.00	338.00	Y	67.60	405.60	10.1%	37.20
Building Notice Charge for - Estimated cost exceeding £5,000 up to £25,000	307.00	Y	61.40	368.40	0.0%	0.00	338.00	Y	67.60	405.60	10.1%	37.20
Plan Charge for - Loft conversion that increases the volume of the dwelling (max floor area 50m2)	128.00	Y	25.60	153.60	0.0%	0.00	141.00	Y	28.20	169.20	10.2%	15.60
Inspection Charge for - Estimated cost exceeding £25,001 and up to £50,000	281.00	Y	56.20	337.20	0.0%	0.00	309.00	Y	61.80	370.80	10.0%	33.60
Building Notice Charge for - Estimated cost exceeding £25,001 and up to £50,000	409.00	Y	81.80	490.80	0.0%	0.00	450.00	Y	90.00	540.00	10.0%	49.20
Plan Charge for - Loft conversion that increases the volume of the dwelling (max floor area 50m2)	128.00	Y	25.60	153.60	0.0%	0.00	141.00	Y	28.20	169.20	10.2%	15.60
Inspection Charge for - Estimated cost exceeding £50,001 and up to £75,000	383.00	Y	76.60	459.60	0.0%	0.00	421.00	Y	84.20	505.20	9.9%	45.60
Building Notice Charge for - Estimated cost exceeding £50,001 and up to £75,000	511.00	Y	102.20	613.20	0.0%	0.00	562.00	Y	112.40	674.40	10.0%	61.20
Plan Charge for - Erection or extension of a non exempt detached garage or carport up to 100m2	216.00	Y	43.20	259.20	0.0%	0.00	238.00	Y	47.60	285.60	10.2%	26.40
Building Notice Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification. - Any electrical works other than rewiring of a dwelling	216.00	Y	43.20	259.20	0.0%	0.00	238.00	Y	47.60	285.60	10.2%	26.40
Plan Charge for - Erection or extension of a non exempt detached garage or carport up to 100m2	288.00	Y	57.60	345.60	0.0%	0.00	317.00	Y	63.40	380.40	10.1%	34.80
Building Notice Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification. - Rewiring or new installation in a dwelling	288.00	Y	57.60	345.60	0.0%	0.00	317.00	Y	63.40	380.40	10.1%	34.80
Plan Charge for - Erection or extension of a non exempt detached garage or carport up to 100m2	180.00	Y	36.00	216.00	0.0%	0.00	198.00	Y	39.60	237.60	10.0%	21.60
Building Notice Charge for - Domestic Electrical Works: Additional charge for 'notifiable' electrical works carried out at the same time as the other work categories above. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification.	180.00	Y	36.00	216.00	0.0%	0.00	198.00	Y	39.60	237.60	10.0%	21.60
Plan Charge for - Erection of a non exempt attached single storey extension of a garage or carport up to 100m2	306.00	Y	61.20	367.20	-0.1%	-0.40	337.00	Y	67.40	404.40	10.1%	37.20
Building Notice Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work (carried out by a non qualified person) - Any electrical works other than rewiring of a dwelling	306.00	Y	61.20	367.20	-0.1%	-0.40	337.00	Y	67.40	404.40	10.1%	37.20
Plan Charge for - Erection of a non exempt attached single storey extension of a garage or carport up to 100m2	409.00	Y	81.80	490.80	0.1%	0.48	450.00	Y	90.00	540.00	10.0%	49.20

Description of Fee	2019/20 Charge (Excl VAT) £	Subject to VAT	VAT £	2019/20 Total (inc VAT) £	2019/20 % Changes	2019/20 £ Changes	2020/21 Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2020/21 % Changes	2020/21 £ Changes
Building Notice Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work (carried out by a non qualified person) - Rewiring or new installation in a dwelling	409.00	Y	81.80	490.80	0.1%	0.48	450.00	Y	90.00	540.00	10.0%	49.20
Plan Charge for - Erection of a non exempt attached single storey extension of a garage or carport up to 100m2	240.00	Y	48.00	288.00	0.0%	0.00	264.00	Y	52.80	316.80	10.0%	28.80
Building Notice Charge for - Domestic Electrical Works: Additional charge for 'notifiable' electrical works carried out at the same time as the other work categories above (carried out by a non qualified person)	240.00	Y	48.00	288.00	0.0%	0.00	264.00	Y	52.80	316.80	10.0%	28.80
Plan Charge for - Attached Garage Conversion to a create a habitable room / kitchen or utility space	144.00	Y	28.80	172.80	0.0%	0.00	158.00	Y	31.60	189.60	9.7%	16.80
Inspection Charge for - Solid fuel appliances: Installation of a solid fuel appliance by non-competent person scheme member e.g. not HETAS registered	332.00	Y	66.40	398.40	0.0%	0.08	365.00	Y	73.00	438.00	9.9%	39.60
Building Notice Charge for - Solid fuel appliances: Installation of a solid fuel appliance by non-competent person scheme member e.g. not HETAS registered	475.00	Y	95.00	570.00	0.0%	-0.20	523.00	Y	104.60	627.60	10.1%	57.60
Plan Charge for - Attached Garage Conversion to a create a habitable room / kitchen or utility space	108.00	Y	21.60	129.60	0.0%	0.00	119.00	Y	23.80	142.80	10.2%	13.20
Building Notice Charge for - Domestic Window Replacements: Window replacements (non competent persons scheme member) - per installation up to 10 windows	108.00	Y	21.60	129.60	0.0%	0.00	119.00	Y	23.80	142.80	10.2%	13.20
Plan Charge for - Attached Garage Conversion to a create a habitable room / kitchen or utility space	204.00	Y	40.80	244.80	-0.1%	-0.26	224.00	Y	44.80	268.80	9.8%	24.00
Building Notice Charge for - Domestic Window Replacements: Window replacements (non competent persons scheme member) - per installation upto 11 to 20 windows	204.00	Y	40.80	244.80	-0.1%	-0.26	224.00	Y	44.80	268.80	9.8%	24.00
Plan Charge for - Erection of a multi storey detached ancillary building upto 100m2 floor area	273.00	Y	54.60	327.60	0.0%	0.00	300.00	Y	60.00	360.00	9.9%	32.40
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 1 dwelling	390.00	Y	78.00	468.00	0.0%	0.00	429.00	Y	85.80	514.80	10.0%	46.80
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 1 dwelling	807.00	Y	161.40	968.40	0.0%	0.00	888.00	Y	177.60	1,065.60	10.0%	97.20
Plan Charge for - Erection of a multi storey detached ancillary building upto 100m2 floor area	351.00	Y	70.20	421.20	0.0%	0.00	386.00	Y	77.20	463.20	10.0%	42.00
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 2 dwellings	546.00	Y	109.20	655.20	0.0%	0.00	601.00	Y	120.20	721.20	10.1%	66.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 2 dwellings	1,041.00	Y	208.20	1,249.20	0.0%	0.00	1,145.00	Y	229.00	1,374.00	10.0%	124.80
Plan Charge for - Erection of a multi storey detached ancillary building upto 100m2 floor area	429.00	Y	85.80	514.80	0.0%	0.00	472.00	Y	94.40	566.40	10.0%	51.60
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 3 dwellings	663.00	Y	132.60	795.60	0.0%	0.00	729.00	Y	145.80	874.80	10.0%	79.20
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 3 dwellings	1,236.00	Y	247.20	1,483.20	0.0%	0.00	1,360.00	Y	272.00	1,632.00	10.0%	148.80
Plan Charge for - Creation of a Basement up to 100m2 - add charge when an extension includes a basebent extension there is an additional charge to the extension charge of £200 plus vat	516.00	Y	103.20	619.20	0.0%	0.00	568.00	Y	113.60	681.60	10.1%	62.40
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 4 dwellings	780.00	Y	156.00	936.00	0.0%	0.00	858.00	Y	171.60	1,029.60	10.0%	93.60
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 4 dwellings	1,440.00	Y	288.00	1,728.00	0.0%	0.00	1,584.00	Y	316.80	1,900.80	10.0%	172.80
Plan Charge for - Creation of a Basement up to 100m2 - add charge when an extension includes a basebent extension there is an additional charge to the extension charge of £200 plus vat	585.00	Y	117.00	702.00	0.0%	0.00	644.00	Y	128.80	772.80	10.1%	70.80
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 5 dwellings	897.00	Y	179.40	1,076.40	0.0%	0.00	987.00	Y	197.40	1,184.40	10.0%	108.00

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Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 5 dwellings	1,626.00	Y	325.20	1,951.20	0.0%	0.00	1,789.00	Y	357.80	2,146.80	10.0%	195.60
Plan Charge for - Creation of a Basement up to 100m2 - add charge when an extension includes a basebent extension there is an additional charge to the extension charge of £200 plus vat	589.00	Y	117.80	706.80	0.1%	0.40	648.00	Y	129.60	777.60	10.0%	70.80
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 6 dwellings	1,048.00	Y	209.60	1,257.60	0.0%	-0.20	1,153.00	Y	230.60	1,383.60	10.0%	126.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 6 dwellings	1,781.00	Y	356.20	2,137.20	0.0%	0.20	1,959.00	Y	391.80	2,350.80	10.0%	213.60
Plan Charge for - Individually determined charges - mainly relates to larger schemes	592.00	Y	118.40	710.40	0.0%	-0.16	651.00	Y	130.20	781.20	10.0%	70.80
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 7 dwellings	1,072.00	Y	214.40	1,286.40	0.0%	0.40	1,179.00	Y	235.80	1,414.80	10.0%	128.40
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 7 dwellings	1,808.00	Y	361.60	2,169.60	0.0%	0.24	1,989.00	Y	397.80	2,386.80	10.0%	217.20
Plan Charge for - Individually determined charges - mainly relates to larger schemes	596.00	Y	119.20	715.20	0.0%	0.29	656.00	Y	131.20	787.20	10.1%	72.00
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 8 dwellings	1,231.00	Y	246.20	1,477.20	0.0%	-0.20	1,354.00	Y	270.80	1,624.80	10.0%	147.60
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 8 dwellings	1,971.00	Y	394.20	2,365.20	0.0%	0.09	2,168.00	Y	433.60	2,601.60	10.0%	236.40
Plan Charge for - Individually determined charges - mainly relates to larger schemes	599.00	Y	119.80	718.80	0.0%	-0.26	659.00	Y	131.80	790.80	10.0%	72.00
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 9 dwellings	1,402.00	Y	280.40	1,682.40	0.0%	0.40	1,542.00	Y	308.40	1,850.40	10.0%	168.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 9 dwellings	2,145.00	Y	429.00	2,574.00	0.0%	0.14	2,360.00	Y	472.00	2,832.00	10.0%	258.00
Plan Charge for - Domestic alterations to a single building: underpinning (up to 20 linear metres)	603.00	Y	120.60	723.60	0.0%	0.19	663.00	Y	132.60	795.60	10.0%	72.00
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 10 dwellings	1,561.00	Y	312.20	1,873.20	0.0%	-0.20	1,717.00	Y	343.40	2,060.40	10.0%	187.20
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 10 dwellings	2,308.00	Y	461.60	2,769.60	0.0%	-0.01	2,539.00	Y	507.80	3,046.80	10.0%	277.20
Plan Charge for - Domestic alterations to a single building: underpinning (up to 20 linear metres)	606.00	Y	121.20	727.20	-0.1%	-0.36	667.00	Y	133.40	800.40	10.1%	73.20
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 11 dwellings	1,706.00	Y	341.20	2,047.20	0.0%	-0.40	1,877.00	Y	375.40	2,252.40	10.0%	205.20
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 11 dwellings	2,457.00	Y	491.40	2,948.40	0.0%	0.24	2,703.00	Y	540.60	3,243.60	10.0%	295.20
Plan Charge for - Domestic alterations to a single building: underpinning (up to 20 linear metres)	610.00	Y	122.00	732.00	0.0%	0.08	671.00	Y	134.20	805.20	10.0%	73.20
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 12 dwellings	1,858.00	Y	371.60	2,229.60	0.0%	0.40	2,044.00	Y	408.80	2,452.80	10.0%	223.20
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 12 dwellings	2,612.00	Y	522.40	3,134.40	0.0%	0.48	2,873.00	Y	574.60	3,447.60	10.0%	313.20
Plan Charge for - Domestic alterations to a single building:Renovation of a thermal element to a single dwelling	613.00	Y	122.60	735.60	-0.1%	-0.47	674.00	Y	134.80	808.80	10.0%	73.20
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings -13 dwellings	2,009.00	Y	401.80	2,410.80	0.0%	0.20	2,210.00	Y	442.00	2,652.00	10.0%	241.20
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings -13 dwellings	2,766.00	Y	553.20	3,319.20	0.0%	-0.27	3,043.00	Y	608.60	3,651.60	10.0%	332.40
Plan Charge for - Domestic alterations to a single building:Renovation of a thermal element to a single dwelling	617.00	Y	123.40	740.40	0.0%	-0.02	679.00	Y	135.80	814.80	10.0%	74.40

Description of Fee	2019/20						2020/21					
	Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	% Changes	2019/20 £ Changes	Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	% Changes	2020/21 £ Changes
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 14 dwellings	2,160.00	Y	432.00	2,592.00	0.0%	0.00	2,376.00	Y	475.20	2,851.20	10.0%	259.20
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 14 dwellings	2,921.00	Y	584.20	3,505.20	0.0%	-0.02	3,213.00	Y	642.60	3,855.60	10.0%	350.40
Plan Charge for - Domestic alterations to a single building:Renovation of a thermal element to a single dwelling	621.00	Y	124.20	745.20	0.1%	0.43	683.00	Y	136.60	819.60	10.0%	74.40
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 15 dwellings	2,311.00	Y	462.20	2,773.20	0.0%	-0.20	2,542.00	Y	508.40	3,050.40	10.0%	277.20
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 15 dwellings	3,076.00	Y	615.20	3,691.20	0.0%	0.23	3,384.00	Y	676.80	4,060.80	10.0%	369.60
Plan Charge for - Domestic alterations to a single building: Alterations, installation of fittings (not electrical) and / or, structural alterations:	624.00	Y	124.80	748.80	0.0%	-0.12	686.00	Y	137.20	823.20	9.9%	74.40
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 16 dwellings	2,462.00	Y	492.40	2,954.40	0.0%	-0.40	2,708.00	Y	541.60	3,249.60	10.0%	295.20
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 16 dwellings	3,231.00	Y	646.20	3,877.20	0.0%	0.48	3,554.00	Y	710.80	4,264.80	10.0%	387.60
Plan Charge for - Domestic alterations to a single building: Alterations, installation of fittings (not electrical) and / or, structural alterations:	628.00	Y	125.60	753.60	0.1%	0.32	691.00	Y	138.20	829.20	10.0%	75.60
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 17 dwellings	2,614.00	Y	522.80	3,136.80	0.0%	0.40	2,875.00	Y	575.00	3,450.00	10.0%	313.20
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 17 dwellings	3,385.00	Y	677.00	4,062.00	0.0%	-0.28	3,724.00	Y	744.80	4,468.80	10.0%	406.80
Plan Charge for - Domestic alterations to a single building: Alterations, installation of fittings (not electrical) and / or, structural alterations:	631.00	Y	126.20	757.20	0.0%	-0.23	694.00	Y	138.80	832.80	10.0%	75.60
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 18 dwellings	2,765.00	Y	553.00	3,318.00	0.0%	0.20	3,042.00	Y	608.40	3,650.40	10.0%	332.40
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 18 dwellings	3,540.00	Y	708.00	4,248.00	0.0%	-0.03	3,894.00	Y	778.80	4,672.80	10.0%	424.80
Plan Charge for - Estimated cost less than £2,000	635.00	Y	127.00	762.00	0.0%	0.22	699.00	Y	139.80	838.80	10.1%	76.80
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 19 dwellings	2,916.00	Y	583.20	3,499.20	0.0%	0.00	3,208.00	Y	641.60	3,849.60	10.0%	350.40
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 19 dwellings	3,695.00	Y	739.00	4,434.00	0.0%	0.22	4,065.00	Y	813.00	4,878.00	10.0%	444.00
Plan Charge for - Estimated cost less than £2,000	216.00	Y	43.20	259.20	0.0%	0.00	238.00	Y	47.60	285.60	10.2%	26.40
Inspection Charge for - Floor area not exceeding 10m squared: - other residential (institution and Other)	546.00	Y	109.20	655.20	0.0%	0.00	601.00	Y	120.20	721.20	10.1%	66.00
Plan Charge for - Estimated cost over £2,000 up to £5000	216.00	Y	43.20	259.20	0.0%	0.00	238.00	Y	47.60	285.60	10.2%	26.40
Inspection Charge for - Floor area not exceeding 10m squared: - Assembly and Recreational use	468.00	Y	93.60	561.60	0.0%	0.00	515.00	Y	103.00	618.00	10.0%	56.40
Plan Charge for - Estimated cost over £2,000 up to £5000	216.00	Y	43.20	259.20	0.0%	0.00	238.00	Y	47.60	285.60	10.2%	26.40
Inspection Charge for - Floor area not exceeding 10m squared: - Industrial and storage usage	312.00	Y	62.40	374.40	0.0%	0.00	343.00	Y	68.60	411.60	9.9%	37.20
Plan Charge for - Estimated cost over £2,000 up to £5000	216.00	Y	43.20	259.20	0.0%	0.00	238.00	Y	47.60	285.60	10.2%	26.40
Inspection Charge for - Floor area not exceeding 10m squared: - All other use classes	468.00	Y	93.60	561.60	0.0%	0.00	515.00	Y	103.00	618.00	10.0%	56.40
Plan Charge for - Estimated cost exceeding £5,000 up to £25,000	288.00	Y	57.60	345.60	0.0%	0.00	317.00	Y	63.40	380.40	10.1%	34.80
Inspection Charge for - Floor area exceeding 10m squared but not exceeding 40m squared: - other residential (institution and Other)	624.00	Y	124.80	748.80	0.0%	0.00	686.00	Y	137.20	823.20	9.9%	74.40
Plan Charge for - Estimated cost exceeding £5,000 up to £25,000	288.00	Y	57.60	345.60	0.0%	0.00	317.00	Y	63.40	380.40	10.1%	34.80
Inspection Charge for - Floor area exceeding 10m squared but not exceeding 40m squared: -Assembly and Recreational use	546.00	Y	109.20	655.20	0.0%	0.00	601.00	Y	120.20	721.20	10.1%	66.00
Plan Charge for - Estimated cost exceeding £5,000 up to £25,000	288.00	Y	57.60	345.60	0.0%	0.00	317.00	Y	63.40	380.40	10.1%	34.80
Inspection Charge for - Floor area exceeding 10m squared but not exceeding 40m squared: -Industrial and storage usage	390.00	Y	78.00	468.00	0.0%	0.00	429.00	Y	85.80	514.80	10.0%	46.80

Description of Fee	2019/20		VAT £	2019/20		2020/21		VAT £	2020/21		2020/21 % Changes	2020/21 £ Changes
	Charge (Excl VAT) £	Subject to VAT		Total (inc VAT) £	% Changes	Proposed Charge (Excl VAT) £	Subject to VAT		Total (inc VAT) £			
Plan Charge for - Estimated cost exceeding £25,001 and up to £50,000	288.00	Y	57.60	345.60	0.0%	0.00	317.00	Y	63.40	380.40	10.1%	34.80
Inspection Charge for - Floor area exceeding 10m squared but not exceeding 40m squared: -All other use classes	546.00	Y	109.20	655.20	0.0%	0.00	601.00	Y	120.20	721.20	10.1%	66.00
Plan Charge for - Estimated cost exceeding £25,001 and up to £50,000	360.00	Y	72.00	432.00	0.0%	0.00	396.00	Y	79.20	475.20	10.0%	43.20
Inspection Charge for - Floor area exceeding 40m squared but not exceeding 100m squared: -other residential (institution and Other)	702.00	Y	140.40	842.40	0.0%	0.00	772.00	Y	154.40	926.40	10.0%	84.00
Plan Charge for - Estimated cost exceeding £25,001 and up to £50,000	288.00	Y	57.60	345.60	0.0%	0.00	317.00	Y	63.40	380.40	10.1%	34.80
Inspection Charge for - Floor area exceeding 40m squared but not exceeding 100m squared: -Assembly and Recreational use	624.00	Y	124.80	748.80	0.0%	0.00	686.00	Y	137.20	823.20	9.9%	74.40
Plan Charge for - Estimated cost exceeding £50,001 and up to £75,000	288.00	Y	57.60	345.60	0.0%	0.00	317.00	Y	63.40	380.40	10.1%	34.80
Inspection Charge for - Floor area exceeding 40m squared but not exceeding 100m squared: -Industrial and storage usage	468.00	Y	93.60	561.60	0.0%	0.00	515.00	Y	103.00	618.00	10.0%	56.40
Plan Charge for - Estimated cost exceeding £50,001 and up to £75,000	288.00	Y	57.60	345.60	0.0%	0.00	317.00	Y	63.40	380.40	10.1%	34.80
Inspection Charge for - Floor area exceeding 40m squared but not exceeding 100m squared: -All other use classes	624.00	Y	124.80	748.80	0.0%	0.00	686.00	Y	137.20	823.20	9.9%	74.40
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification. - Any electrical works other than rewiring of a dwelling	317.00	Y	63.40	380.40	0.1%	0.40	349.00	Y	69.80	418.80	10.1%	38.40
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification. - Any electrical works other than rewiring of a dwelling	102.00	Y	20.40	122.40	-0.1%	-0.12	112.00	Y	22.40	134.40	9.8%	12.00
Inspection Charge for - Underpinning: -estimated cost exceeding £50k and up to £100k	306.00	Y	61.20	367.20	-0.1%	-0.39	337.00	Y	67.40	404.40	10.1%	37.20
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification. - Rewiring or new installation in a dwelling	153.00	Y	30.60	183.60	-0.1%	-0.20	168.00	Y	33.60	201.60	9.8%	18.00
Inspection Charge for - Underpinning: -estimated cost exceeding £100k and up to £250k	357.00	Y	71.40	428.40	-0.1%	-0.45	393.00	Y	78.60	471.60	10.1%	43.20
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification. - Rewiring or new installation in a dwelling	108.00	Y	21.60	129.60	0.0%	0.00	119.00	Y	23.80	142.80	10.2%	13.20
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification. - Rewiring or new installation in a dwelling	204.00	Y	40.80	244.80	-0.1%	-0.26	224.00	Y	44.80	268.80	9.8%	24.00
Plan Charge for - Domestic Electrical Works: Additional charge for 'notifiable' electrical works carried out at the same time as the other work categories above. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification.	174.00	Y	34.80	208.80	0.0%	0.00	191.00	Y	38.20	229.20	9.8%	20.40

Description of Fee	2019/20						2020/21					
	Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	% Changes	2019/20 £ Changes	Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	% Changes	2020/21 £ Changes
Plan Charge for - Domestic Electrical Works: Additional charge for 'notifiable' electrical works carried out at the same time as the other work categories above. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification.	210.00	Y	42.00	252.00	0.0%	0.00	231.00	Y	46.20	277.20	10.0%	25.20
Plan Charge for - Domestic Electrical Works: Additional charge for 'notifiable' electrical works carried out at the same time as the other work categories above. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification.	306.00	Y	61.20	367.20	0.0%	0.00	337.00	Y	67.40	404.40	10.1%	37.20
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work (carried out by a non qualified person) - Any electrical works other than rewiring of a dwelling	156.00	Y	31.20	187.20	0.0%	0.00	172.00	Y	34.40	206.40	10.3%	19.20
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work (carried out by a non qualified person) - Any electrical works other than rewiring of a dwelling	210.00	Y	42.00	252.00	0.0%	0.00	231.00	Y	46.20	277.20	10.0%	25.20
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work (carried out by a non qualified person) - Any electrical works other than rewiring of a dwelling	174.00	Y	34.80	208.80	0.0%	0.00	191.00	Y	38.20	229.20	9.8%	20.40
Inspection Charge for - Alterations not described elsewhere including structural alterations and installation of controlled fittings -estimated cost exceeding £25k and up to £50k	240.00	Y	48.00	288.00	0.0%	0.00	264.00	Y	52.80	316.80	10.0%	28.80
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work (carried out by a non qualified person) - Rewiring or new installation in a dwelling	174.00	Y	34.80	208.80	0.0%	0.00	191.00	Y	38.20	229.20	9.8%	20.40
Inspection Charge for - Alterations not described elsewhere including structural alterations and installation of controlled fittings -estimated cost exceeding £50k and up to £100k	318.00	Y	63.60	381.60	0.0%	0.00	350.00	Y	70.00	420.00	10.1%	38.40
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work (carried out by a non qualified person) - Rewiring or new installation in a dwelling	174.00	Y	34.80	208.80	0.0%	0.00	191.00	Y	38.20	229.20	9.8%	20.40
Inspection Charge for - Alterations not described elsewhere including structural alterations and installation of controlled fittings -estimated cost exceeding £100k and up to £150k	446.00	Y	89.20	535.20	-0.1%	-0.40	491.00	Y	98.20	589.20	10.1%	54.00
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work (carried out by a non qualified person) - Rewiring or new installation in a dwelling	271.00	Y	54.20	325.20	0.0%	0.00	298.00	Y	59.60	357.60	10.0%	32.40
Inspection Charge for - Installation of Mezzanine floor up to 250m squared	496.00	Y	99.20	595.20	0.0%	0.00	546.00	Y	109.20	655.20	10.1%	60.00
Plan Charge for - Domestic Electrical Works: Additional charge for 'notifiable' electrical works carried out at the same time as the other work categories above (carried out by a non qualified person)	174.00	Y	34.80	208.80	0.0%	0.00	191.00	Y	38.20	229.20	9.8%	20.40
Inspection Charge for - office or shop fit out up to 250m squared	343.00	Y	68.60	411.60	0.0%	0.00	377.00	Y	75.40	452.40	9.9%	40.80
Plan Charge for - Domestic Electrical Works: Additional charge for 'notifiable' electrical works carried out at the same time as the other work categories above (carried out by a non qualified person)	294.00	Y	58.80	352.80	0.0%	0.00	323.00	Y	64.60	387.60	9.9%	34.80
Inspection Charge for - office or shop fit out over 250m squared up to 2000m squared	478.00	Y	95.60	573.60	0.0%	0.00	526.00	Y	105.20	631.20	10.0%	57.60
Plan Charge for - Domestic Electrical Works: Additional charge for 'notifiable' electrical works carried out at the same time as the other work categories above (carried out by a non qualified person)	306.00	Y	61.20	367.20	-0.1%	-0.39	337.00	Y	67.40	404.40	10.1%	37.20

Description of Fee	2019/20 Charge (Excl VAT) £	Subject to VAT	VAT £	2019/20 Total (inc VAT) £	2019/20 % Changes	2019/20 £ Changes	2020/21 Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2020/21 % Changes	2020/21 £ Changes
Greater Manchester Ecology Unit												
For the provision of ecological information an administrative charge is levied for any data search undertaken. There are exceptions for academic data searches and landowners or occupiers for SBI information that relates to their land.												
Charge for first hour	100.00	Y	20.00	120.00			100.00	Y	20.00	120.00	0.0%	0.00
Charge for each hour after the first hour	50.00	Y	10.00	60.00			50.00	Y	10.00	60.00	0.0%	0.00
Housing Services/Adaptions												
An Agency Service is provided to disabled people in order to assist them with the application process for a DFG or other grant for adaptation, procurement of works and supervise it on their behalf. The fee is a percentage based upon the value of the works. This is currently 12.5%												
	12.5%	Y		12.5%	0.0%	0.00	12.5%	Y		12.5%	0.0%	0.00
Plan Drawing charge for bathrooms and ramped access	150.00	Y	30.00	180.00			150.00	Y	30.00	180.00	0.0%	0.00
Plan Drawing charge for garage conversions/ single storey extensions	450.00	Y	90.00	540.00			450.00	Y	90.00	540.00	0.0%	0.00
Agency Service fee to provide assistance with the application process, procurement of works and supervise on their behalf for those vulnerable people who qualify for assistance for Staying Put Grant and Home Repair Assistance. This is currently 12.5%												
	12.5%	Y		12.5%			12.5%	Y		12.5%	0.0%	0.00
Agency Service to provide assistance with the procurement of works and supervise on behalf for client for Private Works where applicants fail the Test of Resources or where no grant assistance is available. This is currently 12.5%												
	12.5%	Y		12.5%			12.5%	Y		12.5%	0.0%	0.00
Corporate Landlord												
External Room Hire - Ashton Town Hall - Civic Hall - Weekday	45.00	N	0.00	45.00	0.0%	0.00	45.00	N	0.00	45.00	0.0%	0.00
External Room Hire - Ashton Town Hall - Civic Hall - Evening/Saturday	60.00	N	0.00	60.00	0.0%	0.00	60.00	N	0.00	60.00	0.0%	0.00
External Room Hire - Ashton Town Hall - Civic Hall - Sunday	80.00	N	0.00	80.00	0.0%	0.00	80.00	N	0.00	80.00	0.0%	0.00
External Room Hire - Ashton Town Hall - Medlock Suite - Weekday	30.00	N	0.00	30.00	0.0%	0.00	30.00	N	0.00	30.00	0.0%	0.00
External Room Hire - Ashton Town Hall - Medlock Suite - Evening/Saturday	50.00	N	0.00	50.00	0.0%	0.00	50.00	N	0.00	50.00	0.0%	0.00
External Room Hire - Ashton Town Hall - Medlock Suite - Sunday	70.00	N	0.00	70.00	0.0%	0.00	70.00	N	0.00	70.00	0.0%	0.00
External Room Hire - Ashton Town Hall - Etherow Lounge - Weekday	30.00	N	0.00	30.00	0.0%	0.00	30.00	N	0.00	30.00	0.0%	0.00
External Room Hire - Ashton Town Hall - Etherow Lounge - Evening/Saturday	45.00	N	0.00	45.00	0.0%	0.00	45.00	N	0.00	45.00	0.0%	0.00
External Room Hire - Ashton Town Hall - Etherow Lounge - Sunday	65.00	N	0.00	65.00	0.0%	0.00	65.00	N	0.00	65.00	0.0%	0.00
External Room Hire - Denton Festival Hall - Main Hall - Weekday	35.00	N	0.00	35.00	0.0%	0.00	35.00	N	0.00	35.00	0.0%	0.00
External Room Hire - Denton Festival Hall - Main Hall - Evening/Saturday	45.00	N	0.00	45.00	0.0%	0.00	45.00	N	0.00	45.00	0.0%	0.00
External Room Hire - Denton Festival Hall - Main Hall - Sunday	65.00	N	0.00	65.00	0.0%	0.00	65.00	N	0.00	65.00	0.0%	0.00
External Room Hire - Denton Festival Hall - Community Room - Weekday	25.00	N	0.00	25.00	0.0%	0.00	25.00	N	0.00	25.00	0.0%	0.00
External Room Hire - Denton Festival Hall - Community Room - Evening/Saturday	35.00	N	0.00	35.00	0.0%	0.00	35.00	N	0.00	35.00	0.0%	0.00
External Room Hire - Denton Festival Hall - Community Room - Sunday	60.00	N	0.00	60.00	0.0%	0.00	60.00	N	0.00	60.00	0.0%	0.00
External Room Hire - Denton Festival Hall - Pennine Lounge - Weekday	20.00	N	0.00	20.00	0.0%	0.00	20.00	N	0.00	20.00	0.0%	0.00
External Room Hire - Denton Festival Hall - Pennine Lounge - Evening/Saturday	30.00	N	0.00	30.00	0.0%	0.00	30.00	N	0.00	30.00	0.0%	0.00
External Room Hire - Denton Festival Hall - Pennine Lounge - Sunday	60.00	N	0.00	60.00	0.0%	0.00	60.00	N	0.00	60.00	0.0%	0.00
External Room Hire - Dukinfield Town Hall - Jubilee Hall - Weekday	45.00	N	0.00	45.00	0.0%	0.00	45.00	N	0.00	45.00	0.0%	0.00
External Room Hire - Dukinfield Town Hall - Jubilee Hall - Evening/Saturday	60.00	N	0.00	60.00	0.0%	0.00	60.00	N	0.00	60.00	0.0%	0.00
External Room Hire - Dukinfield Town Hall - Jubilee Hall - Sunday	80.00	N	0.00	80.00	0.0%	0.00	80.00	N	0.00	80.00	0.0%	0.00
External Room Hire - Dukinfield Town Hall - George Hatton or both Lesser Halls (as a single venue) - Weekday	30.00	N	0.00	30.00	0.0%	0.00	30.00	N	0.00	30.00	0.0%	0.00
External Room Hire - Dukinfield Town Hall - George Hatton or both Lesser Halls (as a single venue) - Evening/Saturday	50.00	N	0.00	50.00	0.0%	0.00	50.00	N	0.00	50.00	0.0%	0.00
External Room Hire - Dukinfield Town Hall - George Hatton or both Lesser Halls (as a single venue) - Sunday	70.00	N	0.00	70.00	0.0%	0.00	70.00	N	0.00	70.00	0.0%	0.00

Description of Fee	2019/20			2019/20			2020/21			2020/21		
	Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	% Changes	2019/20 £ Changes	Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	% Changes	2020/21 £ Changes
External Room Hire - Dukinfield Town Hall - Lesser Hall 1, Lesser Hall 2 or the Gallery - Weekday	30.00	N	0.00	30.00	0.0%	0.00	30.00	N	0.00	30.00	0.0%	0.00
External Room Hire - Dukinfield Town Hall - Lesser Hall 1, Lesser Hall 2 or the Gallery - Evening/Saturday	45.00	N	0.00	45.00	0.0%	0.00	45.00	N	0.00	45.00	0.0%	0.00
External Room Hire - Dukinfield Town Hall - Lesser Hall 1, Lesser Hall 2 or the Gallery - Sunday	65.00	N	0.00	65.00	0.0%	0.00	65.00	N	0.00	65.00	0.0%	0.00
External Room Hire - Dukinfield Town Hall - Conference Rooms - Weekday	15.00	N	0.00	15.00	0.0%	0.00	15.00	N	0.00	15.00	0.0%	0.00
External Room Hire - Dukinfield Town Hall - Conference Rooms - Evening/Saturday	30.00	N	0.00	30.00	0.0%	0.00	30.00	N	0.00	30.00	0.0%	0.00
External Room Hire - Dukinfield Town Hall - Conference Rooms - Sunday	45.00	N	0.00	45.00	0.0%	0.00	45.00	N	0.00	45.00	0.0%	0.00
External Room Hire - George Lawton Hall - Main Hall - Weekday	40.00	N	0.00	40.00	0.0%	0.00	40.00	N	0.00	40.00	0.0%	0.00
External Room Hire - George Lawton Hall - Main Hall - Evening/Saturday	60.00	N	0.00	60.00	0.0%	0.00	60.00	N	0.00	60.00	0.0%	0.00
External Room Hire - George Lawton Hall - Main Hall - Sunday	80.00	N	0.00	80.00	0.0%	0.00	80.00	N	0.00	80.00	0.0%	0.00
External Room Hire - George Lawton Hall - Community Room - Weekday	25.00	N	0.00	25.00	0.0%	0.00	25.00	N	0.00	25.00	0.0%	0.00
External Room Hire - George Lawton Hall - Community Room - Evening/Saturday	35.00	N	0.00	35.00	0.0%	0.00	35.00	N	0.00	35.00	0.0%	0.00
External Room Hire - George Lawton Hall - Community Room - Sunday	45.00	N	0.00	45.00	0.0%	0.00	45.00	N	0.00	45.00	0.0%	0.00
External Room Hire - Hyde Town Hall - Hyde Hall - Weekday	40.00	N	0.00	40.00	0.0%	0.00	40.00	N	0.00	40.00	0.0%	0.00
External Room Hire - Hyde Town Hall - Hyde Hall - Evening/Saturday	55.00	N	0.00	55.00	0.0%	0.00	55.00	N	0.00	55.00	0.0%	0.00
External Room Hire - Hyde Town Hall - Hyde Hall - Sunday	75.00	N	0.00	75.00	0.0%	0.00	75.00	N	0.00	75.00	0.0%	0.00
External Room Hire - Hyde Town Hall - Rutherford Suite - Weekday	30.00	N	0.00	30.00	0.0%	0.00	30.00	N	0.00	30.00	0.0%	0.00
External Room Hire - Hyde Town Hall - Rutherford Suite - Evening/Saturday	45.00	N	0.00	45.00	0.0%	0.00	45.00	N	0.00	45.00	0.0%	0.00
External Room Hire - Hyde Town Hall - Rutherford Suite - Sunday	65.00	N	0.00	65.00	0.0%	0.00	65.00	N	0.00	65.00	0.0%	0.00
External Room Hire - Hyde Town Hall - Newton Suite - Weekday	30.00	N	0.00	30.00	0.0%	0.00	30.00	N	0.00	30.00	0.0%	0.00
External Room Hire - Hyde Town Hall - Newton Suite - Evening/Saturday	45.00	N	0.00	45.00	0.0%	0.00	45.00	N	0.00	45.00	0.0%	0.00
External Room Hire - Hyde Town Hall - Newton Suite - Sunday	65.00	N	0.00	65.00	0.0%	0.00	65.00	N	0.00	65.00	0.0%	0.00
External Room Hire - Ryecroft Hall - Ball Room - Evening/Saturday/Sunday	50.00	N	0.00	50.00	0.0%	0.00	50.00	N	0.00	50.00	0.0%	0.00
External Room Hire - Ryecroft Hall - Banquet Room - Evening/Saturday/Sunday	40.00	N	0.00	40.00	0.0%	0.00	40.00	N	0.00	40.00	0.0%	0.00
External Room Hire - Ryecroft Hall - Lounge - Evening/Saturday/Sunday	40.00	N	0.00	40.00	0.0%	0.00	40.00	N	0.00	40.00	0.0%	0.00
External Room Hire - Ryecroft Hall - Conference Room (ceremonies) - Evening/Saturday/Sunday	50.00	N	0.00	50.00	0.0%	0.00	50.00	N	0.00	50.00	0.0%	0.00
External Room Hire - Stalybridge Civic Hall - DA Room - Weekday	30.00	N	0.00	30.00	0.0%	0.00	30.00	N	0.00	30.00	0.0%	0.00
External Room Hire - Stalybridge Civic Hall - DA Room - Evening/Saturday	45.00	N	0.00	45.00	0.0%	0.00	45.00	N	0.00	45.00	0.0%	0.00
External Room Hire - Stalybridge Civic Hall - DA Room - Sunday	65.00	N	0.00	65.00	0.0%	0.00	65.00	N	0.00	65.00	0.0%	0.00
External Room Hire - Stalybridge Civic Hall - Community Rooms - Weekday	30.00	N	0.00	30.00	0.0%	0.00	30.00	N	0.00	30.00	0.0%	0.00
External Room Hire - Stalybridge Civic Hall - Community Rooms - Evening/Saturday	45.00	N	0.00	45.00	0.0%	0.00	45.00	N	0.00	45.00	0.0%	0.00
External Room Hire - Stalybridge Civic Hall - Community Rooms - Sunday	65.00	N	0.00	65.00	0.0%	0.00	65.00	N	0.00	65.00	0.0%	0.00
External Room Hire - Stalybridge Civic Hall - Victoria Market Hall - Weekday	40.00	N	0.00	40.00	0.0%	0.00	40.00	N	0.00	40.00	0.0%	0.00
External Room Hire - Stalybridge Civic Hall - Victoria Market Hall - Evening/Saturday	55.00	N	0.00	55.00	0.0%	0.00	55.00	N	0.00	55.00	0.0%	0.00
External Room Hire - Stalybridge Civic Hall - Victoria Market Hall - Sunday	75.00	N	0.00	75.00	0.0%	0.00	75.00	N	0.00	75.00	0.0%	0.00
External Room Hire - Stamford Park or Dukinfield Park - Function Room - Weekday	25.00	N	0.00	25.00	0.0%	0.00	25.00	N	0.00	25.00	0.0%	0.00
External Room Hire - Stamford Park or Dukinfield Park - Function Room - Weekend	25.00	N	0.00	25.00	0.0%	0.00	25.00	N	0.00	25.00	0.0%	0.00
PSC												
Pupil Meal	2.30	N	0.00	2.30	2.2%	0.05	will be reviewed ↓	N	0.00			
Adult Meal	3.40	Y	0.68	4.08	4.0%	0.13	will be reviewed ↓	N	0.00			

Description of Fee	2019/20	Subject to VAT	VAT £	2019/20	2019/20 % Changes	2019/20 £ Changes	2020/21	Subject to VAT	VAT £	2020/21	2020/21 % Changes	2020/21 £ Changes
	Charge (Excl VAT) £			Total (inc VAT) £			Proposed Charge (Excl VAT) £			Total (inc VAT) £		

Governance

Registrars

Approved Premises Marriage fees	304.50	N	0.00	304.50	0.2%	0.50	312.11	N	0.00	312.11	2.5%	7.61
Private Citizenship ceremony	102.50	N	0.00	102.50	0.0%	0.00	105.06	N	0.00	105.06	2.5%	2.56
Postage	2.00	N	0.00	2.00	0.0%	0.00	2.00	N	0.00	2.00	0.0%	0.00
S38/S106/S278 Legal Fees	0.00	N	0.00	0.00	0.0%	0.00	0.00	N	0.00	0.00	0.0%	0.00
SR certificate	11.00	N	0.00	11.00	0.0%	0.00	11.00	N	0.00	11.00	0.0%	0.00
Registrar certificate	11.00	N	0.00	11.00	0.0%	0.00	11.00	N	0.00	11.00	0.0%	0.00
Registrar certificate (after reg)	11.00	N	0.00	11.00	0.0%	0.00	11.00	N	0.00	11.00	0.0%	0.00
SR fee attend housbound marriage notice	47.00	N	0.00	47.00	0.0%	0.00	47.00	N	0.00	47.00	0.0%	0.00
SR notice of marriage	35.00	N	0.00	35.00	0.0%	0.00	35.00	N	0.00	35.00	0.0%	0.00
SR notice for RG licence	3.00	N	0.00	3.00	0.0%	0.00	3.00	N	0.00	3.00	0.0%	0.00
Attending marriage housbound	84.00	N	0.00	84.00	0.0%	0.00	84.00	N	0.00	84.00	0.0%	0.00
Attending marriage by Registrar at housebound	84.00	N	0.00	84.00	0.0%	0.00	84.00	N	0.00	84.00	0.0%	0.00
Attending marriage RO	46.00	N	0.00	46.00	0.0%	0.00	46.00	N	0.00	46.00	0.0%	0.00
Attending marriage at registered building	84.00	N	0.00	84.00	0.0%	0.00	84.00	N	0.00	84.00	0.0%	0.00
Certification of place of meeting for religious worship	29.00	N	0.00	29.00	0.0%	0.00	29.00	N	0.00	29.00	0.0%	0.00
Registration of a building for the solemnization of marriages (man and woman)	123.00	N	0.00	123.00	0.0%	0.00	123.00	N	0.00	123.00	0.0%	0.00
Registration of a building for the solemnization of marriages - building previously registered(same sex)	64.00	N	0.00	64.00	0.0%	0.00	64.00	N	0.00	64.00	0.0%	0.00
Registration of a building for the solemnization of marriages of man and woman (building not previously registered for solemnization of marriage between same sex couples)	123.00	N	0.00	123.00	0.0%	0.00	123.00	N	0.00	123.00	0.0%	0.00
Registration of a building for the solemnization of marriages of man and woman (building previously registered for solemnization of marriage between same sex couples)	64.00	N	0.00	64.00	0.0%	0.00	64.00	N	0.00	64.00	0.0%	0.00
Consideration by SR of a divorce obtained outside of the British Isles	50.00	N	0.00	50.00	0.0%	0.00	50.00	N	0.00	50.00	0.0%	0.00
Consideration by RG of a divorce obtained outside of the British Isles (payable to GRO LA % triage fee)	75.00	N	0.00	75.00	0.0%	0.00	75.00	N	0.00	75.00	0.0%	0.00
Conversion of a CP into a marriage completing declaration	27.00	N	0.00	27.00	0.0%	0.00	27.00	N	0.00	27.00	0.0%	0.00
Conversion of a CP into a marriage in a religious building registered for the marriage of same sex couples	91.00	N	0.00	91.00	0.0%	0.00	91.00	N	0.00	91.00	0.0%	0.00
Change forename added within 12 months of registration	40.00	N	0.00	40.00	0.0%	0.00	40.00	N	0.00	40.00	0.0%	0.00
Consideration fee by Registrar/SR for a correction	75.00	N	0.00	75.00	0.0%	0.00	75.00	N	0.00	75.00	0.0%	0.00
Consideration fee by RG for a correction payable to GRO LA % triage fee	90.00	N	0.00	90.00	0.0%	0.00	90.00	N	0.00	90.00	0.0%	0.00

Description of Fee	2019/20			2019/20			2020/21			2020/21		
	Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	% Changes	2019/20 £ Changes	Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	% Changes	2020/21 £ Changes
Legal Services												
Property Fees		N	0.00	0.00				N	0.00	0.00		0.00
Exchequer												
Cost of Summons/Liability Order - CTAX				Increases subject to court agreement						Increases subject to court agreement		0.00
Cost of Summons/Liability Order - NNDR				Increases subject to court agreement						Increases subject to court agreement		0.00
Deputyship Fee (greater than 16k assets) - Set up fee	775.00	N	0.00	775.00			775.00	N	0.00	775.00	0.0%	0.00
Deputyship Fee (greater than 16k assets) - annual cost after year one	650.00	N	0.00	650.00			650.00	N	0.00	650.00	0.0%	0.00
Deputyship Fee - Office of the Public Guardian (OPG) annual report - one off if requested	216.00	N	0.00	216.00			216.00	N	0.00	216.00	0.0%	0.00
Deputyship Fee (less than 16k assets) cannot charge greater than 3.5% of net assets	various	N	0.00				various	N	0.00			0.00
Appointeeship Fee - per quarter	90.02	N	0.00	90.02	2.5%	2.20	92.27	N	0.00	92.27	2.5%	2.25
County Court Fees	various	N	0.00				various	N	0.00			

Description of Fee	2019/20						2020/21					
	Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	2019/20 % Changes	2019/20 £ Changes	Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	Total (inc VAT) £	2020/21 % Changes	2020/21 £ Changes
Adult Services												
DAY CARE MEALS - per day	3.17	N	0.00	3.17	2.5%	0.08	3.25	N	0.00	3.25	2.5%	0.08
DAYCARE DRINKS - per day	0.98	N	0.00	0.98	2.5%	0.02	1.01	N	0.00	1.01	2.5%	0.02
DAYCARE ATTENDANCE - per day	2.57	N	0.00	2.57	2.5%	0.06	2.64	N	0.00	2.64	2.5%	0.06
DAYCARE TRANSPORT - each week	1.80	N	0.00	1.80	2.5%	0.04	1.85	N	0.00	1.85	2.5%	0.05
LUNCHEON CLUBS - per day		N	0.00	0.00		0.00		N	0.00	0.00		0.00
COMMUNITY ALARMS - per week	6.49	N	0.00	6.49	2.5%	0.16	6.65	N	0.00	6.65	2.5%	0.16
RESPIRE CARE – CUMBERLAND ST - per night	11.62	N	0.00	11.62	2.5%	0.28	11.91	N	0.00	11.91	2.5%	0.29
HEMECARE - per hour	14.24	N	0.00	14.24	2.5%	0.35	14.59	N	0.00	14.59	2.5%	0.36
HEMECARE - per half hour		N	0.00	0.00		0.00		N	0.00	0.00		0.00
HEMECARE - sleep in	50.20	N	0.00	50.20	2.5%	1.22	51.46	N	0.00	51.46	2.5%	1.26
HEMECARE - Night Sit	85.36	N	0.00	85.36	2.5%	2.08	87.50	N	0.00	87.50	2.5%	2.13
MAXIMUM CHARGE - Maximum weekly charge for non-residential services	451.22	N	0.00	451.22	2.5%	11.01	462.50	N	0.00	462.50	2.5%	11.28
SHARED LIVES - RESPIRE - per night	46.70	N	0.00	46.70	2.5%	1.14	47.87	N	0.00	47.87	2.5%	1.17
SHARED LIVES - LONG TERM - per week	415.68	N	0.00	415.68	2.5%	10.14	426.07	N	0.00	426.07	2.5%	10.39
SHARED LIVES - DAY SUPPORT - per 5 hrs of part thereof	36.18	N	0.00	36.18	2.5%	0.88	37.09	N	0.00	37.09	2.5%	0.90
RESIDENTIAL CARE												
Residential & Dementia - standard	511.78	N	0.00	511.78	3.2%	15.78	511.78	N	0.00	511.78	0.0%	0.00
Residential & Dementia - enhanced	546.70	N	0.00	546.70	3.5%	18.50	546.70	N	0.00	546.70	0.0%	0.00
Residential - shared		N	0.00	0.00	-100.0%	-441.60		N	0.00	0.00		0.00
Specialist dementia - standard	554.77	N	0.00	554.77	3.1%	16.77	554.77	N	0.00	554.77	0.0%	0.00
Specialist dementia - enhanced	592.70	N	0.00	592.70	3.5%	19.80	592.70	N	0.00	592.70	0.0%	0.00
Nursing - standard	699.33	N	0.00	699.33	3.9%	26.22	699.33	N	0.00	699.33	0.0%	0.00
Nursing - enhanced	747.90	N	0.00	747.90	4.4%	31.29	747.90	N	0.00	747.90	0.0%	0.00
Nursing - shared		N	0.00	0.00	-100.0%	-586.16		N	0.00	0.00		0.00
Nursing & demnetia - standard	741.47	N	0.00	741.47	3.5%	25.36	741.47	N	0.00	741.47	0.0%	0.00
Nursing & dementia - enhanced	792.80	N	0.00	792.80	4.0%	30.39	792.80	N	0.00	792.80	0.0%	0.00
RESIDENTIAL PROPERTY RENT		N	0.00	0.00		0.00		N	0.00	0.00		0.00
DIRECT PAYMENTS												
Personal assistant	11.37	N	0.00	11.37	2.5%	0.28	11.65	N	0.00	11.65	2.5%	0.28
Provider	17.60	N	0.00	17.60	19.2%	2.83	17.60	N	0.00	17.60	0.0%	0.00
Sleep in	59.27	N	0.00	59.27	2.5%	1.45	60.75	N	0.00	60.75	2.5%	1.48
Night sit	100.73	N	0.00	100.73	2.5%	2.46	103.24	N	0.00	103.24	2.5%	2.52
Respite- weekly rate	445.03	N	0.00	445.03	2.5%	10.85	456.16	N	0.00	456.16	2.5%	11.13
Managed Account	29.42	N	0.00	29.42	2.5%	0.72	30.15	N	0.00	30.15	2.5%	0.74
Day care	32.15	N	0.00	32.15	2.5%	0.78	32.96	N	0.00	32.96	2.5%	0.80

- Report to:** EXECUTIVE CABINET
- Date:** 12 February 2020
- Executive Member:** Cllr Oliver Ryan, Executive Member (Finance & Economic Growth)
- Reporting Officer:** Jayne Traverse, Director of Growth
- Subject:** STALYBRIDGE TOWN CENTRE CHALLENGE
- Report Summary:** This report provides an update on the progress with Stalybridge Town Centre Challenge, including the development of the Strategy and Action Plan and the new governance structure.
- This report also updates on the position with regard to external funding and the financial implications of this.
- Recommendations:** That Executive Cabinet:
1. Note the positive achievements to date in producing the strategy and action plan, securing external funding and recent successful events in the town;
 2. Note the new governance arrangements for Stalybridge Town Centre Challenge;
 3. Accept the Stalybridge Town Centre Challenge Board's Strategy and Action Plan, noting that endorsement of these documents does not commit the Council to resourcing;
 4. Approve in principle, subject to the grant offer and conditions, the allocation of up to £1.275m match funding required (as set out in section 4 of the report, and recommendations 5 and 6 below) in order to secure up to £1.275m High Street Heritage Action Zone (HAZ) funding through a bid submitted by 20 December;
 5. As part of the match funding requirement, approve an amount of up to £890k be ring fenced from the existing earmarked capital investment pot for the refurbishment of capital assets (paragraph 4.8);
 6. Agree to create a one off budget of £75k towards a feasibility study to inform proposals for the Civic Hall to be funded from the Business Rates Pilot Reserve;
 7. Note that the bid was submitted by the deadline of 20 December 2019;
 8. Approve acceptance of £130k Evergreen Surplus funding, subject the appropriate due diligence being undertaken with regard to the grant offer and conditions;
 9. Subject to Cabinet accepting the risks of entering into grant funding agreements (GFA) for HAZ and Evergreen funding, authority is provided for the following:
 - a) Delegated authority provided to the Director of Finance in consultation with the Director of Governance & Pensions to accept and enter into the GFAs on behalf of TMBC
 - b) Delegated authority is provided to the Director of Growth to manage the programme of works associated with the GFAs and to drawdown and incur all expenditure related to delivery obtaining such

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

10. Receive further reports on the delivery of the HAZ programme.

Corporate Plan:

The development of Stalybridge Town Centre Challenge proposals and Stalybridge funding bids support the objectives of the Corporate Plan for Tameside to be a great place with a vibrant economy.

Policy Implications:

In line with policy.

**Financial Implications:
(Authorised by the statutory
Section 151 Officer & Chief
Finance Officer)**

The bid for Heritage Action Zone funding will allow the Council to potentially access secure up to £1.275m of external grant funding to support the development of Stalybridge. However, this funding is conditional on the Council 'matching' the grant support with an equivalent amount of funding, meaning a total investment of up to £2.550m.

The Council does not currently have the full value of the matched funding available, but some existing resources totalling £385k of match funding has already been provisionally identified from existing reserves (£75k), as detailed in paragraph 4.5, revenue budget proposals for 2020/21 to fund a project officer (£180k over the four years 20/21, 21/22, 22/23 and 23/24), and £130k Evergreen Surplus Funding from GMCA acceptance of this grant is included within the recommendations above.

Further clarity is required on the definition of 'match' funding, including whether in-kind contributions can be included, but a commitment from the Council's Capital Programme is likely to be required to secure the full grant, up to a maximum of £890k. This report is asking Executive Cabinet to approve ring fencing an amount of £890k for Stalybridge from the £2.5m earmarked scheme 'Refurbishment of Capital Assets'.

The budget for the capital investment pot will need to be funded from reserves or capital receipts and consideration will need to be given to relative priority of this scheme given the other significant cost pressures and resource shortfalls facing the Council on both the Capital Programme and revenue budgets. A more detailed expenditure plan would be required to enable the Executive Cabinet to assess whether this matched funding investment will meet the organisational priorities along with the business case for this investment

The Capital Programme is currently facing a number of challenges due to cost pressures and a shortfall in the level of capital receipts, and any commitments to this scheme will need to be prioritised alongside the other earmarked and emerging schemes.

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

The Council will need to comply with any conditions agreed as part of the Grant Funding Agreement.

The Civic Hall and Art Gallery are listed buildings so any proposed works affecting these will need to comply with the Planning (Listed Buildings and Conservation Areas) Act 1990. In exercising any delegations the Director must comply with the legal framework for

making and recording of those delegations.

Risk Management:

Risks associated with the project are set out at section 5.

Access to Information:

The report is to be considered in public.

Background Information:

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



Telephone: 0161 342 2623

e-mail: nicola.turner1@tameside.gov.uk



1. INTRODUCTION

- 1.1 Stalybridge was selected as Tameside's focus for the GM Mayor's Town Centre Challenge in 2018. Initial work to plan and progress the delivery of Stalybridge's Town Centre Challenge has been co-ordinated by the Stalybridge Town Centre Challenge (STCC) Board, a working group including representatives of the local community, supported by the Council.
- 1.2 A consultation and engagement process was held during October 2018, to test the views of the local community against the aspirations of the Board. Engagement activity generated considerable public interest through survey responses and attendance at a drop in event. A detailed report of the consultation is available [here](#).
- 1.3 Consultants Cushman & Wakefield were commissioned to work with STCC Board to develop a vision for Stalybridge, building on the results of the public consultation and the input of the Board.
- 1.4 External funding to deliver on the ambitions for Stalybridge has been secured in principle, subject to contract and appropriate approvals, for High Street Heritage Action Zone (HAZ) funding through Historic England and Evergreen Surplus funding through GMCA.

2. STRATEGY & ACTION PLAN

- 2.1 The Stalybridge Town Centre Challenge and Action Plan (attached at **Appendix 1**) sets out the STCC Board's aspirations for Stalybridge and their proposed actions. This document was approved at the meeting of the STCC Board on 25 July 2019, subject to final amendments which have now been made. This document is an important stage in the development of the vision for the town centre and even in draft form has already proved valuable in expressing the aspirations and plans for Stalybridge in bidding for funding.
- 2.2 The Action Plan is subsequently being reviewed in detail by Council officers in order to produce a delivery plan which has proper regard to Council policy and resources.
- 2.3 A summary of the actions and achievements to date against key priorities within the Action Plan is attached (**Appendix 2**) and illustrates the significant activity that in progress.

3. GOVERNANCE

- 3.1 To date, Stalybridge Town Centre Challenge has been led and co-ordinated by the STCC Board, a working group of local representatives, supported by the Council. As the Town Centre Challenge moves from a 'visioning' stage to implementation, the next phase of work will require a robust governance structure to be put in place.
- 3.2 This is essential in order to ensure that the project and public monies are managed in a transparent and accountable way, that appropriate legal and financial processes are adhered to, that any conflicts of interests clearly addressed, and that the project and individuals involved with it are protected from the risks of challenge.
- 3.3 The current governance and the work of the Board members have been invaluable in developing and progressing the project to this stage. It will be important that current Board members continue to be involved as part of the new governance structure. The Board approved the proposed governance arrangements at its last meeting on 25 July.
- 3.4 The revised governance structure proposed is comprised of a Strategic Panel of elected members, advised and supported by a Stakeholder Advisory Group, which will involve local

stakeholders, and an Officer Group, which will ensure input from specialist Council officers who will facilitate delivery.

- 3.5 Terms of reference for the Strategic Panel, Stakeholder Advisory Group and Officer Group, including objectives, methods of working, membership and structure can be found [here](#). These have been designed to ensure clear lines of responsibility and communication between the panel and groups. The Strategic Panel will prepare an Annual Report for the Council's Executive Cabinet and any interim actions requiring Council decisions will be referred to the Executive Cabinet by the Executive Member as per Council processes.

4. FUNDING UPDATE

High Streets Heritage Action Zone (HAZ)

- 4.1 While designation of Stalybridge for the GM Mayor's Town Centre Challenge has raised the profile of the town centre, this did not bring any specific funding. Funding opportunities have therefore been pursued to enable the delivery of priority actions.
- 4.2 An expression of interest for Stalybridge was submitted to the High Streets Heritage Action Zone (HAZ) initiative launched by Historic England. The HAZ initiative is designed to deliver physical improvements and cultural activities to revive and regenerate high streets and restore local historic character. The bid for Stalybridge drew on the priorities expressed through the draft Strategy and Action Plan, matched against the criteria for HAZ funding. In outline, this proposed a Heritage Walk from the Railway Station to the Heritage Quarter, improving and animating the street scene and route, repurposing the Civic Hall, including a food venue as an option, and carrying out repairs and improvements to the Astley Cheetham Art Gallery, securing the fabric of the building and improving exhibition space and facilities. A project officer post for the 4 year duration of the project is also proposed and is a requirement of the funding.
- 4.3 In September 2019 it was announced that Stalybridge will be one of 69 high streets benefiting from a share of a £95 million fund over a 4 year programme. The next steps involved working with Historic England to design and develop the programme for Stalybridge. This has determined the level of grant requested, and the match funding required. There will also be an opportunity in the New Year for a Stalybridge Cultural Consortium to bid for funding from a separate pot towards a programme of public art, events and performances.
- 4.4 The original bid submitted to Historic England was for £1.7m HAZ grant; this was reduced at the request of Historic England to a bid for £1.277m HAZ grant. Historic England have indicated that they expect the Council to contribute 50% of the total project cost ie. the same amount as the HAZ grant. The final submitted bid requests £1.275m HAZ grant.

Project Summary:

Title	Expression of interest	Final bid
Heritage Walk	£1,104,156	£1,104,156
Market Street studies	£0	£140,000
Repairs to Civic Hall Roof	£550,000	£550,000
Civic Hall Feasibility	£100,000	£100,000

Internal re-purposing	£215,844	£100,000
Astley Cheetham Gallery	£160,000	£0
Shop front grant scheme	£200,000	£335,844
Project Officer Post	£180,000	£180,000
Community Engagement	£40,000	£40,000
Total	£2,550,000	£2,550,000

- 4.5 Match funding of £385k has already been provisionally identified as follows. Bids have been included in the 2020/21 revenue budget process for a Stalybridge project officer (£180k over four years) and a £75k feasibility study for the Civic Hall (to be funded from the Business Rates pilot reserve) and £130k Evergreen Surplus funding has been included. This leaves a match funding gap of up to £890k.

Match Funding Summary:

Match Funding Source	£000s
Stalybridge Project Officer – Four Years (Revenue Budget proposals for 2020/21)	180
Civic Hall Feasibility Study (Funded from business rates pilot reserve)	75
Evergreen Surplus funding	130
Balance of match funding to be identified	890
Total Match Funding Requirement	1,275

- 4.6 The focus of the proposed works to the streetscape and Civic Hall is to deliver priority actions within the Stalybridge Strategy and Action Plan, and to meet the funding criteria. Within these parameters, the priority is to use funding for works which will improve the financial sustainability of these areas, by carrying out capital works which will reduce maintenance and running costs, or address identified need for significant repair works, and to make improvements which will generate increased income, over time. For example, the recent survey of the Civic Hall suggested a budget requirement of approximately £150k plus professional fees for interim essential repairs to the roof or approximately £400-500k plus professional fees for a more comprehensive and longer term solution. In addition the draft bid includes proposals for a programme of cultural events and promotion as part of the HAZ.
- 4.7 The proposed repurposing of (part of) the Civic Hall, as a food hall as a potential option, is a relatively speculative proposal. Similar offers have been successfully developed elsewhere (such as the Market Hall in Altrincham, the Mackie Mayor in the Northern Quarter and the Produce Hall in Stockport) and the response to events such as the Artisan Craft Market, annual Beer Festival and Royal Exchange pop up theatre suggests that there is a demand for active use of this space. Funding for feasibility, as above, has been included in the current Council budget proposals and will be urgently required to scope the capital works required and the potential business model, which would be expected to have initial revenue implications before generating income, based on the experience of similar food hall operations as above.
- 4.8 The Capital Programme currently includes an earmarked sum of £2.5m for the 'Refurbishment of Capital Assets' which could be utilised to contribute to this project, where

works are of a capital nature, such as the Civic Hall. Executive Cabinet is therefore asked to approve an amount of up to £890k be ring fenced from this earmarked pot, for the refurbishment of capital assets in Stalybridge. This capital funding could be applied for the roof replacement works that are required to the Civic Hall at a forecast cost of £550,000. Executive Cabinet will need to determine whether funding from this pot could also be directed at the Heritage Walk and Shop Front Grant Scheme. The Evergreen Funding (paragraph 4.11) has also been included as match funding for this scheme.

- 4.9 Historic England required the development of a final detailed bid through a programme design stage to be submitted in draft by 6th December and in final form by 20th December. As part of the HAZ scheme, Historic England also require the establishment of an independent Cultural Consortium which will be able to bid into an additional funding pot for cultural activities and events. Further details and guidance on the Cultural Consortium are awaited. The bid has now been submitted, including detailed proposals of scheme works and management, community engagement, cultural and events programme, funding requirement and profiling, including match funding.
- 4.10 Confirmation of funding is expected in February 2020, subject to grant agreement with delivery to take place between April 2020 and March 2024.

Evergreen Surplus

- 4.11 In addition, an application was made for Evergreen Surplus funding for Stalybridge through GMCA, to carry out due diligence and site investigations on key sites and for feasibility work to rationalise surplus retail space for alternative commercial uses. £130,000 Evergreen Surplus funding has now been secured, subject to detailed grant funding agreement (GFA). The proposed match funding is drawn from resources already committed and spent on Stalybridge Town Centre Challenge. Work is in progress to specify and procure proposed investigations and feasibility, pending approval of the GFA.

5. RISKS

- 5.1 There are a number of risks associated with Stalybridge Town Centre Challenge, both at strategic level and project level:
- The raised profile of Stalybridge through the GM Mayoral Town Centre Challenge has raised expectations of regeneration which if not seen to be met within a short timescale may result in reputational damage; this will be mitigated against by communication of progress to date, including external funding secured;
 - Grant funding agreements for both HAZ and Evergreen Surplus funding are expected to include conditions to be met and penalties for not meeting these conditions; these conditions, penalties and risks will be given careful consideration before accepting the grant funding agreements;
 - The proposals for the repurposing of and business model for the Civic Hall are at an early stage of development; the revenue consequences of proposals are currently unknown; this will be mitigated against by carrying out feasibility work on the proposed works and use, and prioritising works which will have enhance the value of the capital asset and enable flexible future use.

6. CONCLUSIONS

- 6.1 Important progress has been achieved by the Stalybridge Town Centre Challenge Board in developing a Strategy and Action Plan to shape future delivery in Stalybridge. Work is already in progress to start delivery and additional funding has been secured to help enable this. It is therefore important that new governance is put in place which combines engagement of Stalybridge stakeholders with robust and transparent governance of public resources.

- 6.2 Intensive work has taken place in order to meet the HAZ deadline of 20 December for final bid submission. While match funding would only be committed once grant funding is formally offered and accepted, it is important to make in principle provision in order to enable a prompt decision in the New Year and commencement of delivery from April 2020.

7. RECOMMENDATIONS

- 7.1 As set out at the front of the report.

Stalybridge Town Centre Challenge Draft Final Strategy

December
2019

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Appendices

Appendix A - Summary of Engagement Activity

Disclaimer

In light of the EU Referendum and the ensuing political and economic uncertainty, sentiment towards and requirements for, property across occupiers, lenders, investors and developers is likely to be affected in the short term at least. At this time organisations involved in the industry are reflecting on the potential implications of the UK leaving the EU. Evidence of the impact on rental and capital values, along with other elements affecting property appraisal is at this time, scarce and largely anecdotal. Cushman & Wakefield continue to closely monitor market developments and trends in order that we can provide clients with the most up to date advice. The views contained in this document are provided in the context of this market uncertainty and as such our estimates and opinions are susceptible to short term change. Accordingly we advise that clients have regard to this risk and seek updated advice before acting on the opinions expressed.

1.0 Stalybridge in Context

- 1.1 In February 2018, Andy Burnham, the Greater Manchester Mayor, launched the Greater Manchester Town Centre Challenge - an ambitious new initiative to regenerate urban centres across Greater Manchester. Stalybridge was agreed as the Tameside town centre. While the Town Centre Challenge itself does not bring with it extra pots of money, it is an opportunity to raise the profile of Stalybridge and attract investment from a range of organisations.

Stalybridge

- 1.2 Stalybridge is situated about 13km east of Manchester City Centre and 10km north-west of Glossop, within Tameside, Greater Manchester. With the construction of a cotton mill in 1776, Stalybridge became one of the first centres of textile manufacture during the Industrial Revolution transforming Stalybridge from an area of scattered farms to a factory-based cotton industry town.
- 1.3 The Industrial Revolution led to a rapid increase in the town's population in the early part of the 19th century. The Huddersfield Narrow Canal was completed in 1811 and the railway was connected to Stalybridge in 1846. However, with the decline of the cotton industry in the first quarter of the 20th century and the development of modern low-density housing in the post-war period, the town is now semi-rural in character.
- 1.4 The character of Stalybridge altered over the 20th century. At the turn of the century the cotton industry was still strong, and the population of the town reached its peak in 1901 at 27,623, but as trade dwindled the population began to decline and, despite the intensified employment of the war years, the main industry of Stalybridge continued to fail.

Stalybridge Today

- 1.5 Today, the Town's main role now is a dormitory town providing excellent access to employment opportunities in Tameside, Greater Manchester and Yorkshire given its excellent strategic location - trains run from Stalybridge to Manchester, Leeds, Liverpool, Huddersfield and Hull (13 minutes from Manchester, 43 minutes to Leeds and 157 mins to London Euston by train). The Town also enjoys excellent access to the countryside including Stalybridge County Park and Dove Stones Reservoir, Chew Valley and the Pennines beyond.
- 1.6 Tameside's emerging Local Plan positions Stalybridge as a District Centre (along with Droylsden) after Ashton-under-Lyne (Sub-regional Centre) and Denton and Hyde (Town Centre).
- 1.7 Stalybridge straddles both the River Tame and the Huddersfield Narrow Canal offering a range of retail, services and homes. South of the River the Aldi and Tesco and their associated car parking dominate the area. The pedestrianised Melbourne Street offers a mix of low value national multiples and independents. Given its historic role the Centre does accommodate a number of architectural and historic buildings of interest. Market Street east of the Station plays a role as the centre of night-time. This area also provides a range of medical services and accommodates the bus station. As with many northern towns, the residential offer runs right into the heart of the Centre. A number of former mills have been converted for residential and new residential schemes are starting to be developed in the heart of the Centre (Summers Quay and on the site of the former Tame Foundry Mill on Castle Street).

Process

- 1.8 The preparation of this Strategy has been driven by the Stalybridge Town Centre Challenge Board which brings together Local Councillors, the Council Leader, Senior Council Officers including the Chief Executive, land owners, local traders and other key groups and bodies. Over the last year, in response to the Greater Mayor's Town Centre Challenge they have:
- Undertaken a major public consultation event to find out what local people want to see changed in the town
 - Created a series of sub groups to work ideas into projects
 - Started to take action
- 1.9 This Strategy brings the work together into a combined strategy.

Structure of the Report

- 1.10 As this stage the report contains all elements that the STCC Board is overseeing. As the work progresses elements are likely to be separated out into market/public facing elements and more confidential components.
- 1.11 The draft report covers the following:
- People's views (Section 2)
 - Vision and objectives (Section 3)
 - Emerging strategy to support the vision and objectives (Section 4)
 - Actions to support the transformation of the town centre (Section 5)
 - Next Steps (Section 6)

2.0 Views of Local Residents

- 2.1 The starting point of the masterplan was to understand local views about the town. A drop-in event was held in Stalybridge Civic Hall on 6 October 2018 to test the public's views of those aspirations and to allow them public to have their say, and to share their aspirations and ideas for Stalybridge.
- 2.2 This section provides an overview of the key themes which have emerged from engagement work undertaken to date in respect of Stalybridge Town Centre Challenge. The main source of this information is feedback from the Stalybridge Town Centre Challenge questionnaire (shared at the public event and subsequently made available online via the Tameside Council website permitting a wider audience to submit their comments). This summary also takes into account feedback from other pieces of engagement relating to public views on the future of Stalybridge town centre. Table 2.1 details the various sources of this engagement work.

Table 2.1 Engagement work from which key themes have been taken

Method	Number
Stalybridge Town Centre Challenge Board activity	
Stalybridge Town Centre Challenge Questionnaire (6 - 31 October)	540
Engagement event exhibition board comments (6 October)	356
Other activity	
Shops and Business Questionnaire (Stalybridge Town Party) - 38 responses	
One letter and one e-mail	
E mail Comments	
School feedback from Copley, West Hill and St. Peter's	

Key Themes

- 2.3 A number of key themes have emerged from analysis of the engagement work set out at Table 2.2. These include:
- The natural environment of Stalybridge - canals, rivers, parks - is an asset of the town. These should be utilised to their full potential
 - The location of Stalybridge - close to Manchester yet also easy access to the countryside - is a unique selling point
 - The heritage and history of Stalybridge should be embraced. Any new developments should remain in keeping with and complement this
 - Support new and existing shops and businesses - independent shops and businesses are an asset yet a different offer would be welcomed
 - Car parking could be improved - in terms of volume (number of available spaces) and pricing
 - Clean up the streets and town to improve attractiveness and encourage visitors
 - Utilise, redevelop and improve existing buildings - specifically the Market Hall and the old police station
 - It is important that people feel safe when in the town
 - Improve public transport particularly existing train and bus services (frequency and routes) - but mixed views on introduction of Metrolink to the area

- The feedback from schools aligned with the above but with additional and more diverse ideas meeting their interests - e.g. gaming shops, Nandos/McDonalds, trampolining, horse riding.

2.4 A full breakdown of themes emerging as a result of the engagement work is detailed in Appendix A. These messages have been incorporated into the draft vision, objectives and emerging actions.

3.0 Vision and Objectives

Draft Vision

Bridging town and country, Greater Manchester and Yorkshire, Stalybridge optimises its excellent connectivity, waterfront, heritage, culture and passion to attract residents, workers and visitors to enjoy our town's offer.

Objectives

3.1 The objectives of the Town Board are as follows:

1. To produce a plan for Stalybridge Town Centre (linking with the Tameside Local Plan and Stalybridge Neighbourhood Plans)
2. To ensure that Stalybridge Town Centre is attractive to live in and visit, busy and economically vibrant
3. To maximise the investment opportunities in Stalybridge Town Centre for appropriate and sustainable development including transport connectivity
4. To revitalise the built environment in Stalybridge Town Centre
5. To actively involve and engage with the local community, groups and businesses to improve the cultural and environmental offer

3.2 Building upon these and the themes that came out of the consultation event (see Section 2) the following objectives have been identified:

- A Vibrant and Visited Town - which harnesses its local environment (canals, rivers and parks), heritage, culture, shops, local services and facilities to attract a wide range of people
- A Sustainable Town - which can be accessed easily by foot, cycle, car, train and bus and from which our attractive surrounding countryside and other centres (including Manchester and Leeds) can be easily accessed by a range of transport modes
- A Prosperous Town - where people invest in homes and businesses
- A Liveable Town - where people can access quality homes that meet their needs
- A Safe and Clean Town - where people feel comfortable to walk around and sit in during day and night
- A Proud Town - where local people promote our strengths and local are active in enjoying, supporting and enhancing our offer.

4.0 The Strategy

The Action Themes

4.1 The following action groups have been set up to support the transformation of the Stalybridge and meet the agreed objectives. The groups have been established to define the strategy for the town and identify physical actions.

- Supporting development - Stalybridge West and other development sites (a prosperous and liveable town)
- Improving Sustainability - Integrated Transport including Cycling and Walking Parking Buses Metro and Trains (a sustainable town)
- Enhancing our retail offer - Retail Revival and Market Hall (A Vibrant town)
- Improving our cultural offer - Culture Leisure and Arts (A visited town)
- Improving our Well Being - Health Hub (A healthy town)
- Enhancing our environment - River, Canal and Greening (A vibrant, visited and liveable town)

4.2 The Strategy will support the following:

- **Population** - increasing the number of people living, visiting and working in the town which will support existing local shop, services and facilities and ultimately encourage new shops and services to open
- **Housing** - improving choice and quality to provide a better range of options for choice to existing residents and to attract more to choose to live in the town. This will more homes for families and those looking to retire/downsizing, a mix of homes for sale, rent and shared ownership. Our strategy will support the Greater Manchester aspiration to deliver more homes on brownfield sites not on green belt
- **Movement** - make the town easier to visit and move around by a range of modes of transports including rail, bus, car, cycle and foot. An appropriate supply of car parking will be provided to serve the functions we offer.
- **Make more of the water** - harness and enhance the river and canal and their setting
- **Greening** - make the town greener creating more spaces in which to dwell and more trees to enhance the streetscape
- **Healthier Lifestyles** - encourage local residents to live healthier lifestyles by encouraging people to walk and cycle more and by providing good quality health care support
- **Celebrate local heritage and bring underutilised and vacant buildings back into use** - utilise, redevelop and improve existing buildings and sites such as art gallery, police station, old town hall, civic hall, train station, clinic buildings introducing new and better uses into the buildings to create more reasons for people to visit the town
- **Enhanced amenities** - more services/infrastructure to support increase in residents including health, education and shops.

4.3 The strategy is illustrated in the following plans

Figure 4.1 Masterplan



Figure 4.2 Routes



Figure 4.3 Public Realm

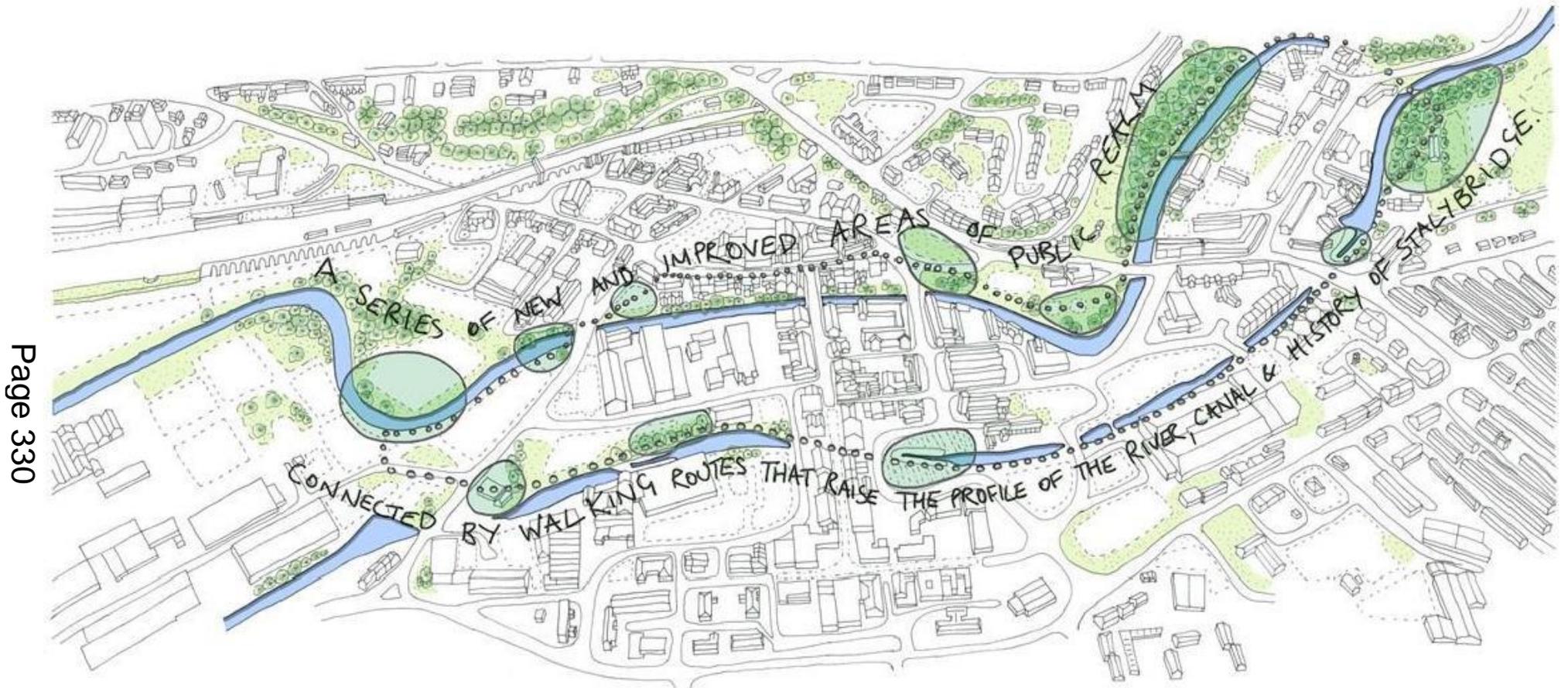
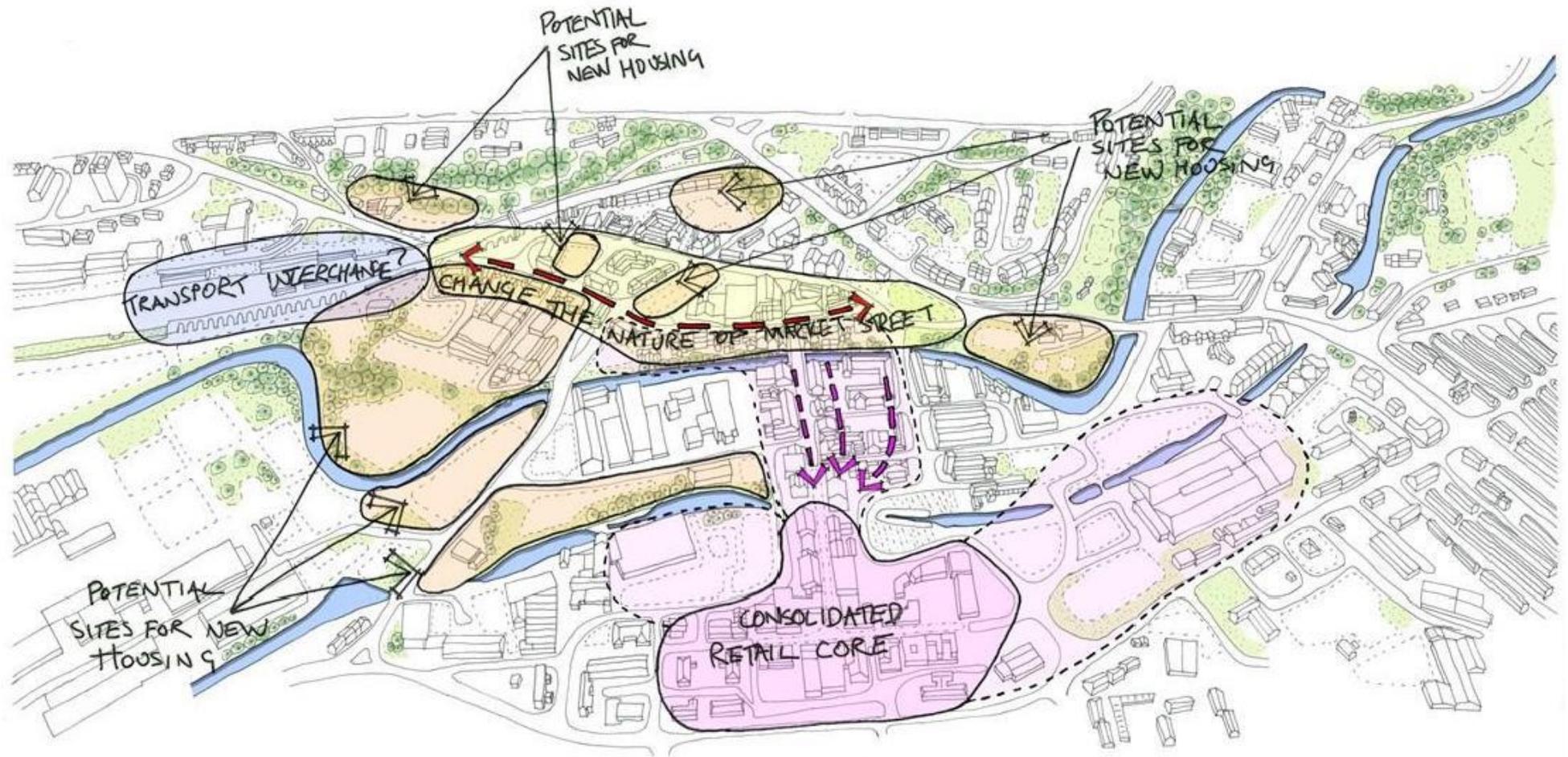


Figure 4.4. Green Spaces



Figure 4.5 Zoning



5.0 Action Plan

- 5.1 Emerging actions are identified below under each of the Town Centre Challenge identified themes. Table 5.1 provides further details in terms of each of the projects, including potential lead, priority and phasing. The projects are ordered in terms of priority and phasing.

Stalybridge West and other development sites

The Opportunity Sites

- D1 New development on key sites in the town centre - focus on public sector sites to stimulate the delivery of new homes but also engage with private sector owners to encourage them to invest in their sites. Support could include preparation of development briefs/support to access funding
- D2 Consider taking enforcement action on the owners and landlords who are neglecting empty/derelict buildings to ensure they are safe
- D3 Investigate the potential of encouraging hotel investment in the town
- D4 Support investment in buildings/area in the vicinity of the Market/Civic Hall – celebrating its river and heritage setting
- D5 Clean up Market Street - create improvement corridor. Investigate potential for shopfront improvement grants and planting

Integrated Transport

- T1 Undertake a Car Parking Study to understand existing usage to determine an appropriate supply of car parking spaces to serve users of the centre, shopkeepers, workers and commuter parking in the vicinity of Stalybridge Station.
- T2 Improve the train station and pedestrian/cycling access to it
- T3 Undertake a movement strategy and supporting signage strategy
- T4 Engage with TFGM to understand/influence current thinking on Metrolink Extension and support the longer term delivery of an Interchange linking Metrolink and train-tram ideas. Also investigate the potential to enhance local bus services
- T5 Provide more electric car charging points

Town Centre Revival and Market Hall

- TC1 Focus on getting the basics right to create a more attractive environment
- TC2 Undertake a feasibility study of determine the potential of holding more markets in the town:
- TC3 Encourage occupiers uses to take over vacant retail space including cafes, restaurants, nail salons so there is a stronger core of retail supported by a range of uses. Pop up shop initiatives to allow independents to test the local market before they take a permanent lease

- TC4 Reduce or limit number of 'low quality' shops such as betting, pound shops, takeaways, low-grade pubs etc. should promote higher quality or specialist shops especially products not available on line.
- TC5 As more people come to live in the town encourage more flexible opening hours
- TC6 Investigate the potential of encouraging flexible workspaces in the centre.
- TC7 Better promote what the town has to offer

Culture, Leisure and Arts

- C1 Promote/raise profile of existing cultural offer and events - what is available, where and what would be needed to support and expand this sector locally
- C2 Explore expanding the programme of events making use of existing venues
- C3 Investigate the potential to create new cultural and arts activities/venue for music, festivals, arts or sporting events - potentially in the existing Market Hall.
- C4 Focussing on improving the evening/night-time/weekend economy
- C5 Promote accessibility of library e.g. opening hours, facilities
- C6 Support digital and creative businesses - potential managed workspace above the Market/Civic Hall or innovative venue/hub along lines/spin out of Ashton Baths

Healthy Living and Wellbeing

- H1 Investigate the potential of creating a Health Hub in the town
- H2 Create new cycling routes/cycle lanes around town - seek to access support through Beelines initiative.
- H3 Explore delivery of appropriate health, nursery facilities, family services and youth and leisure/sports/recreation facilities to support proposed new housing

River, Canal and Greening

- E1 Explore development of a river walkway and canalside walk
- E2 Expansion of volunteering
- E3 Creation of a heritage walk
- E4 Delivery of a Greening Strategy

- E5 Consider investment in Cheetham Park
- E6 Enhance and improve street scene/public realm
- E7 Analysis of existing services/facilities for recycling
- E8 Promote Stalybridge as a visitor destination

Table 5.1 Action Plan

Ref No	Actions	Themes	Lead	Phasing	Link to other actions
D1	New development on key sites in the town centre - focus on public sector sites to stimulate the delivery of new homes but also engage with private sector owners to encourage them to invest in their sites. Support could include preparation of development briefs/support to access funding	Supporting new Development	TMBC/GMPVF/ Private Owners	Ongoing	
E2	Expansion of volunteering - encourage more businesses and residents within the town centre to engage with our Volunteer Team which is organised through the Stalybridge Town Team (STT). Canal and River Trust, Huddersfield Canal Society, Tameside Ward Councillors, STT and the High Street Clean Up Fund via TMBC have all contributed towards this initiative including funds for a new volunteers' cabin, some secure moorings and other improvements planned by STT	River, Canal and Greening	TCCB/Links to Mayoral initiatives	Ongoing	Various
TC1	Focus on getting the basics right to create a more attractive environment - cleanliness, security and safety, greening, improved shopfronts. Improve police presence, lighting, cracking down on anti-social behaviour, CCTV. Including enforcing licensing of take-aways. Consider setting up Business Community Safety Team Neighbourhood Watch	Town Centre Revival and Market Hall	TMBC/TCCB/ Community	Ongoing	C5
T4	Engage with TFGM to understand/influence current thinking on Metrolink Extension and support the longer term delivery of an Interchange linking in Metrolink and train-tram ideas. Also investigate the potential to enhance local bus services	Integrated Transport	TMBC/TfGM	Ongoing	
H1	Investigate the potential of creating a Health Hub in the town building upon existing facilities.	Healthy Living and Wellbeing	TMBC	Ongoing	
E3	Creation of a heritage walk. Seek funding for signage and publicity/promotion. Tameside have a long-established history of promoting walks in the surrounding countryside led by experienced volunteers.	River, Canal and Greening	TCCB	Short	T3 E1
E4	Delivery of a Greening Strategy - work with City of Trees to access funding for tree planting along key routes could be temporary to test benefits. TMBC has already planted many trees in Cheetham Park and stopped cutting some of the grass to increase biodiversity and so there is some very good work already taking place. Possible creation of flowering meadows on key green space. Possible convert wasteland into pocket parks even if this is on a temporary basis whilst development issues are resolved. It is essential to identify additional resources in terms of funding and volunteer input so that the future maintenance of newly created green space/pocket parks is properly supported from the outset	River, Canal and Greening	TCCB	Short	E5 T2 E1
D2	Consider taking enforcement action on the owners and landlords who are neglecting empty/derelict buildings to ensure they are safe etc.	Supporting new Development	TMBC	Short	

Ref No	Actions	Themes	Lead	Phasing	Link to other actions
D4	Support investment in buildings/area in the vicinity of the Market/Civic Hall	Supporting new Development	TCCB/TMBC	Short	
D5	Clean up Market Street - create improvement corridor. Investigate potential for shopfront improvement grants and planting	Supporting new Development	TCCB/Private Owners	Short	
T1	Undertake a Car Parking Study to understand existing usage to determine an appropriate supply of car parking spaces to serve users of the centre, shopkeepers, workers and commuter parking in the vicinity of Stalybridge Station. Consideration should be given to both quantum and pricing. Consider on and off street parking -	Integrated Transport	TMBC	Short	
TC2	Undertake a feasibility study to determine the potential of holding more markets in the town. Focus could be on food which has worked well in other locations such as Altrincham, pop up shops, foodie events, craft and artisan weekend markets, evening markets etc. Consider how to extend the delivery of indoor and outdoor markets using squares and locations such as outside Market Hall, Melbourne Street. Investigate other successful markets - Altrincham, Stockport and Bury. Focus should be on reuse of existing buildings such as Market/Civic Hall not on new build. Indoor then outdoor. Consider consistency of market when it is on/annual programme	Town Centre Revival and Market Hall	TMBC/TCCB	Short	C2 C3
TC7	Better promote what the town has to offer - amenities, proximity to countryside, canal, Peak District. Use of social media platforms including Facebook; Visit Stalybridge Campaign to promote what is going on	Town Centre Revival and Market Hall	TCCB	Short	E8
T5	Provide more electric car charging points	Integrated Transport	TfGM?	Short	
C3	Investigate the potential to create new cultural and arts activities/venue for music, festivals, arts or sporting events - potentially in the existing Market Hall. Look to create suitable space for studios, performance space, space for artisans and crafts	Culture, Leisure and Arts	TCCB	Short - Medium	TC2 C5
C1	Promote/raise profile of existing cultural offer and events - where and what would be needed to support and expand this sector locally	Culture, Leisure and Arts	TCCB/Project Officer (TMBC)	Medium	E8
T3	Undertake a movement strategy and supporting signage strategy - to determine appropriate movement of buses and ensure pedestrian friendly routes encourage people to explore the town. Determine future role of bus station. Review the potential to relocate the bus station into a more central location or linked to the station	Integrated Transport	TMBC	Medium	E4
C2	Explore expanding the existing programme of events making use of existing venues such as Market Hall, Astley Cheetham Gallery for live theatre, cinema and music and Armentieres Square for cultural events including sporting events, Brass Band, Ale Festival, Chocolate Festival, Gaming Festival to attract young people to the town, Light parade (like in Mossley), Halloween or Christmas Lantern Parade, Artisan/local craft market (like Treacle Market in Macclesfield), Floating market/Christmas Events, Carol Singing in Stalybridge, Santa Visit, Canal boat events, Investigate the potential of restoring the former Ashton Canal Festival in Stalybridge. Reflections Night Creative Industries and pop up cinema events	Culture, Leisure and Arts	TCCB/TMBC / Tameside College	Ongoing/ Medium	E8 C3 TC2

Ref No	Actions	Themes	Lead	Phasing	Link to other actions
T2	Improve the train station and pedestrian/cycling access to it - including better signage (signage could include natural signposting with additional street trees where space permits) to encourage commuters to visit the town centre and ensure the surrounding areas is clean and safe	Integrated Transport	TMBC/TfGM	Medium	E4
TC3	Encourage occupiers to take over vacant retail space including cafes, restaurants, nail salons so that we have a stronger core of retail supported by a range of uses. Pop up shop initiatives to allow independents to test the local market before they take a permanent lease	Town Centre Revival and Market Hall	TCCB/Private	Medium	
TC5	As more people come to live in the town encourage more flexible opening hours	Town Centre Revival and Market Hall	Private Sector	Medium	
TC6	Investigate the potential of encouraging flexible workspaces in the centre. Along the lines of Ashton Baths. Potentially in the Market Hal. Cheap, accessible and flexible space for new start-ups, especially in tech sectors in hub. Investigate potential of accessing GMCA funding	Town Centre Revival and Market Hall	TMBC/TfGM	Medium	C6
C6	Support digital and creative businesses - potential managed workspace above the Market/Civic Hall or innovative venue/hub along lines/spin out of Ashton Old Baths. Need better understanding of peculiar market and model, hyper project Old Newton Street - Uppermill creative not just digital – incubator	Culture, Leisure and Arts	TMBC - linked to other projects	Medium	TC6
H2	Create new cycling routes/cycle lanes around town - seek to access support through Beeline initiative. Key route to link Stamford and Cheethams Park. Market and promote access of town to Pennine cycleways - (investment/grant may be available).	Healthy Living and Wellbeing	TCCB	Medium	
E6	Enhance and improve street scene public realm - art and furniture. Look to reflect the heritage of the town with an emphasis on maintaining/improving what is already in place. Volunteers may be able to assist. Royal British Legion have a project to extend the war memorial to incorporate the names of some local people that are missing at present.	River, Canal and Greening	TCCB/Links to Mayoral initiatives	Medium	
E1	Explore development of a river walkway and canalside walk - make the river and canal safe and clean to attract visitors and link to nature reserve/conservation and other strategic walking routes such as Staley Way. Work with Canal & Rivers Trust in cleaning up the river and to support more migrating fish as part of the ongoing wider initiative. Encourage more boaters to moor up and stay longer in the town by seeking more funding for secure moorings and boater facilities along the canal. Engage with developers at the earliest possible stage to ensure that secure moorings, boater facilities and greenspace/walkways are included in their plans in particular where sites are adjacent to the canal and/or river. Ensure that developers fully embrace future resilience by considering cooling and surface water management through trees, green walls and green roofs and by adopting SUDS principles	River, Canal and Greening	TCCB Canal Working Group	Ongoing	T3 E3
TC4	Reduce or limit number of 'low quality' shops such as betting, pound shops, takeaways, low-grade pubs etc and then promote higher quality or specialist shops esp. products not available on line. Create of "Charter of Expectations for the town" focus on positive/support not control. NB policy would need to be Tameside-wide	Town Centre Revival and Market Hall	TCCB/TMBC	Ongoing	
C5	Promote accessibility of library e.g. opening hours, facilities, lift	Culture, Leisure and Arts	TMBC	Ongoing	

Ref No	Actions	Themes	Lead	Phasing	Link to other actions
C4	Focusing on improving the evening/night-time/weekend economy - more and better restaurants and pubs/bars, night market. Have more chain F&B businesses or 'high street' brand businesses	Culture, Leisure and Arts	Private Sector - following delivery of other actions Planning and licensing committees	Medium	TC2 C3
H3	Explore delivery of appropriate health, nursery facilities, family services and youth and leisure/sports/recreation facilities to support proposed new housing	Healthy Living and Wellbeing	TMBC/Private Sector	Long	
E5	Invest in Cheetham Park. Need to determine what additional facilities the public would like to see. Improvements to landscaping and signage.	River, Canal and Greening	TMBC	Long	
E7	Analysis of existing services/facilities for recycling	River, Canal and Greening	TMBC	Long	
E8	Promote Stalybridge as a visitor destination	River, Canal and Greening	TMBC	Long	TC7
D3	Investigate the potential of encouraging hotel investment in the town	Supporting new Development	TMBC	Long	

6.0 Next Steps

- 6.1 The focus now is on delivery determining who what where when in terms of the actions identified in Section 5. Actions will be reviewed in terms of phasing and priority to determine an action plan prioritising the actions and determining who will lead what.
- 6.2 There are a number of ongoing initiatives which will continue. Emerging priorities for the next six months are likely to include:
- Car Parking Review and Future Strategy
 - Progress development proposals for key sites
 - Market feasibility study
 - Create a campaign which promotes what the town has to offer
 - Determine a greening strategy which showcases the town's heritage assets and encourages people to explore

Appendix A - Summary of Engagement Activity

4.0 ENGAGEMENT EVENT

- 4.1 As part of the wider consultation process, a public engagement event was held at Stalybridge Civic Hall on Saturday 6 October inviting residents and other interested parties to give their views on the future of Stalybridge town centre.
- 4.2 Over **170** people attended the event. Feedback was invited from attendees in two main ways:
- Completion of a questionnaire asking people for their priorities or ideas to improve Staybridge town centre (a copy of which is available at **Appendix 1**).
 - Exhibition boards on which attendees were invited to post comments relating to the board's theme. There were five main boards, each focussing on an initial priority area for the town as follows; a Vibrant Town, a Visited Town, a Sustainable Town, a Prosperous Town and a Liveable Town.
- 4.3 Following the engagement event the questionnaire was made available online via the Tameside Council website. This helped to ensure that people who were unable to attend the event on 6 October were able to submit their feedback and comments. The questionnaire was promoted in a number of ways including via the Council's social media channels and local press. The deadline for comments was 31 October 2018.

Stalybridge Town Centre Challenge questionnaire analysis

- 4.4 In total, there were **540** responses to the Stalybridge Town Centre Challenge questionnaire. **148** of these were completed at / or as a direct result of the engagement event on 6 October – the additional **392** were completed online.
- 4.5 Additional comments relating to Stalybridge Town Centre Challenge were also received following the event in the form of **1** letter and **1** e-mail. The feedback from these has been incorporated into the main themes set out in the following analysis.
- 4.6 Respondents were asked what they love about Stalybridge. 382 respondents (71%) provided an answer to this question. The main themes emerging from this question are detailed in Table 2.

Table 2: Q1 – 'What do you love about Stalybridge'

Theme (n=382)	No.	%
The natural environment e.g. canals, rivers, parks	144	37.7
Location e.g. close to centre of Manchester but also nearby access to the countryside	110	28.8
Independent shops and businesses	83	21.7
The heritage and history of Stalybridge	80	20.9
The people of Stalybridge	75	19.6
Good transport links and infrastructure	66	17.3
The community	58	15.2
The potential of the town and what it has to offer	49	12.8
General negative comments relating to Stalybridge	46	12.0
Comments relating to having lived in Stalybridge for a long time	30	7.9
Other positive comments relating to Stalybridge	18	4.7
Chain shops and businesses	10	2.6
Negative comments relating to parking – improve / need more	8	2.1

- 4.7 Respondents were asked to mark their top three priorities from a list provided by the Stalybridge Town Centre Challenge Board. 535 respondents (99%) provided an answer to this question. Table 3 details the order in which these priorities were ranked.

Table 3: Q2 – ‘The Stalybridge Town Centre Challenge team have come up with a number of priorities’. ‘Mark your top three with an X.’

Priority (n=535)	No.	%
Reinvent the Market Hall	385	72.0
Support new and existing shops and businesses	383	71.6
Improve parking	229	42.8
Develop a river walkway	178	33.3
More varied nightlife – restaurants and bars	159	29.7
Better transport including Metrolink	134	25.0
New cultural and arts activities / venue	133	24.9
Build a new residential community	60	11.2
New cycling routes	50	9.4
Establish a new health hub	34	6.4

- 4.8 Comments were also invited around any other priorities or ideas respondents had to improve Stalybridge town centre. 384 respondents (71%) provided a response to this question. The main themes emerging from this question are detailed in Table 4¹.

Table 4: Q3 – ‘Do you have any other priorities or ideas to improve Stalybridge Town Centre?’ main themes

Theme	No.	%
Improve parking capacity and reduce prices	80	20.7
Bring in or support new businesses, cafes, restaurants - different to what is currently there	80	20.7
Clean up the streets and the town in general and make more visually attractive	79	20.5
Utilise, redevelop and improve existing buildings and sites such as art gallery, police station, old town hall - especially empty sites and shops	70	18.1
Make people feel safe with police presence, lighting, cracking down on anti-social behaviour	52	13.5
Improve and redevelop the Market Hall	51	13.2
Develop the waterways: canalside and riverside walk	45	11.7
Have more cultural, music, festive, arts or sporting events	33	8.5
Improve road and traffic management infrastructure	31	8.0
Shop fronts and facades of buildings should be visually attractive and in-keeping with each other	31	8.0
Reduce or limit number of 'low quality' shops such as betting, pound shops, takeaways, low-grade pubs etc	29	7.5
Improve train and bus services - frequency and routes	28	7.3
More independent businesses	26	6.7
No more pedestrianisation	23	6.0
Improve day-time offer of businesses, cafes, shops in Stalybridge	22	5.7

¹ Analysis in Table 4 also includes the main themes taken from the 1 letter and 1 e mail submitted with comments relating to Stalybridge Town Centre Challenge n=386

Provide youth and leisure/sports/recreation facilities	22	5.7
Reference to emulating Upper Mill	21	5.4
More housing generally	18	4.7
Reference to emulating Altrincham/Altrincham Market	17	4.4
Have more chain businesses or 'high street' brand businesses including banks based in Stalybridge	17	4.4
Better promotion of the town and engaging / communicating with people	17	4.4
Negative comments about Metrolink	15	3.9
Improve night-time economy e.g. more restaurants, bars	13	3.4
Comment about preserving or utilising the history/ heritage of the town	12	3.1
Preserving current green space or increasing green space	12	3.1
Build on brown field	11	2.8
Other comments	11	2.8
Improve accessibility of library e.g. opening hours, facilities	11	2.8
Put a cinema in Stalybridge	10	2.6
Criticism of Tameside Council	9	2.3
More public toilets	8	2.1
Metrolink would be an improvement	6	1.6
High quality housing	5	1.3
Stop giving Ashton preferential treatment	5	1.3
More employers and jobs and skills training	4	1.0
Political related comments	4	1.0
More pedestrianisation	3	0.8

4.9 The questionnaire also included an 'About You' section. This asked respondents to indicate where they lived, why they come to Stalybridge and how they normally travel to Stalybridge. The results of each of these questions are detailed in Table 5.

Table 5: 'About You'

Where do you live? (n=525)	No.	%
Stalybridge	417	79.4
Other town in Tameside	94	17.9
Outside Tameside	14	2.7
Why do you come to Stalybridge? (n=498)	No.	%
Food shopping	421	84.5
Health services – e.g. doctors, opticians, dentist	270	54.2
Non-food shopping	221	44.4
Leisure – e.g. canal side walk	199	40.0
Pubs/Bars – evening	158	31.7
Eat in the day – e.g. café	130	26.1
Eat in the evening – e.g. restaurant	118	23.7
Attend events and activities – e.g. groups and clubs	116	23.3
Work	91	18.3
Pubs/Bars – daytime	90	18.1
Other	77	15.5
Sport and physical activity	65	13.1

When you come to Stalybridge, how do you normally travel? (n=502)	No.	%
Private car / motorbike	332	58.7
On foot	180	31.8
Public transport	36	6.4
Taxi	12	2.1
Bike	6	1.1

Exhibition Board Comments Analysis

4.10 A series of five exhibition boards were available at the event, each one focussing on an initial priority area for the town. Attendees at the event were invited to post comments, ideas, thoughts or feedback on each board. A total of **356** comments were posted on the boards. Table 6 details the number of comments left by board.

Table 6: Number of comments by exhibition board

Exhibition Board Priority	Number of Comments
A Vibrant Town	67
A Visited Town	75
A Sustainable Town	81
A Prosperous Town	65
A Liveable Town	68

4.11 The key themes for each board were:

Table 7: Key themes by exhibition board

Exhibition Board Priority	Key Themes
A Vibrant Town	<ul style="list-style-type: none"> • Increased parking capacity • Reduced parking fees • Emulate the Altrincham Market Model in Staybridge Market Hall: Food, drinks but tastefully done • Clean the streets and the town and keep it tidy and visually attractive • Evening economy with places for drinks and food
A Visited Town	<ul style="list-style-type: none"> • Open up river & canal walkways, make safe and clean to attract visitors • Boost cultural activities - use existing venues such as market hall, galleries for live theatre, cinema & music • Heritage walks • Do something with old police station and old clinic buildings - they are an eyesore • More parking • Parks need toilets & cafes
A Sustainable Town	<ul style="list-style-type: none"> • Need to improve / increase car parking • No more pedestrianisation • Mixed views about Metrolink - general opposition but also some support • Improve existing public transport systems - buses and trains • Clean up / smarten up town centre
A Prosperous Town	<ul style="list-style-type: none"> • No more pedestrianisation • More car parking • Improved retail offer (independent businesses etc)

	<ul style="list-style-type: none"> • Longer opening hours in the evening • Redevelopment of train station/Civic Hall
A Liveable Town	<ul style="list-style-type: none"> • Sort out old disused buildings, in particular the police station and the clinic • Brownfield development first (protect the greenbelt) • Good quality and affordable homes (less flats) • Reflect heritage/history and utilise existing assets, e.g. Market Hall

5.0 OTHER ENGAGEMENT WORK

5.1 In addition to the engagement work detailed in section 4.0, this report also takes into account other pieces of engagement undertaken to gather thoughts and opinions on the future of Stalybridge.

Local Town Centre Shops and Business Questionnaire (Stalybridge Town Party)

5.2 At the end of September / early October 2018, Stalybridge Town Party undertook a survey of local town centre shops and businesses to understand their views on a number of issues. These included plans for regeneration; pedestrianisation; plans for the Market Hall; public toilets; canal regeneration; parks and library; rubbish and tipping; empty derelict shops and buildings; and transport and cycle ways.

5.3 A total of **38** local town centre shops and businesses completed a questionnaire. A synopsis of the key themes by each question is attached at **Appendix 2**.

School engagement

5.4 In September 2018 Year 5 pupils from St. Peter's Primary School, Stalybridge participated in an engagement exercise around their views on Stalybridge. The feedback is summarised in the table below:

Table 8: St Peter's Primary School Engagement Exercise Summary

Question	Key Themes from Responses
How can we attract people to live in Stalybridge?	<ul style="list-style-type: none"> • Build more houses • More leisure and recreational facilities such as gyms, a horse riding centre, a theme park, fairs, swimming baths, a zoo, a trampoline park, museums, cinema, aquariums • More shops • Pick up litter and make Stalybridge cleaner • More jobs • More farms • Make Stalybridge brighter with flowers, historical buildings
How can we attract visitors to Stalybridge?	<ul style="list-style-type: none"> • More restaurants like McDonalds and Burger King • More leisure and recreational facilities such as gyms, cinemas, football clubs, swimming pools, a theatre, play centres, sports centres, horse riding centres, sky diving facilities, aquariums, a zoo • Pick up litter and make Stalybridge cleaner • More statues and public buildings • More green spaces
How can we make Stalybridge a greener town?	<ul style="list-style-type: none"> • Make more fields • More houses with gardens • Grow more flowers and crops • Convert wasteland into grass and greenspace • Don't build on greenbelt, don't cut down trees or grass • More recycling bins • Electric bus lanes, electric car zones, carparks

How can we make Stalybridge vibrant?	<ul style="list-style-type: none"> • More leisure and recreational facilities such as water parks, arcades, theme parks, toy factories, trampoline parks, football pitches, theatres, horse riding parks • Reduce littering and dog fouling • Lantern parade at Halloween • Santa visiting Stalybridge at Christmas • Free sweets every day • More schools, shops and cafes
What kind of shops and businesses would you like to see in Stalybridge?	<ul style="list-style-type: none"> • Nandos • Bowling allies • Video game shops • Electric car shops • Hotels • Cinemas

5.5 In autumn 2016, pupils from Westhill Academy and Copley Academy participated in the Town Team Community Survey. A total of 324 responses were received – 258 from Westhill Academy and 66 from Copley Academy.

5.6 Some of the key findings were as follows:

- 48% of respondents from Copley Academy visited Stalybridge town centre ‘every week’ compared with 21% of respondents from Westhill Academy.
- For respondents from both schools the main reason for visiting Stalybridge town centre was shopping; 38% of respondents from Westhill Academy and 34% from Copley Academy.
- Almost a quarter (24%) of respondents from Westhill Academy said ‘Fairs’ would attract them to visit Stalybridge town centre. Respondents from Copley Academy were more interested in ‘Shops/Stalls’ (36%) and ‘Events’ (36%).
- 19% of Westhill Academy respondents and 11% of Copley Academy respondents said they would visit a youth market in Stalybridge with stalls run by young people, selling things aimed at young people. Of those who would attend ‘gaming’ stalls was the most popular suggestion.
- Just under a third of respondents from each school (32%) thought a shop run by young people, for young people would be a good idea in Stalybridge town centre.

STALYBRIDGE TOWN CENTRE CHALLENGE

STRATEGY AND ACTION PLAN: ACTIONS AND ACHIEVEMENTS TO DATE

JANUARY 2020

Ref No Strategy & Action Plan	Action Plan Priorities	Actions & Achievements To Date
D1	New development on key sites; public sector support and stimulus to action	£130k Evergreen grant secured to fund due diligence on public sector owned sites, subject to formal agreement Liaison with developers on key sites
TC1	Focus on getting the basics right to create a more attractive environment	Day of action, February 2019, in addition to monthly litter picks Audit of bin collection points actioned and contact made with businesses on Market Street to improve facilities
T4	Engage with TfGM regarding future transport plans	Meetings arranged to progress plans for the rail station and other transport links for Stalybridge
E3 E6	Creation of a heritage walk route, seek funding Enhance street scene public realm, reflect the heritage of the town	High Streets Heritage Action Zone (HAZ) funding secured in principle from Historic England for a Heritage Walk; detailed proposals following discussions with Historic England submitted 19th December
D4	Support investment in buildings in the vicinity of the Market/Civic Hall, celebrating its river and heritage setting	Discussions in progress with potential developers
T1	Undertake a car parking study	Cross borough car parking study is in progress including Stalybridge
TC2	Feasibility study to determine potential of holding more markets, with a focus on other successful markets, and reuse of buildings such as the Market/Civic Hall	High Street HAZ bid includes proposals to re-purpose the Market/Civic Hall as a food hall or other active use. Soft market testing in progress. Feasibility study brief and procurement in preparation.

C2	Explore expanding the programme of events	High profile events staged in Stalybridge town centre including the Royal Exchange Theatre pop up Den and theatre productions (August), the Festival of Cycling (September) and annual Beer Festival, as part of a borough wide events programme. Tameside Lantern Parade in November, as well as quarterly Artisan Market (October) and Craft Market (December). Opportunity for cultural consortium to bid for funding through the HAZ bid.
TC6	Investigate the potential of encouraging flexible workspace in the town centre	Evergreen Surplus funding secured will explore the feasibility of re-use of surplus retail space for commercial purposes including start up business use.
T5	Provide more electric car charging points	Charging points have been included within s106 requirements for relevant planning applications.

Report To:	EXECUTIVE CABINET
Date:	12 February 2020
Executive Member/Reporting Officer	Councillor Leanne Feeley – Executive Member, Lifelong Learning, Equalities, Culture and Heritage Catherine Moseley – Head of Access Services
Subject:	CONSULTATION ON ADMISSION ARRANGEMENTS
Report Summary:	The report states the outcomes of the consultation on the admission arrangements and published admission numbers for Tameside community, and voluntary controlled schools for admission in September 2021
Report Summary:	The report states the outcomes of the consultation on the admission arrangements and published admission numbers for Tameside community, and voluntary controlled schools for admission in September 2021.
Recommendations:	Executive Cabinet to approve the determination of admission arrangements for all Tameside community and voluntary controlled schools for 2021/22 with change from those that applied for admission in 2020/21 as set out in Appendix 1 of the report other than amendments to the Published Admission Number as set out in the report.
Corporate Plan:	The proposals contained within this report will support the delivery of the Community Strategy through the delivery of sufficient and suitable places to meet anticipated increased demand in 2021/22
Policy Implications:	The admission arrangements for 2021/22 academic year for all voluntary controlled and community schools remain largely the same as for 2021/22 as determined in January 2019 with some slight amendments to Published Admission Numbers.
Financial Implications: (Authorised by the statutory Section 151 Officer & Chief Finance Officer)	The place planning within the borough will present financial challenge for schools as the pupil population starts to drop as the authority and schools are funded on a per pupil basis. Schools should consider the impact as part of a 3 year budget plan. Place planning is kept under review and close working between the admission team and finance will be necessary to ensure schools are supported effectively where they are likely to see a drop in future funding.
Legal Implications: (Authorised by the Borough Solicitor)	Failure to determine admission arrangements and a coordinated admissions scheme by 15 March 2020 could result in the Secretary of State imposing admissions arrangements on the Council and lead to the displacement of children from school placements. community high schools. Admission arrangements provide opportunities for parents to check and challenge admission processes. Admission arrangements need to be robust whilst adhering to the principles of openness, transparency and natural justice in their application.
Risk Management:	One of the Council's remaining statutory responsibilities is to deliver sufficient and suitable places to meet projected demand

for both primary and secondary pupils. The proposals contained within this report will enable the Council to fulfil its statutory responsibilities in 2021/22. However, careful planning will be required to ensure the provision of both primary and secondary places in future years.

Background Information:

The background papers relating to this report can be inspected by contacting Catherine Moseley, Head of Access Services by:



Telephone: 0161 342 3302



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

1. BACKGROUND

- 1.1 All admission authorities are required to consult on their coordinated admission scheme and on changes to admission arrangements. Where no changes are proposed to the coordinated admissions scheme or admission arrangements, there is no requirement to consult. Admission authorities must ensure that their determined admission arrangements comply with the mandatory requirements of the School Admissions Code 2014. The consultation process follows a timetable determined by the Department for Education (DfE).
- 1.2 Consultation must run for a minimum of six weeks between 1 October and 31 January. Admission arrangements must be determined by 28 February and must be published by 15 March. Following determination of the admission arrangements objections to those arrangements must be made to the Schools Adjudicator by 15 May.
- 1.3 For entry to school in September 2021, the following changes were proposed to the admission arrangements for community or voluntary controlled primary, junior and secondary schools:
 - Proposed changes to published admission numbers at Broadbottom Primary School
- 1.4 The proposed changes only affect community or voluntary controlled primary, junior and secondary schools and will not affect any academies, voluntary aided or free schools who are responsible for their own admission arrangements.

2. CONSULTATION ON THE ADMISSION ARRANGEMENTS AND PUBLISHED ADMISSION NUMBERS FOR ALL COMMUNITY AND VOLUNTARY CONTROLLED SCHOOLS FOR 2021/22

- 2.1 On 3 October 2019, the Local Authority circulated the proposed amendments to the published admission number at Broadbottom Church of England Primary School for consultation. The closing date for the consultation was 14 November 2019.
- 2.2 The following organisations were consulted:
 - The Headteacher and Governors of all Tameside maintained schools;
 - All Tameside Academies;
 - Parents;
 - Derbyshire Local Authority;
 - Manchester Local Authority;
 - Oldham Local Authority;
 - Stockport Local Authority;
 - Tameside Local Authority;
 - Chester Diocese;
 - Manchester Diocese;
 - Salford Diocese;
 - Shrewsbury Diocese; and
 - Local MPs
 - Elected members
- 2.3 A Public Notice was also published in the Tameside Reporter on 3 October 2019 in order to notify parents and other groups in the area of their rights to be consulted and the consultation was posted on the Tameside MBC website.

3. CONSULTATION ON PROPOSED CHANGES TO THE PUBLISHED ADMISSION NUMBERS FOR BROADBOTTOM CHURCH OF ENGLAND PRIMARY SCHOOL FOR 2021/22

3.1 In July 2019, Broadbottom Church of England Primary School governors contacted Tameside Council to request that the Published Admission Number at the school was reduced from 20 to 15 at the earliest opportunity. The governors had voted unanimously at their meeting on 10 July 2019 to approve a reduction in the Published Admission Number at the school to 15. Governors cited the following reason:

- *The PAN is currently set at 20 but it needs to be reduced back to 15 to safeguard the school's finances for the future. If the school takes another bulge year of 20 another teacher will have to be employed and the current funding will not cover this. The highest intake for a number of years has been 17.*

3.2 There were no responses to this part of the consultation.

3.3 The school's current pupil numbers (13 December 19) can be seen in the table below. As can be seen, there are only three year groups with more than 15 pupils. Having more than 15 pupils makes mixed aged classes within the school very difficult to organise particularly in Key Stage One where no class should contain more than 30 pupils.

Year Group	Pupil Number
Reception	12
Year 1	18
Year 2	8
Year 3	20
Year 4	15
Year 5	18
Year 6	13

3.4 There are currently places in every year group in the Longendale area and the birth rate is stable in the area.

3.5 It is recommended to amend the Published Admission Numbers at the school for September 2021 as set out in the consultation.

4. PUPIL PLACE PLANNING UPDATE

4.1 All local authorities have a statutory duty to ensure that there are sufficient school places to meet demand in the area. These may be school places available at provision maintained by the local authority, academies, or other non-maintained schools. The full school place planning annual report is set out in **Appendix 2** to this report and this will be discussed at the Education, Attainment and Improvement Board on 14 January 2020.

4.2 Planning for fluctuations in demand for school places is an important function which needs to be carried out at a local level and will differ depending on the phase of learning, for example, pupils will travel further to secondary schools than primary schools. The compact geography of Tameside and the mix of types of school eg single sex means that place planning happens at a level higher than wards or towns.

4.3 School place planning is a complex process, that takes account of a range of factors including the number of births in the borough, in year movement and cohort survival rates as well as parental preference and planned housing development. With rapid shifts in economic conditions for families and changing patterns of migration, planning for basic need for

school places requires a proactive approach to best respond to both short and medium-term demand for places. By taking this approach, the Council has managed to ensure sufficient places to meet increasing demand over the last 15 years which has seen a 27% rise in birth rates in the borough and a 24% increase in pupils coming into primary schools.

- 4.4 The annual report sets out how the forecasting of demand is matched to need and where there is a need for additional places to be created, how this is achieved.
- 4.5 The annual report looks at the factors affecting demand which are birth rates, in year movements within and without the borough, travel to learn patterns of pupils into schools in other local authorities, and equally pupils travelling to schools in Tameside from other boroughs, housing developments and availability of social housing and parental preference. Many of these are subject to quite short-term uncertainty and are difficult to plan for on a long-term basis. An analysis of this data gives a cohort survival rate which is used to give an estimate of demand. Currently, with a falling birthrate, the need for additional places is in the secondary sector for four years from September 2021 to September 2024.
- 4.6 The report looks at the factors affecting supply which are the availability of capital funding, land and premises. Expansion of existing schools is affected by the capacity of premises, the size of sites as well as wider considerations of their location. Establishing any new schools requires a longer lead in time through the competition framework. Equally, additional places can be introduced into the system through expansion proposals by governing bodies or admission authorities that increase admission numbers into a school and the establishment of Free Schools that receive approval by central government.
- 4.7 All our secondary schools have been aware of the issues relating to the need for additional places and the relative number of places that are still needed for these four years. It is not anticipated that September 22 and 24 will pose a problem as many schools have offered to take small number of additional pupils in the past if necessary but the small number is likely to be accommodated with places becoming available following successful appeals and parents opting for independent schools. September 2021 and 2023 pose greater issues as additional classes will be needed to accommodate predicted demand. These numbers however will be accommodated on a temporary basis and will not necessitate permanent increases in published admission numbers as this will generate significant levels of surplus capacity in future years.
- 4.8 In partnership with our secondary schools, the gap in September 2021 looks likely to be closed as several schools are consulting on increasing their admission numbers in return for investment using basic need funding to remodel accommodation and other schools have agreed to take additional pupils without the need for further investment.

5 RECOMMENDATION

- 5.1 As set out at the front of the report.

APPENDIX 1

ADMISSION ARRANGEMENTS FOR TAMESIDE COMMUNITY AND VOLUNTARY CONTROLLED PRIMARY SCHOOLS 2021/22 ACADEMIC YEAR

1 INTRODUCTION

- 1.1 These arrangements apply to the admission of children to Tameside community and voluntary controlled primary schools in the normal admissions round for the academic year 2021/22. Tameside will operate an equal preference scheme. These arrangements do not apply to those being admitted for nursery provision including nursery provision delivered in a co-located children's centre;
- 1.2 Children in Tameside are eligible for a Reception place from the beginning of the school year in which they become 5 years old. However they do not become of compulsory school until the start of the term after their fifth birthday. Parents may therefore request that their school place be deferred until later in the school year and if they do this the place will be held for the child. However they cannot defer entry beyond the beginning of the term after the child's fifth birthday. Parents of summer born children can request that their child is placed outside their age range if they feel that their child will not be ready for school. Parents can also request that their child attends on a part time basis until the child reaches compulsory school age.
- 1.3 Parents of children who are admitted for nursery provision must apply for a place at the school if they want their child to transfer to the reception class; attendance at a nursery or co-located children's centre does not guarantee admission to the school.

2 APPLYING FOR A PLACE IN A TAMESIDE COMMUNITY AND VOLUNTARY CONTROLLED PRIMARY SCHOOL SEPTEMBER 2021

- 2.1 If you are a Tameside resident you must make your application online to Tameside Local Authority, even if you wish your child to attend a school in another Local Authority area. You should put your child's name down at any Tameside primary school by the beginning of **October 2020**.
- 2.2 Tameside primary schools will forward details of all the children who have been registered with them to the Local Authority Admissions Team, who will send out details of how to apply online in November 2020. Details will include where to view Starting Out and a letter explaining how to make your application. You should use your application to apply for any primary school, whether this is in Tameside or in another Local Authority area. Application details may also be obtained from the School Admissions Section at Tameside MBC. Starting Out will be available on Tameside's website. NB: Each school application should be discussed with all parents and carers of the child, and only one application may be submitted for each child.
- 2.3 The local authority may verify information you provide on your application, which could involve contacting other departments of the local authority. In instances where the information provided is different from that held by them, they may use the information on the application to investigate further. If false or misleading information is given, Tameside local authority has the right to withdraw the offer of a school place.
- 2.4 If you are not a Tameside resident you must make your application to the Local Authority where you live, even if you wish your child to attend a Tameside school. Applications must

be returned in accordance with your own local authority's specific instructions and not to Tameside.

3 THE PROCESS

- 3.1 The application will invite parents to indicate a preference for up to 6 schools, and then to rank the schools in order of preference, parents will also be able to give reasons for each preference.
- 3.2 Your online application must be submitted by the closing date of **15 January 2021**, with any supporting information / evidence if appropriate.
- 3.3 The council will follow the timetable set out in the coordinated admissions scheme. Late applications will be dealt with as late and ranked after all applications received by the deadline.
- 3.4 Changes to preferences, ranking order, or pupil details, will not be allowed after the closing date of **15 January 2021**, except in exceptional circumstances, for example, if the family has recently moved address. Evidence must be provided to support the request. An intention to change address cannot be considered by the local authority until the move has actually taken place and proof is available, or parents may provide a solicitor's letter confirming an exchange of contracts on a property, or a tenancy agreement and proof of disposal of current property. No changes can be considered even where there are exceptional circumstances, once information has been exchanged with other admission bodies because the allocations process has commenced. In the case of primary schools this cut-off date is the **5 February 2021**.
- 3.5 Notification of offers of a single school place will be sent out to parents on **16 April 2021**. These notifications will also inform parents of their right of appeal, and who to contact, if an application has not been successful.
- 3.6 Parents will not receive multiple offers.

4 PUBLISHED ADMISSION NUMBERS FOR TAMESIDE COMMUNITY AND VOLUNTARY CONTROLLED PRIMARY SCHOOLS

- 4.1 A list of all Tameside community and voluntary controlled primary schools, with their respective Published Admission Numbers, can be found here: <http://www.tameside.gov.uk/schools/admissions/2021>
- 4.2 Where applications for admission to any school exceed the number of places available, the following criteria will be applied, in the order set out below, to decide which children to admit.

5 CRITERIA FOR ALLOCATING PLACES TO OVERSUBSCRIBED SCHOOLS

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

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

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

2. Children and families with exceptional medical or social needs

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

3. Sibling

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

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

4. All other applications on distance

Preference will be given to pupils living nearest to the school taking into account ease of access to and distance from alternative schools.

Ease of access will be considered when parents provide details of particular reasons that mean their child could reach their nearest school but will have a disproportionately long journey to another school if denied admission to their nearest school. Details must be provided in with the application.

Distance will be measured as a straight line from the child's home address, using the address point assigned by the National Land and Property Gazetteer, to the main gate to the school property. Measurements will be made using the local authority's school admissions data mapping software, which uses a Geographical Information System based on Ordnance Survey.

- 5.2 Where oversubscription occurs in applying either criteria 1, 2 or 3, priority will be given to those pupils living nearest the school, measured as a straight line (as above).
- 5.3 The address from which distance will be measured will be the permanent residential address, as at the closing date for applications, of the parent with whom the child is normally resident. Where a child lives with parents with shared responsibility, each for part of a week, the home address is the address from which the child travels to school for the majority of school days per week.
- 5.4 In the event of distances being the same for 2 or more applications where this distance would be the last place/s to be allocated, the place will be allocated to the pupil that is nearer using walking distance as measured using the local authority's school admissions data mapping software.

- 5.5 An adoption order is an order under section 46 of the Adoption and Children Act 2002. A 'residence order' is as an order settling the arrangements to be made as to the person with whom the child is to live under section 8 of the Children Act 1989. Section 14A of the Children Act 1989 defines a 'special guardianship order' as an order appointing one or more individuals to be a child's special guardian (or special guardians).
- 5.6 In cases where twins, triplets, or other multiple birth siblings are split when allocations take place, they will be allocated a place over the Published Admission Number and will remain excepted pupils for the time they are in an infant class or until the class numbers fall back to the current infant class size limit.

6 SUMMER BORN CHILDREN

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

7. ADMISSION OF CHILDREN OF UK SERVICE PERSONNEL

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

8 IN YEAR TRANSFERS

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

9 IN YEAR FAIR ACCESS PROTOCOL

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

10 WAITING LISTS

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

- 10.3 If a parent is offered a place from the waiting list and rejects it or does not respond to requests by email or answerphone message to contact the School Admissions Team, they will be removed from that waiting list.

11 APPEALS

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

**ADMISSION ARRANGEMENTS FOR
TAMESIDE COMMUNITY HIGH SCHOOLS
2021/22 ACADEMIC YEAR**

1 INTRODUCTION

- 1.1 These arrangements apply to the admission of children to Tameside community high schools in the normal admissions round for the academic year 2021/22. Tameside will operate an equal preference scheme.

2 APPLYING FOR A PLACE IN A TAMESIDE COMMUNITY HIGH SCHOOL SEPTEMBER 2021

- 2.1 If you are a Tameside resident you must make your application to Tameside Local Authority, even if you wish your child to attend a school in another Local Authority area.
- 2.2 Tameside primary schools will forward details of children eligible to transfer to secondary school in September 2021 to the Local Authority Admissions Team, who will send out details of how to apply in September 2020. The pack will contain details of where to view Moving On and a letter explaining how to make your application. You should use your application to apply for any secondary school, whether this is in Tameside or in another Local Authority area. Application details may also be obtained from the Admissions Section at Tameside MBC. Moving On will be available on Tameside's website. NB: Each school application should be discussed with all parents and carers of the child, and only one application may be submitted for each child.
- 2.3 The local authority may verify information you provide on your application, which could involve contacting other departments of the local authority. In instances where the information provided is different from that held by them, they may use the information on this form to investigate further. If false or misleading information is given, Tameside local authority has the right to withdraw the offer of a school place.
- 2.4 If you are not a Tameside resident you must make your application to the Local Authority where you live, even if you wish your child to attend a Tameside school. Application forms must be returned in accordance with your own local authority's specific instructions and not to Tameside.

3 THE PROCESS

- 3.1 The application will invite all parents to indicate a preference for 6 schools, and to rank the schools in order of preference, giving reasons for each preference. In allocating places, Tameside will operate an equal preference scheme.
- 3.2 Your application must be submitted by the closing date of 31 October 2020, with any supporting information / evidence if appropriate.
- 3.3 The council will follow the timetable set out in the coordinated admissions scheme. Late applications will be dealt with as late and ranked after all applications submitted after the deadline.
- 3.4 Changes to preferences, ranking order or pupil details, will not be allowed after the closing date of 31 October 2020 except in exceptional circumstances, for example, if the family has recently moved address. Evidence must be provided to support the request. An intention to change address cannot be considered by the local authority until the move has actually taken place and proof is available, or parents may provide a solicitor's letter confirming an

exchange of contracts on a property, or a tenancy agreement and proof of disposal of current property. No changes can be considered even where there are exceptional circumstances once information has been exchanged with the other admission bodies by the Council, because the allocations process has commenced. In the case of secondary schools this date is the 13 November 2020.

3.5 Notification of offers of a single school place will be sent out to parents on 1st March 2021. These notifications will also inform parents of their right of appeal, and who to contact, if an application has not been successful.

3.6 Parents will not receive multiple offers.

4 PUBLISHED ADMISSION NUMBERS FOR TAMESIDE COMMUNITY HIGH SCHOOLS

4.1 A list of all Tameside community high schools, with their respective Published Admission Numbers, can be found here: <http://www.tameside.gov.uk/schools/admissions/2021>

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

5 CRITERIA FOR ALLOCATING PLACES TO OVERSUBSCRIBED SCHOOLS

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

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

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

6. Children and families with exceptional medical or social needs

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

7. Sibling:

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

The sibling criterion includes; natural sisters/brothers; half-sisters/brothers; step sisters/brothers; adopted sisters/brothers; sisters/brothers of fostered children; children of

the parent/carer's partner, and in each case living at the same address. This allows for the admittance of children whose siblings will still be attending the preferred school. In cases where twins, triplets, other multiple birth siblings, or other siblings whose date of birth falls within the same academic year, are split when allocations take place, siblings will be offered a place at the same school which may not be a preference school named on the common application form.

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

9. All other applications on distance

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

- 5.2 Distance will also be used as a tie-breaker where oversubscription occurs within any of criteria 1 to 4. Preference will be given to pupils living nearest to the school.
- 5.3 Distance will be measured as a straight line from the child's home address, using the address point assigned by the National Land and Property Gazetteer, to the main gate to the school property. Measurements will be made using the local authority's school admissions data mapping software, which uses a Geographical Information System based on Ordnance Survey.
- 5.4 The address from which distance will be measured will be the permanent residential address, as at the closing date for applications, of the parent with whom the child is normally resident. Where a child lives with parents with shared responsibility, each for part of a week, the home address is the address from which the child travels to school for the majority of school days per week.
- 5.5 An adoption order is an order under section 46 of the Adoption and Children Act 2002. A 'residence order' is as an order settling the arrangements to be made as to the person with whom the child is to live under section 8 of the Children Act 1989. Section 14A of the Children Act 1989 defines a 'special guardianship order' as an order appointing one or more individuals to be a child's special guardian (or special guardians).
- 5.6 In the event of distances being the same for 2 or more applications where this distance would be the last place/s to be allocated, the place will be allocated to the pupil that is nearer using walking distance as measured using the local authority's school admissions data mapping software.

6. ADMISSION OF CHILDREN OF UK SERVICE PERSONNEL

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

7 IN YEAR TRANSFERS

- 7.1 Parents wishing to apply for an in year transfer to a school in Tameside should apply using the School Transfer Request Form. The School Transfer Request Form can be obtained from the Headteacher of the school the child currently attends, if in Tameside or it can be

downloaded from the Tameside Council website: www.tameside.gov.uk/admissions.

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

8 IN YEAR FAIR ACCESS PROTOCOL

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

9 WAITING LISTS

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

10 APPEALS

- 10.1 Any parent who is refused admission to a preferred school has the right of appeal to an Independent Appeals Panel. For pupils with an Education Health and Care plan, an appeal can be made to the SEN and Disability Tribunal (details are included in the plan).
- 10.2 Parents, who wish to appeal against the decision of the local authority to refuse admission to a preferred school, should do so in writing, setting out clearly why your child should go to that particular school. Information about appeals will be sent out with the allocation letter and can also be found on the School Admissions webpage <http://www.tameside.gov.uk/schools/admissions>.
- 10.3 The Appeals Panel will:
- be independent of the school and the LA;
 - give the appellant, who may be accompanied by a friend or be represented, the opportunity to make oral representation;
- 10.4 The Local Authority will:
- give the appellant at least ten school days notice of the time and place of the hearing;
- 10.5 The clerk will:
- send the appeal papers to the appellant at least seven working days before the hearing.
- 10.6 The appeal shall be decided by a simple majority of the votes cast, the chairman of the panel having a casting vote.
- 10.7 The decision of the Appeals Panel and the grounds on which it was made shall be communicated by the Clerk in writing to the appellant. That decision shall be binding on all parties. Subject to the above conditions, all matters of procedure shall be determined by the local authority.

TAMESIDE SCHOOL PLACE PLANNING ANNUAL REPORT JANUARY 2020

1. FUTURE SCHOOL PLACES REQUIREMENTS IN TAMESIDE

Context

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

Strategic Planning

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

Factors affecting Demand

- 1.6 The main factors affecting demand for school places are birth rates, in year movements within and without the borough, travel to learn patterns of pupils into schools in other local authorities, and equally pupils travelling to schools in Tameside from other boroughs, housing developments and availability of social housing and parental preference. Many of these are subject to quite short-term uncertainty and are difficult to plan for on a long-term basis.

Factors affecting Supply

- 1.7 The main factors affecting the supply of school places are the availability of capital funding, land and premises. Expansion of existing schools is affected by the capacity of premises,

the size of sites as well as wider considerations of their location. Establishing any new schools requires a longer lead in time through the competition framework. Equally, additional places can be introduced into the system through expansion proposals by governing bodies or admission authorities that increase admission numbers into a school and the establishment of Free Schools that receive approval by central government.

Challenges affecting Planning to Meet Demand

- 1.8 The main issues that can affect the Council's strategic plans are late applications and in-year admissions which complicate planning both at school and at local authority level. Previously well-understood trends are changing and are proving difficult to predict, including short term tenancies, mobile populations and other changes in the housing market. Changes in parental preference are also difficult to predict.
- 1.9 As demand increases, there are new challenges. An increase in demand for primary school places mean lower levels of surplus places which could have helped to meet demand for in year transfers and any surplus places are often not in the right geographical area. At secondary level, the right levels of existing unfilled places need to be protected so that they will be available when they are needed, as primary growth feeds through.

Tameside Track Record

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

TAMESIDE PRIMARY SCHOOL PLACES – TOTAL PLACES FOR RECEPTION ENTRY											
08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20
2764	2734	2802	2907	2917	3085	3125	3190	3220	3195	3195	3195

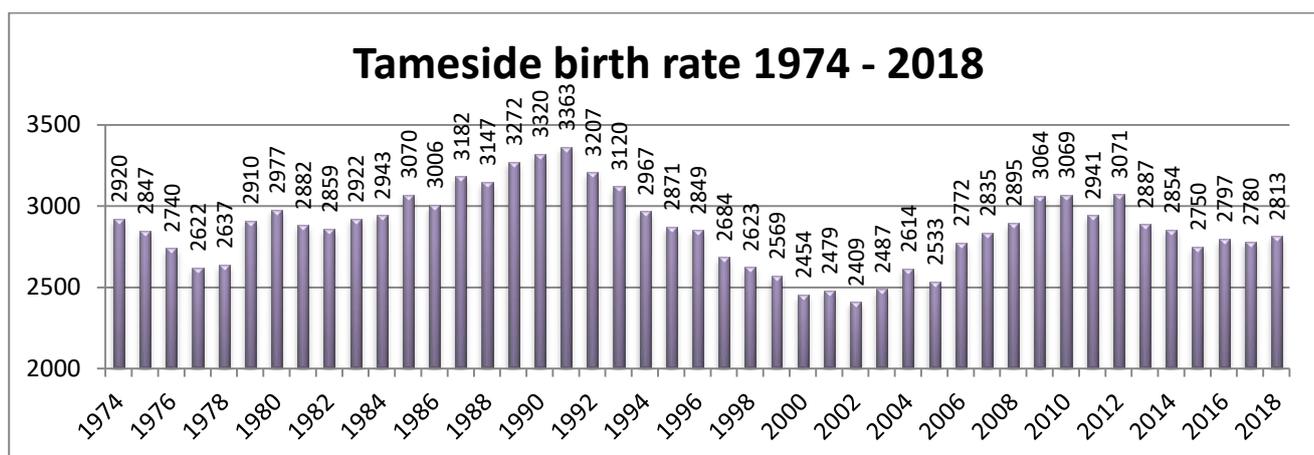
- 1.11 By being proactive, the Council has been able to meet its statutory duty to provide sufficient primary places in the face of a 27% increase in birth rate and 24% increase in pupils starting primary schools over the last few years whilst also managing to maintain high levels of meeting parental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

Preference allocations on national offer day	2015		2016		2017		2018		2019	
	SECONDARY SCHOOLS									
	T'side	Eng	T'side	Eng	T'side	Eng	T'side	Eng	T'side	Eng
% 1 st preference	86.8%	84.2%	87.6%	84.1%	82.2%	83.5%	84.6%	82.1%	83.9%	80.9%
% any preference	97.2%	96.4%	96.9%	96.5%	94.9%	96.1%	96.6%	95.5%	95.8%	94.9%
PRIMARY SCHOOLS										
% 1 st preference	88.0%	87.8%	88.7%	88.4%	90.9%	90.0%	93.5%	91.0%	91.5%	90.6%
% any preference	96.5%	96.5%	96.8%	96.9%	97.5%	97.7%	98.6%	98.1%	97.8%	98.0%

2 Current Demand

- 2.1 In common with many areas of the country, Tameside has experienced a surge in births. The birth rate rose from a low of 2,409 in 2002 to a recent high of 3,069 in 2010, a 27% increase.
- 2.2 As can be seen from the graph below, over the last 44 years, the birth rate in the borough has followed a distinct cycle which appears to repeat over a 25 year period. The peak of births in the borough was reached in 1991 when 3,363 babies were born. The most recent peak was in 2010 with 3,069 babies born. In 2018, this had dropped back to 2,813 and been relatively stable for a seven year period. Birth rates form the basis for any school place planning model. Therefore, any new proposals to increase the number of school

places need to be a mix of permanent and temporary as these will become surplus in years to come.



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

In Year Transfers

2.4 The School Admissions Team in the Council deal with approximately 3,000 transfer movements every year. Around 2,000 are primary school movements and 1,000 are secondary. This is in common with most areas of the country where house moves are the commonest reason for moving schools. The tables below shows pupil numbers in each year group from 2004 onwards. As can be seen the number of children in Tameside primary schools has increased steadily over the years in line with the increase in the birth rate.

All Tameside primary schools January census numbers in each year group								
	R	Y1	Y2	Y3	Y4	Y5	Y6	Total
2004/05	2460	2562	2593	2618	2712	2712	2745	18402
2005/06	2397	2472	2550	2591	2615	2706	2718	18049
2006/07	2406	2396	2463	2553	2598	2611	2695	17722
2007/08	2453	2384	2429	2457	2535	2619	2617	17494
2008/09	2586	2463	2400	2427	2470	2536	2617	17499
2009/10	2549	2589	2499	2411	2404	2461	2531	17444
2010/11	2681	2549	2600	2453	2414	2397	2473	17567
2011/12	2760	2690	2574	2581	2467	2420	2369	17861
2012/13	2908	2770	2701	2544	2544	2430	2394	18291
2013/14	2926	2953	2773	2699	2567	2581	2465	18964
2014/15	3104	2929	2931	2761	2692	2597	2580	19594
2015/16	3002	3128	2929	2942	2790	2725	2606	20122
2016/17	3066	3029	3127	2936	2951	2789	2727	20625
2017/18	2998	3089	3009	3118	2917	2926	2779	20836
2018/19	2873	3012	3094	3027	3110	2923	2938	20977

- 2.5 The table below shows the percentage change in numbers due to in year transfers from one year to the next in Tameside.

Change in numbers year to year								
	R	Y1	Y2	Y3	Y4	Y5	Y6	Overall R to Y6
2004/05								
2005/06		12	-12	-2	-3	-6	6	
2006/07		-1	-9	3	7	-4	-11	
2007/08		-22	33	-6	-18	21	6	
2008/09		10	16	-2	13	1	-2	
2009/10		3	36	11	-23	-9	-5	
2010/11		0	11	-46	3	-7	12	13
2011/12		9	25	-19	14	6	-28	-28
2012/13		10	11	-30	-37	-37	-26	-12
2013/14		45	3	-2	23	37	35	12
2014/15		3	-22	-12	-7	30	-1	-6
2015/16		24	0	11	29	33	9	57
2016/17		27	-1	7	9	-1	2	46
2017/18		23	-20	-9	-19	-25	-10	19
2018/19		14	5	18	-8	6	12	30

Percentage change year to year								
	R	Y1	Y2	Y3	Y4	Y5	Y6	Overall R to Y6
2004/05								
2005/06		0.49%	0.47%	0.08%	0.11%	0.22%	0.22%	
2006/07		0.04%	0.37%	0.12%	0.27%	0.15%	0.41%	
2007/08		0.92%	1.36%	0.24%	0.71%	0.80%	0.23%	
2008/09		0.41%	0.67%	0.08%	0.53%	0.04%	0.08%	
2009/10		0.12%	1.44%	0.46%	0.96%	0.37%	0.20%	
2010/11		0.00%	0.42%	1.88%	0.12%	0.29%	0.49%	0.53%
2011/12		0.33%	0.97%	0.74%	0.57%	0.25%	1.18%	-1.18%
2012/13		0.36%	0.41%	1.18%	1.45%	1.52%	1.09%	-0.50%
2013/14		1.52%	0.11%	0.07%	0.90%	1.43%	1.42%	0.49%
2014/15		0.10%	0.75%	0.43%	0.26%	1.16%	0.04%	-0.23%
2015/16		0.77%	0.00%	0.37%	1.04%	1.21%	0.35%	2.19%
2016/17		0.89%	0.03%	0.24%	0.30%	0.04%	0.07%	1.69%
2017/18		0.74%	0.66%	0.29%	0.65%	0.85%	0.36%	0.68%
2018/19		0.46%	0.16%	0.59%	0.26%	0.21%	0.41%	1.02%

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

All Tameside secondary schools January census numbers in each year group							
	Y6	Y7	Y8	Y9	Y10	Y11	TOTAL
2004/05	2746	2991	3213	3213	3123	2996	15536
2005/06	2720	2918	2984	3202	3185	3061	15350
2006/07	2695	2858	2915	2983	3177	3159	15092
2007/08	2617	2874	2851	2895	2956	3150	14726
2008/09	2617	2712	2861	2851	2901	2942	14267
2009/10	2531	2714	2705	2829	2830	2876	13954
2010/11	2473	2582	2712	2713	2813	2819	13639
2011/12	2369	2519	2582	2710	2721	2809	13341
2012/13	2394	2438	2504	2581	2697	2683	12903
2013/14	2465	2538	2445	2528	2580	2686	12777
2014/15	2580	2538	2553	2431	2513	2551	12586
2015/16	2606	2677	2552	2548	2429	2475	12681
2016/17	2727	2694	2701	2549	2517	2411	12872
2017/18	2779	2791	2680	2674	2506	2496	13147
2018/19	2938	2870	2778	2648	2646	2474	13416
Updated Oct 19	Total % Change						86%

Change in numbers year to year						
	Y7	Y8	Y9	Y10	Y11	Overall Year 7-11
2004/05						
2005/06	172	-7	-11	-28	-62	
2006/07	138	-3	-1	-25	-26	
2007/08	179	-7	-20	-27	-27	
2008/09	95	-13	0	6	-14	-49
2009/10	97	-7	-32	-21	-25	-42
2010/11	51	-2	8	-16	-11	-39
2011/12	46	0	-2	8	-4	-65
2012/13	69	-15	-1	-13	-38	-29
2013/14	144	7	24	-1	-11	-28
2014/15	73	15	-14	-15	-29	-31
2015/16	97	14	-5	-2	-38	-44
2016/17	88	24	-3	-31	-18	-27
2017/18	64	-14	-27	-43	-21	-42
2018/19	91	-13	-32	-28	-32	-64

Percentage change year to year						
	Y7	Y8	Y9	Y10	Y11	Overall Year 7-11
2004/05						
2005/06	5.9%	-0.2%	-0.3%	-0.9%	-2.0%	
2006/07	4.8%	-0.1%	0.0%	-0.8%	-0.8%	
2007/08	6.2%	-0.2%	-0.7%	-0.9%	-0.9%	
2008/09	3.5%	-0.5%	0.0%	0.2%	-0.5%	-1.7%
2009/10	3.6%	-0.3%	-1.1%	-0.7%	-0.9%	-1.5%
2010/11	2.0%	-0.1%	0.3%	-0.6%	-0.4%	-1.4%
2011/12	1.8%	0.0%	-0.1%	0.3%	-0.1%	-2.3%
2012/13	2.8%	-0.6%	0.0%	-0.5%	-1.4%	-1.1%
2013/14	5.7%	0.3%	0.9%	0.0%	-0.4%	-1.0%
2014/15	2.9%	0.6%	-0.6%	-0.6%	-1.1%	-1.2%
2015/16	3.6%	0.5%	-0.2%	-0.1%	-1.5%	-1.8%
2016/17	3.3%	0.9%	-0.1%	-1.2%	-0.7%	-1.1%
2017/18	2.3%	-0.5%	-1.0%	-1.7%	-0.8%	-1.7%
2018/19	3.2%	-0.5%	-1.2%	-1.1%	-1.3%	-2.6%

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

Cohort Survival Rate

2.8 When taken together, all of the above factors gives a cohort survival rate. This is the ratio of the relationship of number of pupils from one point in time to another, for example, the birth rate number compared to the number of pupils allocated a place in Reception or the number of pupils in Year 6 in a Tameside school compared to the number of pupils allocated a place in Year 7. In order to effectively plan for changes to school places in secondary schools, which starts two years in advance of entry into Year 7, a cohort survival rate based on year 4 numbers is also calculated. A five year rolling average of this ratio is the method used in Tameside to predict the number of places needed in any particular intake year.

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

YEAR 7 ACTUALS					
	2015	2016	2017	2018	2019
Total on time applications	2797	2821	2949	3008	3148
Tameside schools 1st preferences inc SEN	2618	2605	2739	2613	2948
Tameside resident out of borough 1st prefs	179	216	244	203	200
Out of borough 1st prefs for Tameside schools	334	374	327	340	304
Total allocated - Sept	2976	2953	3069	3125	3247
Total allocated for Tameside schools - Sept	2758	2761	2824	2906	3001
Total allocated to out of borough and independent	218	192	201	174	237
Primary school Year 6	2581	2606	2727	2779	2938

Cohort survival rate (Y6 - Y7)	106.9%	105.9%	103.6%	104.6%	102.1%
Primary school Year 4	2544	2567	2692	2790	2951
Cohort survival rate (Y4 - Y7)	108.4%	107.6%	104.9%	104.2%	101.7%
Birthrate	2,614	2,533	2772	2835	2895
Cohort survival rate (birth - Y7)	105.5%	109.0%	101.9%	102.5%	103.7%

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

Five yrs rolling average to	2013	2014	2015	2016	2017	2018	2019
Average cohort survival rate (Y6-Y7)	105.1%	105.0%	105.8%	106.2%	105.3%	105.1%	104.6%
Average cohort survival rate (Y4-Y7)	105.1%	104.6%	105.7%	106.5%	106.0%	105.7%	105.4%
Average cohort survival rate (birth-Y7)	104.2%	103.7%	104.5%	105.5%	104.9%	104.3%	104.5%

2.11 Taking a five-year rolling average of the cohort survival rate from Year 6 to Year 7; from Year 4 to Year 7 and from birth to Year 7 is very similar and so current secondary school place predictions are based on 106% of Year 4 pupils. This may need to be revised given the downward trend for the last three years.

Housing Development

2.12 Another core factor in planning school places, is the amount of new housing development being planned in the borough. Tameside's Core Strategy is the key compulsory Local Development document. Every Local Development document is built on the principles set out in the Core Strategy, regarding the development and use of land in Tameside's planning area. The Core Strategy is currently being reviewed and it is predicted that an additional 8,000 houses, will be built in the borough, over the next 15 years.

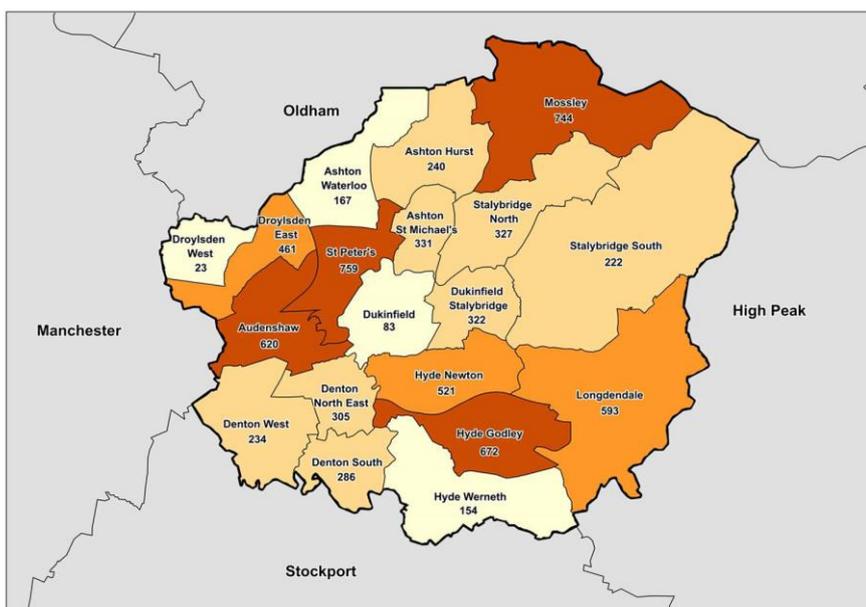
2.13 The Council undertakes a housing yield analysis on an annual basis. The analysis looks at ten new development sites and matches new housing development postcodes to new pupil data from the January 2018 school census together with housing information from the Land Registry and Royal Mail to give intelligence on house move statistics and geographical distribution of the population movement into new development postcodes.

2.14 The ten development sites have been categorised based upon the type of housing present at each location, with pupil yield statistics generated for each category. The categorisation is as follows:

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

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

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



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

- Category A: Market housing, mostly semi-detached and terraced properties**
 The school census data suggests a primary pupil yield of 0.15–0.36 per new home and a secondary pupil yield of 0.04–0.10 per new home. An estimated 44% of moves to these developments originate from outside Tameside.
- Category B: Market housing, larger proportion of detached properties**
 The primary pupil yield averages 0.29 per new home. The secondary pupil yield averages 0.08 per new home. An estimated 45% of moves to these developments originate from outside Tameside.
- Category C: Social housing**
 The school census data suggests a primary pupil yield of 0.36–0.55 per new home and a secondary pupil yield of 0.31–0.34 per new home. However, it is estimated that only 20% of moves to these new developments originate from outside Tameside.

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

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

2030/31	438	96.36	39.42
TOTAL	7625	1677.5	686.25

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

PRIMARY SCHOOL PLACES

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

SECONDARY SCHOOL PLACES

	Sep 2019	Sep 2020	Sep 2021	Sep 2022	Sep 2023	Sep 2024	Sep 2025	Sep 2026	Sep 2027	Sep 2028
Primary nos	2926	2917	3118	3009	3089	2998	2839	2740	2807	2806
Predicted Intake	3044	3092	3305	3190	3274	3178	3009	2904	2975	2974
Places available	3080	3172	3172	3172	3172	3172	3112	3112	3112	3112
Balance of places	36	80	-133	-18	-102	-6	103	208	138	138

3 SUPPLY

Primary Places Supply

3.1 The Council plans primary places using three geographical planning areas. The planning areas are based on linked towns, specific geography and travel to learn patterns. The number of primary school places has increased substantially over the last 10 years through a mixture of permanent and temporary places.

3.2 As shown in 2.20 above, taking into account the demand for primary school places combined with a predicted declining birth rate should ensure that Tameside has sufficient school places for another 10 to 15 years even taking into account the increased housing levels predicted in the borough. This will be kept under review annually through the report to Executive Cabinet.

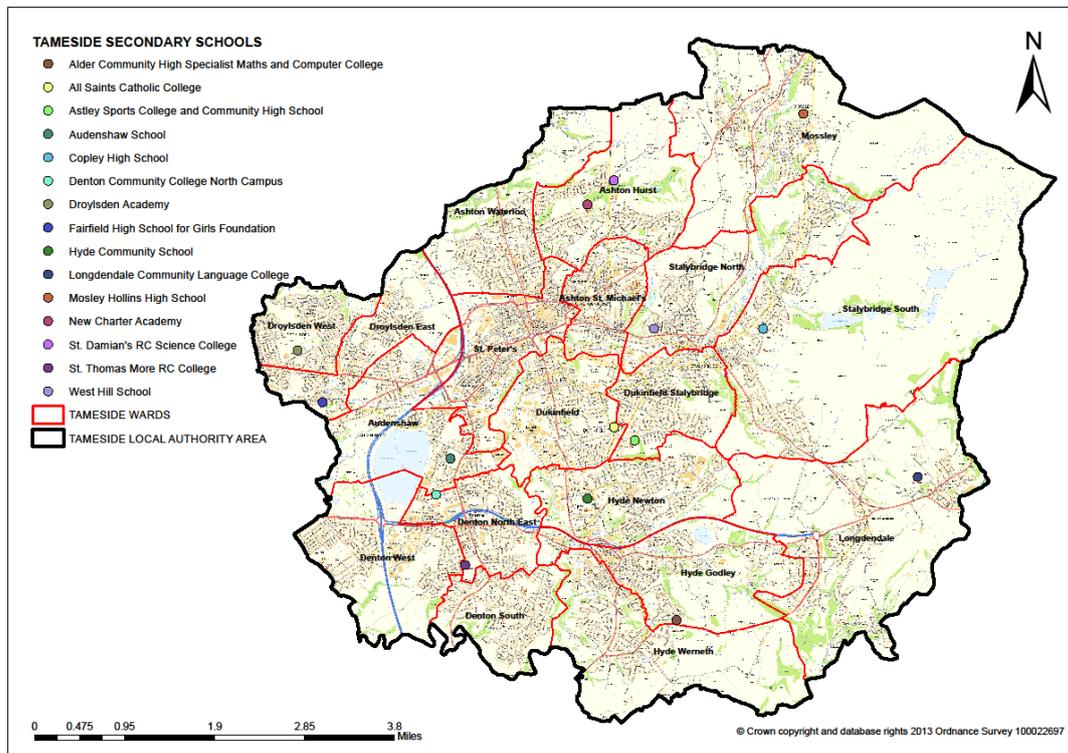
Secondary Places Supply

3.3 The Council plans secondary school places in a single borough wide planning area. The demographics of the borough are complicated with 15 high schools of which:

- 11 out of 15 are voluntary aided or academies

- 10 out of the 15 being on the outskirts of the borough leading to high levels of cross local authority area travel to learn patterns
- three Roman Catholic high schools
- two single sex boys schools
- one single sex girls school
- a free school

3.4 All of these factors mean that ensuring sufficient places for secondary schools is challenging.



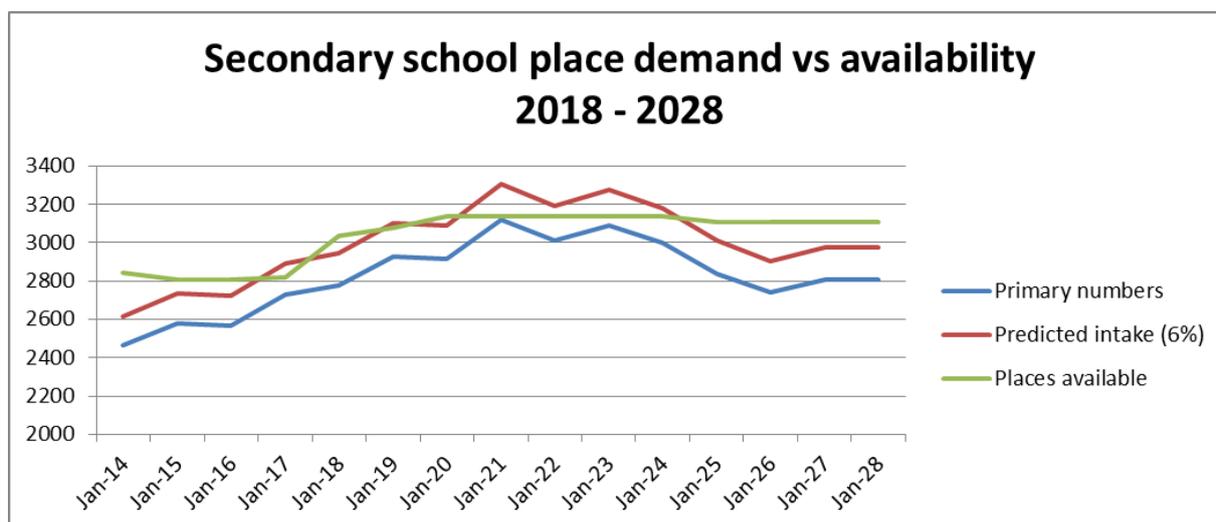
3.5 Due to the rising numbers of pupils in primary schools, the focus of increasing places has been on the secondary phase. Tameside has used a mixture of permanent and temporary places in primary schools to accommodate the increase in population. A bulge group in secondary schools is somewhat different to a bulge class in a primary school due to the different nature of how learning takes place. Primary provision is largely based in one classroom so a bulge class can be accommodated with the addition of one classroom which were often accommodated in either surplus accommodation such as a room that was used as a community room or IT suite within a school or in a demountable classroom. Secondary schools pupils move around school for different lessons and also learn in specialist resources such as science labs and so a bulge group requires a more detailed look at the accommodation required. However, secondary schools usually have much smaller average class sizes than primary schools.

3.6 Tameside Council has a statutory duty to secure sufficient places for all pupils resident in the borough but the ability to directly procure these places is limited to its community schools. Officers from the Council have been talking to Headteachers at all schools in Tameside but particularly from voluntary aided schools and academies for a number of years to encourage them to put forward proposals to increase their admission numbers in view of the increase in numbers coming through from primary schools. Tameside Council is the admission authority for four community schools in the borough and therefore can propose increases in published admission numbers at its own schools.

3.7 By being proactive in discussions with secondary headteachers has resulted in an increased number of secondary places being agreed and the number of places available has increased by 11% from its lowest point of 2796 in 2010 to 3142 in September 2020.

TAMESIDE YEAR 7 PUBLISHED ADMISSION NUMBERS (CURRENT)									
School	Type	Ward	2014	2015	2016	2017	2018	2019	2020
St Damian's	Vol Aided	Ashton Hurst	150	150	150	165	165	165	165
Great Academy Ashton	Academy	Ashton Hurst	270	270	270	270	270	270	270
Denton Community College	Community	Denton North East	270	270	270	270	270	330	330
St Thomas More	Vol Aided	Denton North East	150	150	150	150	150	150	150
Audenshaw (boys)	Academy	A'shaw	196	210	210	210	210	210	210
Fairfield (girls)	Academy	Droy East	195	195	195	195	195	195	197
Droylsden Academy	Academy	Droy West	240	240	240	180	180	180	180
Laurus Ryecroft	Free School	Droy East					150	150	210
Rayner Stephens	Academy	Duk/Staly	150	150	150	150	180	180	180
Copley	Academy	Staly South	180	150	150	165	165	150	150
All Saints	Academy	Dukinfield	170	150	150	150	150	150	150
West Hill	Academy	Staly North	170	170	170	170	170	170	170
Alder	Community	Hyde Godley	155	155	155	155	180	180	180
Hyde Comm College	Community	Hyde Newton	210	210	210	210	240	240	240
Longdendale	Academy	Longdendale	180	180	180	180	180	180	180
Mossley Hollins	Community	Mossley	156	156	156	156	180	180	180
		Total	2842	2806	2806	2776	3035	3080	3142

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



4 PLANS TO MEET FORECAST DEMAND

4.1 The Council's strategy and plans to meet future forecast demand are approved by Executive Cabinet at least on an annual basis when school admission arrangements are also determined. The latest approval was on 23 January 2019.

4.2 The table in section 2.20 demonstrates that currently, additional places are needed for September 2021, September 2022 and September 2023 and September 2024. After that point, predicted demand begins to fall and there is sufficient surplus capacity to begin to reduce published admission numbers again. The predicted shortfall in places is predicted to be:

Year Group	Predicted Shortfall
September 21	133 places
September 22	18 places
September 23	102 places
September 24	6 places

4.3 All schools are aware of the issues and the relative number of places that are still needed for these four years. It is not anticipated that September 22 or 24 will pose a great deal of problems as many schools have offered to take small number of additional pupils as a flexible intake into Year 7 as happened in September 2017 where several schools took up to 6 extra pupils to meet the predicted shortfall in places. September 2021 - 2023 pose greater issues as additional classes will be needed to accommodate predicted demand. These numbers however will be accommodated on a temporary basis and will not necessitate permanent increases in published admission numbers as this will generate significant levels of surplus capacity in future years.

4.4 Possible solutions have already been identified and several schools are currently consulting on increasing their admission numbers for 2021. Where a need for significant capital investment has been identified by schools in order to accommodate additional pupils, the Council has requested that schools formally consult on increasing their admission numbers to give some certainty on place availability. The announcement of the 2021 basic need allocations was due in May 2019 but these have still not been announced. Preparations for the necessary capital works are carrying on in anticipation of the announcement in the New Year.

4.5 The schools currently consulting on taking additional pupils are:

School	Sept 20	Sept 21	Capital requirements
All Saints	150	180	Basic need funding needed to remodel accommodation
Audenshaw	210	240	Basic need funding needed to remodel accommodation
Fairfield	197	202	Basic need funding needed for IT equipment
St Thomas More	150	160	Basic need funding needed for additional dining facilities
TOTAL ADDITIONAL PLACES		75	

4.6 Additionally, other schools have offered to accommodate additional pupils without the need for additional capital funding:

School	Sept 20	Sept 21
Alder	180	210
Droylsden Academy	180	195

Laurus Ryecroft	210	220
Longdendale	180	188
TOTAL ADDITIONAL PLACES		63

- 4.7 In partnership with our secondary schools, we have been able to close the gap for places in September 2021. Work still remains to be done to accommodate the predicted additional pupils in 2023.

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