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EXECUTIVE CABINET

Day: Wednesday
Date: 30 September 2020
Time: 1.00 pm (or at the rise of Strategic Commissioning Board, whichever is the later)
Place: Zoom Meeting

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	
3a	EXECUTIVE CABINET To consider the Minutes of the meeting of the Executive Cabinet held on 26 August 2020.	1 - 12
3b	STRATEGIC COMMISSIONING BOARD To receive the Minutes of the meeting of the Strategic Commissioning Board held on 26 August 2020.	13 - 20
3c	COVID RESPONSE BOARD To receive the Minutes of the meeting of the Covid Response Board held on 2 September 2020.	21 - 38
3d	STRATEGIC PLANNING AND CAPITAL MONITORING PANEL To receive the Minutes of the meeting of the Strategic Planning and Capital Monitoring Panel held on 21 September 2020 and approve the following recommendations arising from the meeting:	39 - 50
15	EDUCATION CAPITAL PROGRAMME RESOLVED That the EXECUTIVE CABINET & COUNCIL be RECOMMENDED to approve: (i) The proposed changes to the Education Capital Programme, (Basic Need Funding Schemes), Special Provision Fund and Healthy Pupils' Capital Fund as outlined in Appendix 1 and School	

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

- Condition Allocation Funding Schemes Appendix 2**
- (ii) An additional £100,000 is allocated from the Basic Need Funding in 2020/21 to the work needed at Birch Lane Child and Family Centre to create suitable space for Tameside Music Service
 - (iii) An additional £115,000 is allocated from the School Condition budget for Fire Safety Works. This consists of a virement from funding allocation lines; Arlies Primary (£41,000), Micklehurst Primary (£22,000), and Fairfield Road Primary (£38,000) where funding was previously approved separately for related fire safety works that would be more appropriately reported against the main Fire Safety Works funding allocation line. Also included in the request is £14,000 for fire alarm works to Audenshaw and Broadbent Fold Primary schools.
 - (iv) That Members note that an additional £543,000 of School Condition grant has been awarded by the DfE.

16 GROWTH UPDATE

RESOLVED

That the EXECUTIVE CABINET be RECOMMENDED to note the report and the following be added to the approved Council Capital Programme Statutory Compliance expenditure of £143,353 which was urgent and unavoidable and scheduled at Appendix 2 including £7,000 additional required spend on Hartshead Pike as set out in the report.

17 CAPITAL PROGRAMME – OPERATIONS AND NEIGHBOURHOOD 2020)

RESOLVED

That the EXECUTIVE CABINET be RECOMMENDED to:

- a) Note the rescheduling to the Tameside Asset Management Plan (TAMP) and the Highways Maintenance Programme. The commencement of the works programme was revised due to Covid 19.
- b) Note that Tameside MBC bid for and has been successful in securing £350,000 from the Department for Transport (DfT) for improving highway drainage infrastructure. The total project costs are £400,000 with a Tameside MBC allocation £50,000 from existing drainage budgets – see recommendation (o) below. This DfT allocation has to be used in financial year 2020/21. Accordingly, a site prioritisation exercise has been undertaken with regards to the inlet structures programme and re-phased a number of locations to commence in spring / summer 2021 to ensure the full use of the additional external funding.
- c) Note the progress with regard to the Slope Stability Programme.
- d) Note the progress with regards to the Cemetery Boundary Walls Programme.
- e) Note the rescheduling to Replacement of Cremators and Mercury Abatement, Filtration Plant and Heat Recovery Facilities Programme by the significant impact Covid 19 has had on the operation of the Crematorium and the suppliers of cremator equipment.

Item No.	AGENDA	Page No
f)	Note the revised timetable for the Children’s Playground Programme.	
g)	Note the progress with regards to the Ashton Town Centre Public Realm Project.	
h)	Note the impact of Covid 19 on the LED Street Lighting Lanterns Project.	
i)	Note the progress with regards to the Mayor’s Cycling and Walking Challenge Fund Programme (MCF).	
j)	Note the Council has received confirmation that an allocation of £400,000 has been awarded following the submission of an Emergency Active Travel Fund (Tranche 1). If progressed, approval will be sought from Executive Cabinet for £400,000 to be added to the Council’s Capital programme for this project.	
k)	Note the progress with regards to the Highways England – Designated Funds Scheme.	
l)	Note the progress with regards to Department for Transport – Safer Roads Fund project in conjunction with Oldham MBC.	
m)	Note the need to replace an existing tipper with a larger vehicle as set out in section 2.24-2.25 in this report. If progressed, approval will be sought from Executive Cabinet to add £40,000 to the Council’s Capital Programme to fund the net cost of the replacement vehicle.	
n)	Note the replacement of a dumper belonging to Bereavement Services as set out in section 2.26 of this report. Approval will be sought from Executive Cabinet to add a budget of £15,500 for the replacement dumper to the Council’s Capital Programme for the new vehicle which will be funded by insurance monies.	
(o)	Approve that £50,000 of existing drainage / flood risk management operational budget be used as the Tameside MBC contribution to the overall £400,000 Transport Infrastructure Investment Fund – Highway Maintenance Challenge Fund 2020/21 with the remaining £350,000 coming from the Department for Transport.	
4	CONSOLIDATED 2020/21 REVENUE MONITORING STATEMENT AT 31 JULY 2020	51 - 68
	To consider the attached report of the Executive Member, Finance and Economic Growth / CCG Chair / Director of Finance	
5	ENGAGEMENT UPDATE	69 - 96
	To consider the attached report of the Executive Leader / CCG Chairs / Director of Governance and Pensions / Assistant Director, Policy, Performance and Communications.	
6	TAMESIDE DIGITAL STRATEGY	97 - 118
	To consider the attached report of the Assistant Executive Member, Policy and Communications / Assistant Director, Digital Services.	
7	REFRESH OF EARLY HELP STRATEGY	119 - 140

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.

To consider the attached report of the Deputy Executive Leader and Executive Member, for Children and Families / Director of Children’s Services / Assistant Director, Population Health.

8 SEND STRATEGY 141 - 168

To consider the attached report of the Executive Member, Lifelong Learning, Equalities, Culture and Heritage / Assistant Director, Education.

9 CHILDREN'S SERVICES SUSTAINABILITY PROJECTS UPDATE 169 - 218

To consider the attached report of the Deputy Executive Leader and Executive Member for Children and Families / Assistant Director, Children’s Services.

10 DISPOSAL OF COUNCIL OWNED LAND & PROPERTY 219 - 256

To consider the attached report of the Executive Member, Finance and Economic Growth / Director of Growth.

11 LOCAL DEVELOPMENT SCHEME AND AUTHORITY’S MONITORING REPORT UPDATE 257 - 278

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

12 OPERATIONS AND NEIGHBOURHOODS SERVICE CHANGE DECISIONS UPDATE SEPTEMBER 2020 279 - 304

To consider the attached report of the Executive Member, Neighbourhoods, Community Safety and Environment / Executive Member, Housing, Planning and Employment / Executive Member, Lifelong Learning, Equalities, Culture and Heritage / Executive Member, Transport and Connectivity / Director of Operations and Neighbourhoods.

13 DENTON POOL - SITE CLEARANCE AND DISPOSAL 305 - 458

To consider the attached report of the Executive Member, Finance and Economic Growth / Director of Growth.

14 EXEMPT ITEM

The Proper Officer is of the opinion that during the consideration of the item set out below, the meeting is not likely to be open to the press and public and therefore the reports are excluded in accordance with the provisions of the Schedule 12A to the Local Government Act 1972.

Item	Paragraphs	Justification
Item15	3&10	Disclosure would, or would be likely to prejudice the commercial interests of Council and/or 3 rd parties, which, it could impact upon the interest of local taxpayer.

 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.

15 INWARD INVESTMENT ENQUIRY - PROJECT FOLD 459 - 464

To consider the attached report of the Executive Member, Finance and Economic Growth / Director of Growth.

16 URGENT ITEMS

To consider any additional items the Chair is of the opinion shall be dealt with as a matter of urgency.

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EXECUTIVE CABINET

26 August 2020

Commenced: 1.55pm

Terminated: 2.30pm

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

In Attendance: Dr Ashwin Ramachandra Co-Chair of NHS CCG Tameside & Glossop CCG
Dr Asad Ali Co-Chair of NHS CCG Tameside & Glossop CCG
Steven Pleasant Chief Executive & Accountable Officer
Sandra Stewart Director of Governance and Pensions
Steph Butterworth Director of Adults Services
Ian Saxon Director of Operations & Neighbourhoods
Richard Hancock Director of Children's Services
Jessica Williams Director of Commissioning
Debbie Watson Assistant Director of Population Health
Assistant Director, Strategic Property
Deputy Chief Finance Officer
Assistant Director, Policy, Performance and Communication

36. DECLARATIONS OF INTEREST

There were no declarations of interest received from Members.

37. MINUTES OF EXECUTIVE CABINET

RESOLVED

That the Minutes of the meeting of the Executive Cabinet meeting held on 29 July 2020 be approved as a correct record.

38. MINUTES OF STRATEGIC COMMISSIONING BOARD

RESOLVED

That the Minutes of the meeting of the Strategic Commissioning Board held on 29 July 2020 be noted.

39. MINUTES OF THE COVID RESPONSE BOARD

RESOLVED

That the Minutes of the meetings of the COVID Response Board held on 22 July 2020, be noted.

40. CARBON AND REDUCTION PANEL

RESOLVED

That the Minutes of the meeting of the Carbon and Waste Reduction Panel meeting held on 8 July 2020 be noted.

41. THE COUNCIL'S SPORT AND LEISURE FACILITIES – FINANCIAL SUSTAINABILITY DURING THE COVID-19 (CORONAVIRUS) PANDEMIC

Consideration was given to a report of the Executive Member, Neighbourhoods, Community Safety and Environment / Assistant Director of Population Health / Assistant Director of Finance, which explained that Phase One of the Active Tameside post-lockdown reopening plans commenced on 27 July 2020. The report gave an update on the approach and the facilities that were opening.

Members were informed that, in order to provide Active Tameside further cash funding to buy time as the trading position, outstanding insurance claim, and development of any government support package, it was proposed that the Council advanced the remaining £0.845m due for the remainder of the year for the services commissioned from Active Tameside from the Adult's and Children's Services Directorates.

The report concluded that, it was clear that an empirical review of the relationship between the Council and Active Tameside was necessary in order to ensure that the health and social outcomes prescribed by the Council were not only deliverable but sustainable in revenue terms and realistic in terms of capital investment.

A visioning session had taken place together with a review of profits and losses of each facility, identifying future sustainability, and any opportunities and proposals for redesign. Any future investment would need to align to the Council's medium term financial plan and Strategic Asset Management Plan as part of the COVID recovery approach.

Going forward there would be significant costs of re-opening services and the Trust was predicting a major loss of income as it implemented social distancing and reduced capacities. This immediate shock came alongside the budget pressures of the Council. Given this combination of financial pressures, Tameside Active would need to consider all options, including the possible permanent closure of some facilities.

A further report outlining all options would be brought to the October Executive Cabinet to propose a definitive way forward for the Tameside Leisure offer.

RESOLVED

- (i) That Phase One of the Active Tameside post-lockdown reopening plan commenced on 27 July 2020, be noted; and**
- (ii) That a sum of £0.845 million payable to Active Tameside on 28 August 2020 be approved, as an advance payment for services commissioned by the Council covering the period 30 September 2020 to 31 March 2020 to allow the organisation to remain solvent and to ensure a variation of contract entered into to reflect this.**

42. RE-OPENING THE HIGH STREET SAFELY

Consideration was given to a report of the Executive Member, Finance and Economic Growth / Director of Growth providing information on the funding to support actions that would aid the safe reopening of the High Street following the relaxation of measures imposed during COVID19.

It was explained that the authority would be able to spend its allocation of £200,741 on eligible activities from 1 June 2020 and claim it back from Cities and Local Growth Unit (CLGU) in arrears once the funding agreement had been signed. The default position was that claims would be paid quarterly for eligible expenditure under the guidelines and would be claimed monthly in arrears. The guidance and the latest FAQ's were appended to the report.

The funding covered four areas of eligible activity:

- (a) Support to develop an action plan for how the local authority may begin to safely reopen their local economies;**

- (b) Communications and public information activity to ensure that reopening of local economies can be managed successfully and safely;
- (c) Business-facing awareness raising activities to ensure that reopening of local economies can be managed successfully and safely;
- (d) Temporary public realm changes to ensure that reopening of local economies can be managed successfully and safely.

All activities would need to adhere to strict regulations attached to the funding which included:

- Local authorities would need to ensure that all procurements are awarded in line with the Public Procurement Regulations;
- Local authorities would need to ensure that funding is managed in accordance with State Aid law;
- The ERDF branding requirements would need to be followed by all local authorities. The use of the ERDF logo, which included the emblem and reference to the Fund, and the requirements set on colour use, sizing, visibility and positioning must be followed. The HMG logo must be used alongside the ERDF logo.

A Grant action plan (GAP) would be required which would enable the CLGU to sense check the work for eligibility and give CLGU an idea of the type of activities, from the draft action plans, that would be undertaken. The CLGU had emphasised that the GAP was not a bid and the allocation was secure. The main aim was to ensure eligibility of the expenditure submitted in subsequent grant claims. A dedicated contract manager will be appointed by the CLGU to work with the project lead throughout the programme.

The action plan contained current prioritised works in line with the themes contained in the guidance that was appended to the report together with costings. The works were centred around a communications plan and small physical works programme that would be identified by site surveys that were being undertaken. The Executive Member added that the option detailed in the Temporary Public Realm Works (Appendix 3 to the report) in respect of the possible closure of a passageway at Back Melbourne Street, Stalybridge, would be removed from the list, following representations from Ward Members.

As the allocation was until the end of 2020 and a number of updates and re-issues of information could be required in line with government guidelines a contingency sum would be built into the action plan and be regularly monitored.

The messaging within the communications plan was led by professional advice provided by public health both nationally and locally. New local powers had recently been issued from central government to local authorities which enabled local authorities to take decisions which may require any additional measures to be put in place if there was evidence of increasing risk of the spread of Covid-19 across the community. The emphasis of the local approach was to support local business proactively as much as possible in the first instance to help businesses and settings to understand, interpret and implement relevant national guidance to reduce the risk of Covid-19 transmission. This was part of the wider approach to preventing Covid-19 spread as part of the Local Outbreak Control Plan and involved all the wider support in place for local businesses via a range of council services and officers.

A public consultation would be undertaken to give everyone the opportunity to participate in the project as far the strict criteria around the allocation would allow. The consultation would also provide an opportunity for the community to assist in highlighting 'pinch points' that could require temporary alterations in order to allow social distancing to take place.

The consultation would run from 3 August for 6 weeks ending on the 11 September and would be accessed through the Council's website. Consultation had also taken place with local business owners, shopping centre management to inform of the allocation and to ensure that a co-ordinated approach could be undertaken. Members and the Chairs of the Town Teams had also been

contacted by the Executive Member (Finance and Economic Growth) to brief them about the allocation, restrictions of the ERDF funding and the public consultation

Members were advised that the authority did not currently have the funding agreement that would be informed from the information contained in the GAP the authority submitted but the risks and conditions of the agreement would be assessed by Director of Finance in consultation with the Director of Governance & Pensions and further details would be submitted to a future meeting of the Executive Cabinet.

RESOLVED

- (i) That the purpose and associated risks of the Government's Reopening Highstreets Safely Fund, be noted;**
- (ii) That the allocation of £200,741 be accepted in principle, subject to the Grant Funding Agreement terms and conditions;**
- (iii) The risks of entering into the Grant Funding Agreement be accepted; and**
- (iv) That the recommendations contained within the report pertaining to delegating authority to the Director of Growth to enter into the Grant Fund Agreement on behalf of Tameside MBC; and delegating authority to the Director of Growth to manage the programme of works associated with the Grant Fund Agreement and to drawdown and incur all expenditure related to delivery, be deferred for further consideration, to a future meeting of the Executive Cabinet.**

43. ADULT COMMUNITY EDUCATION CHANGES TO SERVICES AS A RESULT OF COVID 19

Consideration was given to a report of the Executive Member, Lifelong Learning, Equalities, Culture and Heritage / Director of Growth which gave an update on the re-opening of the Adult Community Education (ACE) Service from Stamford Chambers from September 2020 including an update on the Grant Agreement for the academic year 2020/21. Further details were provided on the proposals to bid for the Greater Manchester Combined Authority (GMCA) Local Authority Grant Programme prior to submission on the 21 September 2020.

Stamford Chambers was the primary location for delivery of the Adult Community Education (ACE) service to learners aged 19+. The service provided adult education qualifications (e.g. English, maths, retail, childcare, and digital) up to Level 2 and community learning. The service had been virtual since the 18 March 2020 due to the impact of COVID19. On the 16 July 2020 Government Guidance changed to enable adult education providers to reopen for the start of the 2020/21 academic year.

The planning work for reopening the service had taken into account Government Guidance and learner feedback.

The procurement of a high quality Virtual Learning Environment (VLE) was being led corporately by IT across TMBC. ACE had been proactively been part of the corporate project group to procure a VLE and had also twin tracked so that the service could procure separately should this be needed. The ACE Governing Board had provided specific instruction to ensure the VLE was implemented in timely manner for delivery in 2020/21 and met the needs of ACE.

ACE had two commissioners; GMCA £818,418 and ESFA £4,570. The ESFA element of the contract covered residents outside Greater Manchester. The ESFA contract had been received. The GMCA Grant Funding Agreement Variation was received on the 30 July 2020. The GMCA Variation retrospectively covered the period 1 April 2020 until an end date of the COVID19 Pandemic as determined by GMCA and therefore covers the Academic Year 2020/21. ACE had also received an Indicative Funding Allocation Letter as included in the Executive Decision on the 22 July 2020.

GMCA continued to financially support providers in a challenging environment due to the impact of COVID19 with regular partnership meetings taking place. GMCA had provided assurance that performance management arrangements were suspended and had removed funding clawback conditions. Tameside Council were required to confirm that the Grant would be used to protect the employment of staff covered by the Grant. The grant fully covered the costs for the delivery of the service with no TMBC funding provided. The Council should expect a Grant Agreement for the 2020/21 Academic Year in the future.

In order to increase access to adult education, English for Speakers of Other Languages (ESOL) and digital inclusion GMCA had identified an opportunity to support Greater Manchester Local Authorities (LA) work & skills priorities, with up to £150k available for each LA, split evenly across the following strands:

- a. Alleviating Barriers to Adult Education (up to £50k)
- b. Digital Inclusion (up to £50k)
- c. ESOL (up to £50k)

GMCA had also made £50k available for each Local Authority through the Digital Kit and Connectivity Fund which must be linked to the Digital Inclusion strand.

The TMBC Economy, Employment and Skills Services would lead on the proposals, implementation and successful delivery. The proposals would be developed in partnership with GMCA and key local partners and evolve over the coming weeks in preparation for submission by the 21 September 2020 deadline. The grants would support the ongoing provision of adult learning across Tameside.

RESOLVED

- (i) That the Director of Growth undertake a compliant procurement process and thereafter enter into the necessary contact and any associated documents for a Virtual Learning Environment (section 2.3) if the Council wide proposal for the same will not meet the necessary timescale of 14 September 2020 of Adult Community Education. This procurement to be funded from the existing Adult Community Education funding;**
- (ii) That the Grant Agreement 2019/20 variation document, as appended to the report, for Adult Community Education is entered into for the period 1 April 2020 until such end date (of COVID19 Pandemic) as determined by GMCA and initially covering Academic year 2020/21;**
- (iii) That the proposals, as detailed in section 4 of the report, for bids to the Local Authority Grant Programme, be agreed; and**
- (iv) That the Director of Growth be responsible for the entering into any agreements in relation to Local Authority Programme Grant, subject to appropriate due diligence and for the delivery of services pursuant to the Local Authority Grant Programme, including managing performance and complying with the terms of the grant agreement.**

44. GREATER MANCHESTER CLEAN AIR GOVERNANCE

A report was submitted by the Executive Member, Neighbourhoods, Community Safety and Environment / Director of Operations and Neighbourhoods, which set out the progress that had been made on the development of Greater Manchester's Clean Air Plan following the decision that the GM Local Authorities would move to a statutory public consultation on the GM Clean Air Plan as soon as reasonably practicable in light of COVID-19 restrictions, and the link to taxi and private hire common minimum licensing standards.

Board Members were informed that the severe and long-lasting health implications of poor air quality as well as the legal obligations placed on Greater Manchester local authorities meant that authorities needed to act decisively and swiftly to reduce harmful air pollutants, and nitrogen oxides in particular.

Greater Manchester authorities, in deciding to work together to respond to this vital issue, were demonstrating collective leadership, which was essential to help clean the air for the combined population of nearly three million residents. Greater Manchester authorities had been formally directed by the Secretary of State under section 85 of the Environment Act 1995 to take steps to implement a local plan for compliance with limits for nitrogen dioxide, as analysis revealed that locations of damaging roadside nitrogen dioxide concentrations could be found in every district.

Given that air pollution did not respect boundaries, the coordinated approach was also the most effective way to deal with a problem that affected all parts of Greater Manchester, and could not be remedied on a site by site or district by district basis.

The report provided an update on recent developments of the GM Clean Air Plan including the Light Goods Vehicles (LGV) and hackney carriage funding position, and interaction with the strategic route network and Highways England. It confirmed arrangements for distributing funding received for bus retrofit and highlights separate discussions with DfT about funding for bus replacement. It also set out the results of the public conversation that was held last year and the key points from a number of focus groups that were held with key impacted stakeholders.

The report set out a proposal for consultation, within current Government COVID-19 guidelines, over an eight-week period starting in October 2020. It further set out the positions for consultation on the daily charge, discounts and exemptions, and the proposals for the supporting funds that had been developed taking stakeholder engagement and statistical modelling into account. Key highlights included:

- A revision to the proposed daily charges, including a reduction in the charge for HGVs and buses from £100 per day to £60, an increase in the charge levels for LGV and minibuses from £7.50 to £10 as modelling has shown this will have a greater impact in behavioural responses to the charge, and the taxi and private hire charge has been held at £7.50 per day;
- That the Clean Air Zone (CAZ) will be implemented in Spring 2022;
- That the Government has accepted an exemption for LGVs and minibuses to 2023;
- Details of the vehicle finance offer;
- Details of temporary exemptions, including a temporary exemption to 2023 for wheelchair accessible taxi and private hire vehicles licensed with a Greater Manchester authority, and a temporary exemption to 2023 for coaches registered within Greater Manchester. Additionally, owner-drivers of GM-licensed PHVs (and PHVs leased full-time by 1 person), would be offered a discounted weekly charge of 5/7 of the total from implementation as these vehicles were used for personal use and private cars were not charged under the CAZ.

Details were also given of a “Try Before You Buy” scheme that would give the opportunity for GM licensed Hackney drivers to trial an electric hackney vehicle.

The report set out the proposed funding offer for each of the supporting funds; the Clean Commercial Vehicle Fund for HGVs, LGVs; Coaches and Minibuses that were not a licensed private hire vehicle; the Clean Bus Fund; the Clean Taxi fund for GM-licensed taxi and private hire vehicles; and the Vehicle Finance offer.

The report further considered the proposed Governance arrangements for the CAZ and that TfGM would act as an ‘operating body’ responsible for day to day operation of the CAZ in particular and the implementation of other GM CAP measures.

The link to taxi and private hire vehicle common minimum licensing standards (MLS) was highlighted. In 2018, GM’s ten local authorities agreed to collectively develop, approve and implement a common set of minimum licensing standards (MLS) for Taxi and Private Hire services that covered the whole of GM. At that time, the primary driver for this work was to ensure public safety and protection, but vehicle age and emission standards in the context of the Clean Air and the decarbonisation agendas were now also major considerations. MLS was an important

mechanism that permitted the systematic improvements to taxi and private hire services across Greater Manchester.

The following information was also provided in appendices to the report:

- Response to DfT Decarbonising Transport Policy Paper – TfGM's response to the Government's proposals for decarbonising the transport system;
- 2020 Ministerial Direction – the most recent ministerial direction from Government;
- Policy for Consultation – the detailed policy proposals including the charge levels, discounts and exemptions, and the supporting funds;
- Vehicle Finance Measure – further detail of the proposed vehicle finance offer;
- Equalities Impact Assessment – the initial equalities impact assessment of the proposed CAZ and supporting measures;
- Operating Body & Responsibilities – further details of the proposed arrangements; and

A copy of the letter from the Greater Manchester Taxi Trade Coalition to the GM Local Authorities dated 3 August 2020.

RESOLVED

- (i) That the progress of the Greater Manchester Clean Air Plan be noted;**
- (ii) It be noted that TfGM have confirmation that the funding award for Bus Retrofit should be distributed as soon as possible as per arrangements put in place for the Clean Bus Technology Funds;**
- (iii) The update on the possible impacts of COVID-19 on the GM Clean Air Plan, be noted;**
- (iv) It be agreed that Tameside Council, along with the other nine GM local Authorities, hold an 8-week public consultation on the GM Clean Air Plan and Common Minimum Standards commencing in October 2020;**
- (v) It be noted that the GM local Authorities intend to consult on GM's proposed Minimum Licensing Standards, alongside the Clean Air Plan consultation;**
- (vi) It be agreed that TfGM act as the Operating Body for the GM CAZ and supporting measures as set out at paragraphs 8.4;**
- (vii) It be agreed that Tameside Council, along with the other nine GM Authorities, individually be a 'charging authority' for the purposes of the CAZ, pursuant to the Transport Act 2000;**
- (viii) That the GM Clean Air Plan Policy for Consultation at Appendix 3; be endorsed;**
- (ix) That the Equalities Impact Assessment on the Clean Air Plan, as set out at Appendix 5, be noted;**
- (x) It be noted that further reports will be brought forward to set out the formal governance mechanisms that will underpin the delivery of a GM Clean Air Zone (CAZ) and the supporting measures, including the full scope of the suite of powers that will be needed to be delegated to the Operating Body;**
- (xi) That a delegation to Executive Member (Neighbourhoods, Community Safety and Environment) be agreed, to approve the submission of the cases for measures to the Government's Joint Air Quality Unit to support the GM Clean Air Plan;**
- (xii) That a delegation to Executive Member (Neighbourhoods, Community Safety and Environment) be agreed, to approve the GM Clean Air Plan consultation materials, to include the Equalities Impact Assessment on the consultation; and**
- (xiii) It be noted that the response to DfT's Decarbonising Transport – setting the challenge, as set out at Appendix 1, has been submitted to Government.**

45. NEW SUPPORTED LIVING SCHEMES – ADULT SERVICES

Consideration was given to a report of the Executive Member, Health Social Care and Population Health / Director of Adult Services, which explained that the demand for supported living schemes in Tameside was now outstripping supply, there were currently 36 people on the waiting list held in Adult Services by its Accommodation Options Group (AOG), and there were 8 people identified for transition in the next two years from Children's Services requiring 24 hour support, who needed to

be planned for. In addition, the number of people with a learning disability living in costly, out of borough places had increased recently, primarily due to the lack of supported accommodation capacity locally to meet need. There was a real concern that, without increasing capacity, such costly placements would very quickly become long term and the opportunity to return people to supported living in the borough would be lost.

The report outlined a recently developed accommodation by Irwell Valley Housing Group comprising 24 self-contained flats which would be ready for occupation in the coming weeks, in Mount Street, Hyde, and 28 flats to be built at Edge Lane/Fairfield Road Droylsden, subject to approval from Strategic Commissioning Board to progress this scheme. It was noted that neither the Contract Procedure Rules, nor the Public Contract Regulations 2015 applied to this arrangement as it was considered a tenancy arrangement. This also meant that STAR did not need to add this to the Contracts Register.

Full details of both schemes were presented in the report including;

- Value for money;
- Alternatives considered;
- Equalities; and
- Risk Management.

The report concluded that the 2 schemes would support the delivery of savings to the Adult Services budget. The scale of savings would be determined in the future as tenants for the schemes were identified (though as indicated previously, it was expected that for Mount Street these will be complete and reported within the 2020/21 period 6 revenue monitoring report at the latest).

In supporting the progression of these 2 schemes the Council was making a strong commitment to meeting the needs of adults with complex needs by prioritising the continuation of the provision of 24 hour supported living service.

It was noted that the Strategic Commissioning Board, in its meeting immediately prior to that of Executive Cabinet, had received the report and approved the following (Minute 29 refers):

- (i) That the use of the new build accommodation schemes at Mount Street, Hyde and Edge Lane/Fairfield Road, Droylsden, to increase capacity in the borough for the provision of supported living for adults with a learning disability and/or physical disability, and/or mental health needs to live in their own homes, be approved;
- (ii) That authority be given to the Director of Adult Services to agree terms to enter an agreement to use this property to deliver 24 hour supported accommodation for people with a learning disability and/or physical disability, and/or mental health needs subject to STAR advising on application of the Public Contracts Regulations 2015 before any further work undertaken; and
- (iii) That approval is given to provide the support in the accommodation at both locations by the in-house Long Term Support Service.

RESOLVED

That £50K of the £230k adaptations works required at Mount Street be funded via the Disabled Facilities Grant.

46. PYRAMID SCHOOLS PFI CONTRACT PARENT COMPANY GUARANTEE AND COLLATERAL WARRANTIES

Consideration was given to a report of the Executive Member for Finance and Economic Growth / Director of Growth, which sought approval to replace the Parent Company Guarantee and associated Collateral Warranties on the Pyramid Schools PFI contact following the collapse of Interserve PLC, provider of the original Parent Company & Collateral Warranty's.

It was explained that the purpose of Parent Company Guarantees and Collateral Warranties was to provide assurance, to both the Council and Funder (Bank of Scotland), that behind the two principle sub-contractors was a strong Group of established and sustainable businesses with good financial standing and to provide for guarantees that there was an entity that would be ultimately responsible for the Project.

If the relevant sub-contractor failed to perform any of the terms, conditions, obligations and agreements under its sub-contract, then the Guarantor (Interserve plc) agreed to perform and fulfil, in place of the relevant sub-contractor, each and every obligation or warranty given in the sub-contract. The Guarantor was liable to the Special Purpose Vehicle, under the Parent Company Guarantees, for any and all losses, damages, expenses, liabilities, claims, costs or proceedings which the Special Purpose Vehicle suffered or incurred by reason of any such failure or breach, and likewise under the Collateral Warranties to the Council.

RESOLVED

That the Assistant Director of Strategic Property and Head of Legal Services be authorised to introduce a suitable replacement Parent Company Guarantee and Collateral Warranties for the Pyramid Schools PFI contract on behalf on the Council.

- (i) **This variation to include the Council providing its consent under Clause 21.2 of the Project Agreement to:**
- **a deed of variation of the Facilities Management Subcontract (FM Subcontract) with the FM Subcontractor (Interserve Facilities Management Limited);**
 - **a deed of variation of the Fabric Replacement Subcontract (FR Subcontract) with the FR Contractor (Interserve Construction Limited);**
 - **a FM Subcontract Direct Agreement with the FM Subcontractor, Interserve Group Limited (the Replacement Guarantor) and Bank of Scotland PLC;**
 - **a FR Subcontract Direct Agreement with the FR Contractor, the Replacement Guarantor and the Bank of Scotland PLC;**
 - **a parent company guarantee with the Replacement Guarantor in respect of the FM Subcontract; and**
 - **a parent company guarantee with the Replacement Guarantor in respect of the FR Subcontract.**
- (ii) **That the Council enters into:**
- **the replacement Collateral Warranties with the Special Purpose Vehicle, the Replacement Guarantor and the Bank of Scotland PLC for the FM Subcontract; and**
 - **the replacement Collateral Warranties with the Special Purpose Vehicle, the Replacement Guarantor and the Bank of Scotland PLC for the FR Subcontract.**

47. PERSONAL BUDGETS

Consideration was given to a report of the Executive Member for Children's Services / Executive Member Lifelong Learning, Equalities, Culture and Heritage / Assistant Director for Education, which set out proposals to consolidate current good practice in relation to Personal budgets into an accessible Personal Budget Policy for children with Special Educational Needs and Disabilities (SEND). It was a requirement of the Children and Families Act 2014 for the Local Area to have a Personal Budget Policy and to publish this policy on their Local Offer website.

Members were advised that Local Authorities must provide information on Personal Budgets as part of the Local Offer. This should include a policy on Personal Budgets that set out a description of the services across education, health and social care that lent themselves to the use of Personal Budgets, how that funding would be made available, and clear and simple statements of eligibility criteria and the decision-making processes.

It was explained that Personal Budgets were designed to help families of eligible children and young people with Special Education Needs and Disabilities (SEND) to have more control over their lives. Through person centred planning approaches it was viewed that the child's and family's needs were central to identifying the outcomes that would most effectively support the family.

The overall purpose of the Personal budget/direct payment was to increase choice and control, flexibility and social inclusion.

The SEND Code of Practice clarified how local authorities must consider each request for a personal budget on its individual merits and prepare a Personal Budget in each case unless the sum was part of a larger amount and disaggregation of the funds for the Personal Budget would have an adverse impact on services provided or arranged by the local authority for other EHC plan holders or where it would not be an efficient use of the local authority's resources

The local authority could determine which services lent themselves to the application of Personal Budgets at the time, but with the understanding that this should inform future commissioning decisions in order to give greater flexibility and choice for families.

The policy consolidated existing good practice in Tameside and draws Personal budgets and Education Personal Transport Budgets together under one policy.

In addition to Education, Health & Social Care Personal budgets, the proposed policy covered Education Personal Transport Budgets. Statutory duties placed under the Education Act 1996 and Education & Inspections Act 2006 required that local authorities must promote the use of sustainable travel and transport and make transport arrangements for all eligible children. Local authorities must publish general arrangements and policies in respect of home to school travel and transport for children of compulsory school age in their Local Offer.

In order to comply with the statutory duties outlined above and in order to consolidate good practice in relation to personal budgets, it was necessary to amend the Education Transport Policy to reflect this.

It was proposed that further work with related groups in relation to engagement with children, families and practitioners would be carried out moving forward.

RESOLVED that:

- (i) the personal budget policy, as attached at Appendix 1 to the report, be approved; and**
- (ii) the Education Transport Policy, as attached at Appendix 2 to the report, be approved, to reflect the proposed Personal Budgets Policy.**

48. GMCA EVERGREEN SURPLUS FUNDING ROUND II – ST PETERSFIELD AND ASHTON MOSS

Consideration was given to a report of the Executive Member for Finance and Economic Growth / Director of Growth, which provided an update on the position with regard to external funding for St Petersfield and Ashton Moss projects and sought approval for officers to accept and spend the funding under the terms of the Grant Funding Agreements.

It was explained that GMCA Evergreen Surplus bidding round II had recently been established under England's 2014-20 Operational Programme and was solely a Greater Manchester fund.

Priority 1a of the Evergreen Surplus round II sought to enhance research and innovation infrastructure and capacities to develop research and innovation excellence, and promoting centres of competence. Under priority 1a, Evergreen II funds would develop, retain and exploit excellence in GM's Science/ technology/ Innovation assets, through investment in the appropriate volume, specification and flexibility of commercial floor-space. This would include investment in

the development of new sites, the remediation and redevelopment of brownfield and the development / refurbishment of commercial floor space. Projects needed to satisfy a number of eligibility criteria. An expression of interest had been submitted to the bidding round on 28 February 2020 for Ashton Moss, St Petersfield, Stalybridge, and Droylsden. Tameside Council's proposals for Ashton Moss and St Petersfield had been successful with grant funding of £275,000 and £127,000 being awarded respectively.

Ashton Moss was a strategic site provisionally allocated in the draft Greater Manchester Spatial Framework (GMSF). It was Tameside's largest employment opportunity site and ideally would produce higher value and quality employment for Tameside residents. The site was well located on the road, tram and bus networks and was adjacent to the Ashton Moss retail, leisure, commercial and industrial area. Work-streams had been identified to progress development and the funding allocation from GMCA would assist this process enormously.

The proposal for funding was to assist towards the commission of work as already identified:

With regard to the St Petersfield development, it was explained that, so far this development had delivered modern, high quality office space to the west of Ashton Town Centre and Ashton Old Baths was targeted as a hub for digital and creative businesses. Established as Tameside's urban business quarter, the development area had further plots available, capable of delivering additional office accommodation; including the potential for grow on space.

St. Petersfield was seeing small business creation in the digital industries, leading naturally to this area being the focus for an emerging digital area in Ashton town centre. The presence of health services, data centre functions, and high capacity broadband provision, gives St. Petersfield the potential for innovation in the DMCT sector. Similar to Ashton Moss, next steps had been identified, and the funding allocation from GMCA would allow progress to be made.

The proposal for funding was to assist towards the commission of work as already identified:

A signed Grant Funding Agreement was required for each project. Funds would not be released to the Council in advance, it was intended that an application for reclaiming funds that had been spent would be made with supporting evidence and the budgets would be managed/ monitored accordingly. The funding longstop date was originally March 2021; however in response to COVID-19, this had been extended to December 2021.

Match funding was required under the terms and conditions of the funding agreement. The budget for Growth Development had been agreed at Full Council and it was proposed that match funding be used from this budget:

	Ashton Moss (£'s)	St Petersfield (£'s)
Match Funding Required from Growth Development Budget	275,000	127,000
GM Evergreen II Funding	275,000	127,000
Total	550,000	254,000

Where land was not in the Council's ownership, the Council would be looking to landowners and potential inward investors for private sector funding to support the development of the proposals. Any external funding that was received could contribute to the match funding requirements and therefore relieve pressure on the Growth Directorate's budget. Project risks were also outlined to the Board.

The Chair requested regular progress reports to the Executive Cabinet.

RESOLVED

That the risks of entering into the Grant Fund Agreements, be accepted and it be approved

that:

- (i) Delegated Authority is provided to the Director of Growth to accept and enter into two Grant Fund Agreement's on behalf of Tameside MBC;
- (ii) Delegated Authority is provided to the Director of Growth to manage the programme of works associated with the Grant Fund Agreement's and to drawdown and incur all expenditure related to delivery. On-going performance and reporting will be provided as required;
- (iii) Match funding from the approved Growth Development budget for £275K for Ashton Moss, and £127K for St Petersfield projects; and
- (iv) That regular progress reports be provided to the Executive Cabinet.

49. URGENT ITEMS

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

CHAIR

STRATEGIC COMMISSIONING BOARD

26 August 2020

Comm: 1.00pm

Term: 1.55pm

Present:

- Dr Ashwin Ramachandra – NHS Tameside & Glossop CCG (Chair)
- Councillor Brenda Warrington – Tameside MBC
- Councillor Warren Bray – Tameside MBC (part meeting)
- 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 Eleanor Wills – Tameside MBC
- Steven Pleasant – Tameside MBC Chief Executive and Accountable Officer for NHS Tameside & Glossop CCG
- Dr Asad Ali – NHS Tameside & Glossop CCG
- Dr Kate Hebden – NHS Tameside and Glossop CCG
- Dr Christine Ahmed – NHS Tameside & Glossop CCG
- Carol Prowse – NHS Tameside & Glossop CCG

In Attendance:

Sandra Stewart	Director of Governance & Pensions
Ian Saxon	Director of Operations and Neighbourhoods
Stephanie Butterworth	Director of Adults Services
Richard Hancock	Director of Children's Services
Jessica Williams	Director of Commissioning
Debbie Watson	Assistant Director of Population Health
	Deputy Chief Finance Officer
	Chief Operating Officer Tameside & Glossop IC
	NHS Foundation Trust
Paul Smith	Assistant Director, Strategic Property
Sarah Threlfall	Assistant Director, Policy, Performance and Communication

26. DECLARATIONS OF INTEREST

There were no declarations of interest submitted by Board members.

27. MINUTES OF THE PREVIOUS MEETING

RESOLVED

That the minutes of the meeting of the Strategic Commissioning Board held on 29 July 2020 be approved as a correct record.

28. MINUTES OF THE COVID RESPONSE BOARD

RESOLVED

That the Minutes of the meetings of the Covid Response Board held on 22 July 2020, be noted.

29. NEW SUPPORTED ACCOMMODATION SCHEMES – ADULT SERVICES

Consideration was given to a report of the Executive Member, Health Social Care and Population Health / Director of Adult Services, which explained that the demand for supported living schemes in Tameside was now outstripping supply, there were currently 36 people on the waiting list held in Adult Services by its Accommodation Options Group (AOG), and there were 8 people identified for transition in the next two years from Children's Services requiring 24 hour support, who needed to be planned for. In addition, the number of people with a learning disability living in costly, out of borough places had increased recently, primarily due to the lack of supported accommodation capacity locally to meet need. There was a real concern that, without increasing capacity, such costly placements would very quickly become long term and the opportunity to return people to supported living in the borough would be lost.

The report outlined a recently developed accommodation by Irwell Valley Housing Group comprising 24 self-contained flats which would be ready for occupation in the coming weeks, in Mount Street, Hyde, and 28 flats to be built at Edge Lane/Fairfield Road Droylsden, subject to approval from Strategic Commissioning Board to progress this scheme. It was noted that neither the Contract Procedure Rules, nor the Public Contract Regulations 2015 applied to this arrangement as it was considered a tenancy arrangement. This also meant that STAR did not need to add this to the Contracts Register.

Full details of both schemes were presented in the report including;

- Value for money;
- Alternatives considered;
- Equalities; and
- Risk Management.

The report concluded that the 2 schemes would support the delivery of savings to the Adult Services budget. The scale of savings would be determined in the future as tenants for the schemes were identified (though as indicated previously, it was expected that for Mount Street these will be complete and reported within the 2020/21 period 6 revenue monitoring report at the latest).

In supporting the progression of these 2 schemes the Council was making a strong commitment to meeting the needs of adults with complex needs by prioritising the continuation of the provision of 24 hour supported living service.

RESOLVED

- (i) That the use of the new build accommodation schemes at Mount Street, Hyde and Edge Lane/Fairfield Road, Droylsden, to increase capacity in the borough for the provision of supported living for adults with a learning disability and/or physical disability, and/or mental health needs to live in their own homes, be approved;**
- (ii) That authority be given to the Director of Adult Services to agree terms to enter an agreement to use this property to deliver 24 hour supported accommodation for people with a learning disability and/or physical disability, and/or mental health needs subject to STAR advising on application of the Public Contracts Regulations 2015 before any further work undertaken; and**
- (iii) That approval is given to provide the support in the accommodation at both locations by the in-house Long Term Support Service.**

30. DELIVERING TAMESIDE OUTBREAK CONTROL PLAN – LOCALITY FUNDING CONTRIBUTIONS TO GM INTEGRATED CONTACT TRACING HUB

Consideration was given to a report of the Executive Member, Health, Social Care and Population Health / CCG Co-Chairs / Director of Population Health, explaining that the Local Authority was directly involved in the response to contain Covid-19. In order to support and reflect this, central

government had allocated ring-fenced funding to each local authority to contribute to this work via Local Authority Test and Trace Service Support Grant. The total amount allocated nationally was £300million. From this national funding, Tameside had been allocated £1.4million. This was non recurrent funding over two years. The report outlined initial proposals (Phase 1) of spend against the grant, with a further report to be presented to Strategic Commissioning Board in September outlining final commissioning proposals (Phase 2).

In terms of governance, it was explained that the delivery of this work sat in the Containing Covid Working Group, chaired by a Consultant in Public Health. This group had broad membership and aims to deliver the Local Outbreak Control Plan. This reported into the Health Protection Board, chaired by the Director of Public Health, which would keep a high level overview of the delivery of the Local Outbreak Control Plan and would ensure delivery of the above posts and areas of spend, including their ongoing performance and outcomes monitoring. These groups and work were accountable to the Health & Wellbeing Board which would receive regular updates from officers on the progress and impacts of this work, alongside wider updates regarding the local Covid-19 pandemic response.

RESOLVED

- (i) That the allocation of £1.4 million to support Tameside Council to tackle the direct impacts of Covid-19 and the delivery of the Outbreak Control Plan, be noted;**
- (ii) That the initial allocation of the funding over the next two years as outlined below be approved:**
 - **GM Contact Tracing Hub - £216,056**
 - **2 Infection Control Nurses - £150,000**
 - **Targeted Communications - £40,000**
 - **Outbreak Management - £580,000**
- (iii) That an update and proposed outline of the final programme be submitted to the Strategic Commissioning Board in September 2020.**

31. GREATER MANCHESTER CLEAN AIR PLAN GOVERNANCE

A report was submitted by the Executive Member, Neighbourhoods, Community Safety and Environment / Director of Operations and Neighbourhoods, which set out the progress that had been made on the development of Greater Manchester's Clean Air Plan following the decision that the GM Local Authorities would move to a statutory public consultation on the GM Clean Air Plan as soon as reasonably practicable in light of COVID-19 restrictions, and the link to taxi and private hire common minimum licensing standards.

Board Members were informed that the severe and long-lasting health implications of poor air quality as well as the legal obligations placed on Greater Manchester local authorities meant that authorities needed to act decisively and swiftly to reduce harmful air pollutants, and nitrogen oxides in particular.

Greater Manchester authorities, in deciding to work together to respond to this vital issue, were demonstrating collective leadership, which was essential to help clean the air for the combined population of nearly three million residents. Greater Manchester authorities had been formally directed by the Secretary of State under section 85 of the Environment Act 1995 to take steps to implement a local plan for compliance with limits for nitrogen dioxide, as analysis revealed that locations of damaging roadside nitrogen dioxide concentrations could be found in every district.

Given that air pollution did not respect boundaries, the coordinated approach was also the most effective way to deal with a problem that affected all parts of Greater Manchester, and could not be remedied on a site by site or district by district basis.

The report provided an update on recent developments of the GM Clean Air Plan including the Light Goods Vehicles (LGV) and hackney carriage funding position, and interaction with the

strategic route network and Highways England. It confirmed arrangements for distributing funding received for bus retrofit and highlights separate discussions with DfT about funding for bus replacement. It also set out the results of the public conversation that was held last year and the key points from a number of focus groups that were held with key impacted stakeholders.

The report set out a proposal for consultation, within current Government COVID-19 guidelines, over an eight-week period starting in October 2020. It further set out the positions for consultation on the daily charge, discounts and exemptions, and the proposals for the supporting funds that had been developed taking stakeholder engagement and statistical modelling into account. Key highlights included:

- A revision to the proposed daily charges, including a reduction in the charge for HGVs and buses from £100 per day to £60, an increase in the charge levels for LGV and minibuses from £7.50 to £10 as modelling has shown this will have a greater impact in behavioural responses to the charge, and the taxi and private hire charge has been held at £7.50 per day;
- That the Clean Air Zone (CAZ) will be implemented in Spring 2022;
- That the Government has accepted an exemption for LGVs and minibuses to 2023;
- Details of the vehicle finance offer;
- Details of temporary exemptions, including a temporary exemption to 2023 for wheelchair accessible taxi and private hire vehicles licensed with a Greater Manchester authority, and a temporary exemption to 2023 for coaches registered within Greater Manchester. Additionally, owner-drivers of GM-licensed PHVs (and PHVs leased full-time by 1 person), would be offered a discounted weekly charge of 5/7 of the total from implementation as these vehicles were used for personal use and private cars were not charged under the CAZ.

Details were also given of a “Try Before You Buy” scheme that would give the opportunity for GM licensed Hackney drivers to trial an electric hackney vehicle.

The report set out the proposed funding offer for each of the supporting funds; the Clean Commercial Vehicle Fund for HGVs, LGVs; Coaches and Minibuses that were not a licensed private hire vehicle; the Clean Bus Fund; the Clean Taxi fund for GM-licensed taxi and private hire vehicles; and the Vehicle Finance offer.

The report further considered the proposed Governance arrangements for the CAZ and that TfGM would act as an ‘operating body’ responsible for day to day operation of the CAZ in particular and the implementation of other GM CAP measures.

The link to taxi and private hire vehicle common minimum licensing standards (MLS) was highlighted. In 2018, GM’s ten local authorities agreed to collectively develop, approve and implement a common set of minimum licensing standards (MLS) for Taxi and Private Hire services that covered the whole of GM. At that time, the primary driver for this work was to ensure public safety and protection, but vehicle age and emission standards in the context of the Clean Air and the decarbonisation agendas were now also major considerations. MLS was an important mechanism that permitted the systematic improvements to taxi and private hire services across Greater Manchester.

The following information was also provided in appendices to the report:

- Response to DfT Decarbonising Transport Policy Paper – TfGM’s response to the Government’s proposals for decarbonising the transport system;
- 2020 Ministerial Direction – the most recent ministerial direction from Government;
- Policy for Consultation – the detailed policy proposals including the charge levels, discounts and exemptions, and the supporting funds;
- Vehicle Finance Measure – further detail of the proposed vehicle finance offer;
- Equalities Impact Assessment – the initial equalities impact assessment of the proposed CAZ and supporting measures;

- Operating Body & Responsibilities – further details of the proposed arrangements; and
- A copy of the letter from the Greater Manchester Taxi Trade Coalition to the GM Local Authorities dated 3 August 2020

RESOLVED

That it be recommended to Executive Cabinet to:

- (i) Note the progress of the Greater Manchester Clean Air Plan;**
- (ii) Note that TfGM have confirmation that the funding award for Bus Retrofit should be distributed as soon as possible as per arrangements put in place for the Clean Bus Technology Funds;**
- (iii) Note the update on the possible impacts of COVID-19 on the GM Clean Air Plan;**
- (iv) Agree that Tameside Council along with the other nine GM local Authorities hold an 8-week public consultation on the GM Clean Air Plan and Common Minimum Standards commencing in October 2020;**
- (v) Note that the GM local Authorities intend to consult on GM's proposed Minimum Licensing Standards, alongside the Clean Air Plan consultation;**
- (vi) Agree that TfGM act as the Operating Body for the GM CAZ and supporting measures as set out at paragraphs 8.4;**
- (vii) Agree that Tameside Council along with the other nine GM Authorities individually be a 'charging authority' for the purposes of the CAZ, pursuant to the Transport Act 2000;**
- (viii) Endorse the GM Clean Air Plan Policy for Consultation at Appendix 3;**
- (ix) Note the Equalities Impact Assessment on the Clean Air Plan, as set out at Appendix 5;**
- (x) Note that further reports will be brought forward to set out the formal governance mechanisms that will underpin the delivery of a GM Clean Air Zone (CAZ) and the supporting measures, including the full scope of the suite of powers that will be needed to be delegated to the Operating Body;**
- (xi) Agree a delegation to Executive Member (Neighbourhoods, Community Safety and Environment) to approve the submission of the cases for measures to the Government's Joint Air Quality Unit to support the GM Clean Air Plan;**
- (xii) Agree a delegation to Executive Member (Neighbourhoods, Community Safety and Environment) to approve the GM Clean Air Plan consultation materials, to include the Equalities Impact Assessment on the consultation; and**
- (xiii) Note that the response to DfT's Decarbonising Transport – setting the challenge, as set out at Appendix 1, has been submitted to Government.**

32. URGENT ITEMS

RESOLVED

That the following item be considered as matter of urgency due to the requirement to meet NHS England/NHS Improvement deadlines.

33. THIRD PHASE OF NHS RESPONSE TO COVID 19

Consideration was given to a report of the Executive Member, Health, Social Care and Population Health / CCGT Chair / Director of Commissioning, explaining that in January 2020, NHS England (NHSE) and NHS Improvement (NHSI) declared a Level 4 National Incident, triggering the first phase of the NHS pandemic response (Phase 1).

At the end of April 2020, as acute Covid pressures were beginning to reduce, NHS England and NHS Improvement wrote to Clinical Commissioning Groups (CCGs) to outline agreed measures for restarting urgent services (Phase 2). The Strategic Commissioning Board previously received a report outlining the local assurance process for Phase 2.

On 31 July 2020 NHSE and NHSI wrote again to CCGs outlining the ambition for the 3 phase of the NHS response to Covid. This was supplemented with implementation guidance in August 2020. The Phase 3 letter confirmed the move from level 4 to level 3 in terms of incident management. This meant there would be a transition from the national command, control and co-ordination structure to a regional command, control and co-ordination structure with national oversight.

The priorities of Phase 3 were outlined, with an NHSE and NHSI shared focus on:

- Accelerating the return to near-normal levels of non-Covid health services, making full use of the capacity available in the 'window of opportunity' between now and winter;
- Preparation for winter demand pressures, alongside continuing vigilance in the light of further probable Covid spikes locally and possibly nationally; and
- Doing the above in a way that takes account of lessons learned during the first Covid peak; locks in beneficial changes; and explicitly tackled fundamental challenges including: support for staff, and action on inequalities and prevention.

It was also explained that COVID-19 had further exposed some of the health and wider inequalities that persisted in our society. Phase three implementation guidance requested local focus on eight urgent actions:

- (i) Protect the most vulnerable from COVID-19, with enhanced analysis and community engagement, to mitigate the risks associated with relevant protected characteristics and social and economic conditions; and better engage those communities who need most support;
- (ii) Restore NHS services inclusively, so that they are used by those in greatest need. This would be guided by new, core performance monitoring of service use and outcomes among those from the most deprived neighbourhoods and from Black and Asian communities, by 31 October;
- (iii) Develop digitally enabled care pathways in ways which increased inclusion, including reviewing who is using new primary, outpatient and mental health digitally enabled care pathways by 31 March;
- (iv) Accelerated preventative programmes which proactively engaged those at greatest risk of poor health outcomes; including more accessible flu vaccinations, better targeting of long-term condition prevention and management programmes such as obesity reduction programmes, health checks for people with learning disabilities, and increasing the continuity of maternity carers;
- (v) Particularly support those who suffer mental ill health, as society and the NHS recover from COVID-19, underpinned by more robust data collection and monitoring by 31 December;
- (vi) Strengthen leadership and accountability, with a named executive board member responsible for tackling inequalities in place in September in every NHS organisation, alongside action to increase the diversity of senior leaders;
- (vii) Ensure datasets are complete and timely, to underpin an understanding of and response to inequalities. All NHS organisations should proactively review and ensure the completeness of patient ethnicity data by no later than 31 December, with general practice prioritising those groups at significant risk of COVID-19 from 1 September;
- (viii) Collaborate locally in planning and delivering action to address health inequalities, including incorporating in plans for restoring critical services by 21 September; better listening to communities and strengthening local accountability; deepening partnerships with local authorities and the voluntary and community sector; and maintaining a continual focus on implementation of these actions, resources and impact, including a full report by 31 March.

Full details of the Greater Manchester planning submission timeline was appended to the report.

Board members were informed that, for the initial draft submission for Phase 3 planning, due on 1 September 2020, a bottom up assessment of capacity per month and expected performance

against key targets was planned. The expected submission would include the completion of NHSE/I templates within localities (Providers and Commissioners), collated at GM level. The final submission, due 21 September 2020 would acknowledge plans to reduce the shortfall between capacity and demand, with narrative response on the expectations in the Phase 3 letter from NHSE/I. A GM recovery dashboard would be developed to reflect measures in the phase 3 letter. This would include hospital, General Practice and Community health and social care indicators.

In terms of risk, it was reported that Greater Manchester suffered from worse health inequalities and worse outcomes than other parts of the United Kingdom and this had been exacerbated by Covid which had a disproportionate impact on certain sections of the population. The longer it took to restore critical services, the bigger the impact within vulnerable communities.

Greater Manchester had experienced Covid later and longer than many other regions and continued to manage outbreaks. This made the challenge of returning to near-normal levels of activity more difficult.

The Phase 3 requirements asked for a return to near-normal levels of health services, catch-up delayed treatment; request preparation for winter pressures and proactively target certain vulnerable groups. All this should be done without a clear commitment of financial resources and recognising the infection control measures that prevented many aspects of business as usual provision. There was a risk that the system became over-stretched and capacity for local and regional prioritisation was essential.

Discussion ensued and Members sought information with regard to the Flu vaccination programme and commented on the pressures on the track and trace system, going forward.

RESOLVED that:-

- (i) the significant challenge of delivering the phase three requirements be noted; and**
- (ii) the national and Greater Manchester timescales to support phase 3 submissions, be noted.**

CHAIR

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BOARD

2 SEPTEMBER 2020

Present Elected Members Councillors Warrington (In the Chair), Bray, Cooney, Feeley, Gwynne, Kitchen, Ryan and Wills
Chief Executive Steven Pleasant
Borough Solicitor Sandra Stewart
Section 151 Officer Kathy Roe

Also In Attendance: Steph Butterworth, Jeanelle De Gruchy, Richard Hancock, Dr Ashwin Ramachandra, Kathy Roe, Ian Saxon, Paul Smith, Sarah Threlfall, Jayne Traverse, Emma Varnam, Debbie Watson, Sandra Whitehead and Jess Williams

Apologies for Absence: Councillor Fairfoull

76. DECLARATIONS OF INTEREST

There were no declarations of interest.

77 MINUTES OF PREVIOUS MEETING

The minutes of the meeting on the 5 August 2020 were approved as a correct record.

78 LIVING WITH AND CONTAINING COVID GOVERNANCE AND DECISION MAKING

Consideration was given to a report of the Executive Leader/Chief Executive which proposed that a Living with Covid-19 Board should be introduced to:

- make recommendations to the Strategic Commissioning Board (and where outside its remit to its constituent bodies through the Executive Cabinet and the CCG Governing Body) around measures to limit the spread and impact of Covid (breaking the chain of transmission) and to support the population in mitigating the impact of the pandemic;
- oversee the development of the Local Outbreak Management Plan;
- provide assurance to the Cabinet/Strategic Commissioning Board on local arrangements for the prevention, surveillance, planning for, and response to, COVID-19;
- have appropriate health protection intelligence and data support to inform local decision making in partnership with lead agencies;
- monitor a 'COVID-19 health protection dashboard' and highlight concerns about significant health protection issues and the appropriateness of health protection arrangements, raising any concerns with the relevant commissioners and/or providers or, as necessary, escalating concerns to the cabinet/ strategic commissioning board; and
- seek assurance that the lessons identified are embedded in future working practices.

Members were informed that the Living with Covid 19 Board would be chaired by Councillor Brenda Warrington with Dr Ashwin Ramachandra / Dr Asad Ali acting as deputies and its membership would be the Executive Cabinet and the CCG Governing Body and given the nature of the pandemic supported by the Chief Executive of the Tameside and Glossop ICFT (Karen James) and the locality Superintendent of Greater Manchester Police (Jane Higham).

It was explained that any formal decision making would take place in compliance with transparency and legal requirements at the Strategic Commissioning Board with appropriate consultation where required with the Health and Wellbeing Board, subject to any matters not within the jurisdiction of the Strategic Commissioning Board being recommendations to the Council's Executive Cabinet and the CCG's Governing Body in the usual way.

The Living with Covid-19 Board would receive reports from (a) the Tameside Covid Containment Working Group (Chaired by Steven Pleasant) and (b) the Covid Impact and Recovery Working Group (Chaired by Councillor Brenda Warrington) with operational progress on the national and local implantation of the programme including any arising issues or formal decisions, which need to be escalated into Cabinet/ Strategic Commissioning Board.

The working groups would be supported by a number of focussed cells including, a test and trace cell, a data and intelligence cell; and a communications & engagement cell; and the existing Care Home outbreaks cell, which would ensure the appropriate officers and professionals provide information and recommendations within their expertise.

The report set out a forward plan for meetings of the Living with Covid Board as follows:

September 2020

1. Humanitarian Hub/ Shielding;
2. Update on data and intelligence;
3. Update on enforcement and compliance;
4. Winter Planning Event;
5. Update on Test and Trace;
6. Update on community outreach

October 2020

1. Update on overarching recovery plan;
2. Update on communications and engagement;
3. Phase 3 Planning;
4. Domestic Abuse- Covid Impact and Response;
5. Housing and Homelessness- Covid Impact and Response;
6. Complex Vulnerability- Covid Impact and Response;
7. Covid and Environmental Impact/ Opportunities.

November 2020

1. Update on data and intelligence;
2. Update on enforcement and compliance;
3. Addressing Covid Inequalities- update;
4. Winter planning- impact and update.

AGREED

That the proposed governance be approved

79 MONTH 4 FINANCE REPORT

Consideration was given to a report of the Executive Member (Finance and Economic Growth)/CCG Chair/Director of Finance which updated Members on the financial position up to Month 4. It was explained that in the context of the on-going Covid-19 pandemic, the forecasts for the rest of the financial year and future year modelling had been prepared using the best information available but was based on a number of assumptions. Forecasts were subject to change over the course of the year as more information became available, the full nature of the pandemic unfolded and there was greater certainty over assumptions.

The report provided the 2020/21 consolidated financial position statement at 31 July 2020 for the Strategic Commission and ICFT partner organisations. The Council had set a balanced budget for 2020/21 but the budget process in the Council did not produce any meaningful efficiencies from departments and therefore relied on a number of corporate financing initiatives, including budgeting for the full estimated dividend from Manchester Airport Group, an increase in the vacancy factor and targets around increasing fees and charges income.

The budget also drew on £12.4m of reserves to allow services the time to turn around areas of pressures. These areas were broadly, Children's Services placement costs, Children's Services

prevention work (which was to be later mainstreamed and funded from reduced placement costs), shortfalls on car parking and markets income. Each of these services required on-going development work to have the impact of allowing demand to be taken out of the systems and additional income generated. There was additional investment around the IT and Growth Directorate Services, to invest in IT equipment, software and capacity and to develop strategically important sites for housing and business development, including key Town Centre masterplans.

A delay in delivering the projects that the reserves were funding was likely to mean more reserves would be required in future years, placing pressure on already depleting resources. The CCG continued to operate under a 'Command and Control' regime, directed by NHS England & Improvement (NHSE&I). NHSE had assumed responsibility for elements of commissioning and procurement and CCGs had been advised to assume a break-even financial position in 2020-21.

Although the CCG delivered its QIPP target of £11m in 2019/20, only 40% of savings were delivered on a recurrent basis. Therefore the CCG was facing a significant challenge in order to meet the 2020/21 target before the COVID pandemic hit. Under command and control there was no requirement or expectation that the CCG would deliver efficiency savings in the first four months of the year. While this report assumed a year end break even position in line with national guidance, it was unclear what would happen with QIPP in future months or how savings would be achieved in the current climate.

It was noted that the Integrated Commissioning Fund (ICF) for the Strategic Commission was bound by the terms within the Section 75 and associated Financial Framework agreements.

AGREED

That the forecast outturn position and associated risks for 2020/21 as set out in appendix one to the report be noted

80 DENTON POOL - SITE CLEARANCE AND DISPOSAL

Consideration was given to a report of the Executive Member (Finance and Economic Growth)/Director of Growth, which sought approval and funding to proceed with the urgent demolition of the former Denton Pool and associated site clearance, to make the site safe and in preparation for disposal or redevelopment.

Members were reminded that the closure of Denton Pool had taken place in March 2020 to coincide with the opening of the new Tameside Wellness Centre. Denton Pool was owned by the Council and was managed by Active Tameside, under a lease arrangement until its closure whereby it was handed back to the Council as a surplus asset.

Since the closure the cost to remove asbestos, demolish the building and clear the site had been established at £0.720m. The cost was based on detailed intrusive surveys that could not have been carried out whilst the building was in operational use. The report sought approval to clear the Denton Pool site and requested that £0.720m be made available in the 2020/21 approved Capital Programme.

The subsequent disposal of the site was being considered as part of the wider Strategic Asset Management Plan and would be the subject of a separate report at a later date.

Since the site closed it had been a focus for Anti-Social Behaviour, leading to a requirement for additional security guards to be provided. A pre-demolition asbestos survey had also raised concerns with the future management of the building, requiring significant work to be undertaken as soon as practicable, it was therefore recommended that the building be demolished as soon as possible.

Consideration had been given to leaving the building in situ and to seek to dispose of the property and land, however this option had been dismissed due to increased financial and Health and Safety risks together with a likely protracted negative impact on the local neighbourhood.

Plans to clear the Denton Pool site were at an advanced stage including a detailed cost plan necessary to inform this report which had been developed through a robust procurement exercise through the LEP. The cost of the site clearance was considered to be high due to significant levels of asbestos discovered during the pre-demolition asbestos survey. Any delays to commencing the demolition works would increase the security and business rates cost at approximately £10k per month. On completion of the demolition and site clearance the site would be left levelled and ready for disposal or redevelopment as determined by the strategic asset management plan. It was explained that the south façade of the pool building formed a boundary with Victoria Park. This façade had artwork painted directly on to it. Members' views were sought on how to deal with the artwork.

If approved works to clear the site are estimated to take approximately 6 months to complete. The key milestones from approval and formal appointment of the LEP are summarised below:

- Instruct LEP and Project Start – October 2020
- Mobilisation and HSE Notifications – 6 Weeks – October to Mid November 2020
- Asbestos Removal – 14 Weeks – Mid November 2020 to Mid-February 2021
- Demolition and site clearance – 6 Weeks – Mid February to April 2021
- Project Completion – April 2021

AGREED

That Executive Cabinet be recommend to:

- (i) RECOMMEND TO COUNCIL that the approved capital programme is varied to allocate £0.720m to fund demolition and site clearance on the basis of urgent Health and safety works.**
- (ii) procure the demolition and site clearance through the LEP Additional Services Contract.**
- (iii) That ward Councillors be consulted on the future plans for the south façade of the pool and the artwork on it.**

81 GREEN BELT ADDITIONS FOR GMSF CONSULTATION

Consideration was given to a report of the Executive Member (Housing, Planning and Employment) /Director of Growth, which provided a summary of background information relating to the assessment of potential additional sites that were proposed to be included in the Green Belt in the upcoming 2020 Greater Manchester Spatial Framework (GMSF) consultation.

Members were informed that environmental planning, design and management consultants, LUC, had been commissioned to carry out a Green Belt assessment and other work to support the GMSF in 2016. The first assessment of potential Green Belt additions had taken place during this initial assessment of all of the existing Green Belt in Greater Manchester.

The overall aim of the study was to assess the extent to which the land within the Greater Manchester Green Belt performed against the purposes of Green Belts as set out in the National Planning Policy Framework.

Given the complex and potentially controversial nature of the GMSF and proposed changes to the Green Belt, it was important to consider any potential legal issues that may arise at each stage.

Key legal points considered by the GMSF Green Belt Steering Group were:

- There was no national planning policy guidance that directly assisted with the selection process for Green Belt additions and therefore it was sensible to adopt the test set out in NPPF para 135 relating to the designation of new Green Belt;
- A compelling exceptional circumstances case had to be made for each of the sites; and

- Scrutiny of the sites at examination would be very high, particularly where sites were submitted for development through a call for sites exercise.

Additionally, through the 2019 consultation, representations, including from Sport England, raised concerns relating to the designation of Green Belt on playing pitch land, principally due to prejudicing the potential future use of that land for sport, such as for artificial pitches which would allow for more intensive use and may assist in meeting any future shortfalls or deficiencies in pitch provision within the Borough. United Utilities also raised concerns and highlighted in relation to their land ownership that Green Belt designation may impact upon their ability to meet operational expansion and obligations.

In order to arrive at a recommendation for each site, consideration had been given to the LUC Assessment outcomes; the implications of the legal guidance; the current designation of the land in the UDP; representations submitted during the 2019 GMSF consultation and internal discussions with colleagues in Estates.

The initial draft 2016 GMSF proposed an 8.3% net reduction in Green Belt for Tameside. In 2019 the net reduction was 1.5%, as fewer sites were proposed for development and deletion from the Green Belt alongside the 17 additions set out in the report. By carrying the recommendations in the report forward the overall loss of Green Belt in Tameside would be 139.35 hectares (2.74%)

Of the 20 sites considered through this exercise (17 sites proposed through the 2019 GMSF and 3 sites put forward through the consultation) 12 were proposed for inclusion in the 2020 GMSF and these are as follows:

- (i) Fox Platt, Mossley;
- (ii) Cowbury Green, Long Row, Carrbrook;
- (iii) Woodview, South View, Carrbrook;
- (iv) Manor Farm Close, Waterloo, Ashton-under-Lyne;
- (v) Ridge Hill Lane, Ridge Hill, Stalybridge;
- (vi) Yew Tree Lane, Dukinfield;
- (vii) Hyde Road, Mottram;
- (viii) Ashworth Lane, Mottram;
- (ix) Broadbottom Road, Broadbottom;
- (x) Cemetery Road, Denton;
- (xi) Ardenfield, Haughton Green, Denton; and
- (xii) Horses Field, Dane Bank, Denton

Full details of the sites and their assessments were set out at **Appendix 2** to the report.

AGREED

That Executive Cabinet be recommended to agree the proposals

82. ADULTS CAPITAL MONITORING

Consideration was given to a report of the Executive Member (Adult Social Care and Health) / Director of Adult Services which provided an update on the Adults Capital Programme, which now included three schemes that were being funded from the Disabled Facilities Grant (DFG) as well as the two schemes previously reported on. Progress on these schemes was reported alongside the main DFG within the Growth Directorate Capital update report.

The five projects contained within the report were:

1. The review of the day time offer
2. Christ Church Community Developments (CCCD) - 4C Community Centre in Ashton
3. Moving with Dignity (Single Handed Care)
4. Disability Assessment Centre
5. Brain in Hand

The Oxford Park business case report and the Christ Church Community Developments (CCCD) 4C Community Centre in Ashton reports had previously been agreed by Members. The report provided an update on both schemes, as well as schemes funded from the Disabled Funding Grant (DFG), which had previously been reported through the Growth Directorate.

Members were reminded that in March 2018 Executive Cabinet had approved a capital budget of £455k for Oxford Park. The capital investment was sought to support the development of the Oxford Park facility to provide a purpose built disability and community facility that would host a wide range of services to children and adults. The investment was expected to enable the commissioning and provision of services that met the needs of vulnerable children and adults within the borough, and avoiding the additional costs of out of borough provision. This remained the focus; however, due to the significant delays in the Oxford Park development as explained in previous reports, it was felt an opportunistic time to review all day time provision. The outcome of this review was likely to result in the request for future capital funding and a full business case would be presented accordingly.

The March 2018 Executive Cabinet meeting had also approved a £150k capital grant to Christ Church Community Developments Charitable Organisation (CCCD). The capital grant was approved to support the delivery of a new community based development, building on the successful Grafton Centre model, in partnership with CCCD who were to lever £51,583 of match funding from other sources.

A further 3 schemes funded through the Disabled Funding Grant (DFG) were approved at Executive Cabinet on 24 July 2019. These were:

- Funding to support Pilot for Moving with Dignity (Single Handed Care) Scheme - £375,000;
- Funding to support a new Disability Assessment Centre - £250,000; and
- Funding to support pilot for "Brain in Hand" - £20,000.

Members were informed that all of the capital projects had been delayed for different reasons as outlined in the body of the report. More recently, the COVID-19 pandemic had impacted and caused delays progressing all projects with resources having to be redirected, a change in circumstance and people's needs, thinking of ways to creatively deliver services taking into consideration social distancing and infection prevention and what could realistically be delivered with partners. However, recovery plans were being developed and ways to 'build back better' working across services, partner agencies and reviewing all transformation plans locally and regionally. This included consideration of different ways of working to meet people's outcomes as well as focussing on the financial impact of the work.

AGREED

That the Strategic Planning and Capital Monitoring Panel be recommended to note the updates provided in this report, including:

- (i) **The progress of the review of the day time offer (which includes the Oxford Park development reported in previous reports) and the potential development of a full business case thereafter;**
- (ii) **The progress of Christ Church Community Developments (CCCD) including the success of obtaining match funding to support the project;**
- (iii) **The progress and update of the three schemes funded from the DFG:**
 - **Moving with Dignity (Single Handed Care)**
 - **Disability Assessment Centre**
 - **Brain in Hand**

83. GROWTH UPDATE

Consideration was given to a report of the Executive Member (Finance and Economic Growth)/Director of Growth which provided an update, on the 2020/21 Growth Capital Programme and set out details of the major approved capital schemes in this Directorate.

With regards to Ashton Town Hall Members were informed that emergency repairs had mainly been carried out, but the outcome of the Listed Building Consent to complete was awaited. A report from the LEP on the envelope scheme was expected in late September and the feasibility study for the future use of the building was also due in September.

The delivery/ installation of the stone lantern at Hartshead Pike was expected late September 2020 (Weather permitting) with refurbishment works to the spire to follow, scheduled to be completed in October 2020. Work included investigating the condition of the floor support beams by exposing the beam ends before cleaning, treating and reinstating.

Members were updated on the Denton Pool site. It was explained that for reasons of health and safety the cost to remove asbestos, demolish the building and clear the Denton Pool site had been established, with the cost reviewed as part a Value for Money assessment. A request for capital funding to clear the site was the subject of a separate report.

For reasons of Health and Safety, estimated costs to remove asbestos, demolish the buildings and clear the Two Trees school site have been established. A request for capital funding was the subject of a separate report.

The proposed Garden Village at Godley Green was the key strategic site for residential development in Tameside. The transformational change that was proposed by this development would help to satisfy the needs of current and future households across the spectrum of housing types and tenures, from affordable to executive homes as well as providing the step change required that would contribute to the re-balancing of the Tameside housing market. Members were informed that the Council had entered into a £10m Housing Infrastructure Funding (HIF) award for the Godley Green in December 2019. The Grant Funding allowed for an early draw down of £720,000 supporting activity required to get to planning submission stage. An application would be submitted in November 2020 and was the next critical date for the project. The first claim for £300,000 had been made and received from Homes England. A detailed capital programme plan outlining the spending of the remaining £9.28 grant was being developed and would then be added to the Council's capital programme.

The report provided information about the corporate landlord capital expenditure in regard to statutory compliance repairs on the Councils buildings during the period covered by this report totaling £143,353. The Council had a duty to ensure that its buildings provided a safe physical environment for staff and services to operate from. The monitoring and regulation of this was undertaken by a series of statutory checks across a range of requirements e.g. fire safety, asbestos management and electrical safety. These checks were carried out at fixed intervals and reports produced to state condition and also inform in regard to remedial works that needed to be undertaken to ensure compliancy. In addition to compliance issues informed by the regular

statutory checks there were repairs and replacements identified during the day to day management of our buildings. These may be repairs and replacements brought about by one off events such as vandalism and extreme weather or they may be due to breakage or failure during normal operations. If the issue was deemed to be causing a serious risk it would require immediate rectification. Where the costs of replacement and repair were deemed to be of benefit in regards to the Councils capital assets then costs were met from the statutory compliance fund.

The report summarised the financial position as at 31 July 2020 with regard to receipts for Section 106 (s106) Agreements and Developer Contributions. The current position for s106 Agreements was £0.775m in credit, less approved allocations of £0.197m, leaving a balance available to drawdown of £0.578m, as at 31 July 2020. The position for Developer Contributions as at 31 July 2020 was £70,000 in credit, less approved allocations of £42,000 leaving a balance of £28,000.

A revised policy on the disposal of council owned land, along with a list of initial sites was being progressed to September Cabinet. The Council's surplus land disposal programme was highly likely to be impacted by COVID-19 due to changes within the housing market. Whilst no robust data was currently available, RICS estimated that the market was unlikely to pick up again until February 2021 which related to the whole spectrum of a property transaction including cash flow, site preparation, borrowing restrictions and criteria, property visits and solicitor activity.

AGREED

That Members note the report and recommend to Executive Cabinet that the following be added to the approved Council Capital Programme Statutory Compliance expenditure of £143,353 which includes £7,000 additional required spend on Hartshead Pike.

84. EDUCATION CAPITAL PROGRAMME

Consideration was given to a report of the Executive Member (Lifelong Learning, Equalities, Culture and Heritage / Director of Children's Services which advised Members on the latest position with the Council's Education Capital Programme

The current focus of the Council's Basic Need programme was to complete the two remaining schemes at primary schools and create additional places in secondary and special schools where forecasts had indicated a need. Schemes that had already been approved were continuing.

There had been significant and ongoing delays to the scheme to increase capacity at Aldwyn School from a 45-pupil intake to 60. Three temporary modular classrooms had been provided at Aldwyn to accommodate additional pupils from September 2017, 2018 and 2019 pending a start on the permanent extension. The revised costs for the overall scheme were agreed in July 2020. Since then further contractual problems had surfaced connected to the COVID-19 pandemic and the additional contractual risks that this might produce in terms of lengthened delivery times and increased costs from ensuring social distancing during construction.

The St John's CE Dukinfield scheme provided a two-classroom extension, increasing the school's intake from 30 to 45 throughout. This followed on from previous alterations to increase the numbers in KS1. Agreement had been reached with the school, as a contingency plan, to reconfigure the use of the existing facilities to accommodate additional pupils from September 2018. A two-classroom mobile was provided over summer 2019 until the permanent extension can be completed. Costs totalling £1,343,000 for the scheme were agreed in September 2019.

The Alder Community High School works increased pupil intake from 155 to 180 and are being procured through Pyramid Schools (now known as Albany), a PFI Special Purpose Vehicle (SPV). Significant internal alterations were carried out over summer 2018 to enable the first year of additional pupils to be suitably accommodated. Over summer 2019 the SPV, through Elite Systems, provided a stand-alone four-classroom modular block. The final phases of the works

aimed to connect the new block directly to the main school via a new covered link; works to improve the security at the main entrance; additional external canopies and a new dining pod to provide additional capacity for dining and works to the paths to the rear of the school. The costs and programme were being finalised with the intention that they would remain within budget estimates already approved. Works on a catering pod and canopy had been delayed. Governance to enter into contracts will be forthcoming.

The Hyde Community College scheme increased the school's intake from 210 to 240 and was being overseen by Amber Infrastructure, a PFI Special Purpose Vehicle. Work on the internal alterations commenced in August 2018 with the bulk completed by October 2018. Some internal works remained to be completed and a revised programme would be agreed with the school during the autumn term. It was reported in July 2020 that phase 2 of the works was to provide an additional five teaching spaces including two science laboratories located at the rear of the school site. Unfortunately it became clear that the contractor who had been developing the scheme for the PFI SPV could not guarantee delivery of the five-classroom unit for 1 September 2020. Discussions subsequently took place with alternative suppliers and a revised budget estimate was agreed by Executive Cabinet in July 2020. Late agreement with all parties on the design of the extra classrooms meant that the planning application was delayed and permission was granted on 19 August 2020. However, this included a pre-start condition requiring additional hydraulic modelling. Further delays were caused by additional excavation required to find service and drains runs. Completion was projected to be 9 November 2020. In order to mitigate the late delivery of this project, particularly in light of Covid-19 distancing requirements, section 73 planning notices had been issued to maintain on site temporary classrooms, which were due to be removed in 2020 until the summer of 2021. Governance to enter into contracts will be forthcoming.

Discussions had taken place with Audenshaw School to carry out internal remodelling so the school could offer additional places from September 2020. The school previously operated a sixth form and some remodelling of this area was proposed to create additional classrooms. Additional specialist science laboratory and food technology space was also required. Following stakeholder discussions a design had been agreed to improve the sixth form block with some additional works to take place in the main school science rooms. An order had been placed to progress the design and works to the sixth form block due to its vacant status, with the main school works to be scheduled separately and access agreed with the school. A budget envelope of £1,000,000 for the scheme had been approved, with an additional £300,000 granted in a separate request. Phase 1 of the works to update and ready the sixth form block for the new entry students had begun and was completed for 1 September. Phase 2 relating to the main school science rooms would take place once a suitable programme had been agreed.

There had been a significant increase in the number of primary age children requiring specialist provision from Thomas Ashton School. In the summer term of 2018, 57 pupils were on roll with Thomas Ashton and this had increased to 86 pupils currently on roll. Figures from the January 2020 census identified 23.24% of 1575 education health care plans maintained by Tameside were those with a primary need of social emotional mental health compared to 15.66% of 977 plans in 2018.

In order to address the significant increase in children requiring specialist Social, Emotional and Mental Health provision, and in conjunction with the school, the Inclusion Team had been looking to identify suitable accommodation for additional primary nurture provision in the borough but not on the same site as the main Thomas Ashton School. At the same time, the SEND Behaviour Support Services were looking for an appropriate teaching space to support children across Tameside at risk of exclusion. The SEND Behaviour Support Service had considered their current base on Birch Lane for this provision but it was unsuitable as it was not secure for children and had adults from other services visiting staff who were also based at the building. After extensive exploration, the only suitable site that could be identified for additional Thomas Ashton nurture provision and Behaviour Support Services provision was space at Discovery Academy. Due to the age of the children, Thomas Ashton wanted specialist nurture provision away from their main site and the opportunity to co-locate with a mainstream primary school opened up opportunities for joint

work and possible reintegration into mainstream provision for this group of children. The two large, additional classrooms at Discovery Academy will allow Thomas Ashton to accommodate up to 16 additional learners from September 2020.

It was explained that the Tameside Music Service had to relocate from Discovery Academy to Birch Lane to free up space for the BLIS team (previously based at Birch Lane) and pupils from Thomas Ashton. The Music Service and the Schools Library Service would be co-located at Birch Lane.

Reactive school condition issues were covered by the allocation of £150,000 of the School Condition Allocation as an in-year contingency against any urgent works that could arise. The Government allocated Tameside £1,168,720 for School Condition schemes for 2020/21 and this added to previous unspent grant gave a total of £2,399,149 available to spend in 2020/21. Members had agreed a list of priority schemes totalling £1,886,000. These schemes were listed in **Appendix 2** to the report. Although overall the actual costs compared to the estimates previously agreed were just £9,000 greater than predicted there were significant variations from the original estimates contained within the overall funding envelope. Independent surveyors had identified that the fire alarm systems at Arlies Primary, Audenshaw Primary, Broadbent Fold Primary, Fairfield Primary and Micklehurst Primary were in need of upgrading to meet current regulations. This required not just panel replacements but additional works to upgrade the fire alarm installations to current standards (most notably with the addition of automatic fire detection within ceiling voids). Because of the importance of fire alarm systems this sum had been devoted to design costs at the five primary schools as well as fairly major upgrades at Arlies, Fairfield and Micklehurst which were carried out over summer 2020. Subsequent to consideration in July 2020 tenders were received for the fire alarm upgrade works at Audenshaw Primary (£5,640) and Broadbent Fold (£7,624).

Council had previously agreed a budget to carry out upgrades to Millbrook Primary School's heat emitters. This work had not been carried out because the boiler was found to be at the end of its useful life. Significant asbestos removal was also required. Members had previously agreed a pre-tender estimate of £109,000 but the actual costs were £128,000 with asbestos remediation forming over £9,000 of those costs. The additional budget had been approved by Executive Cabinet. The works to replace the boilers and heat emitters were carried out over summer 2020.

The report stated that Livingstone Primary School's roof was 100 years old and required complete replacement. A high-level estimate of £250,000 had previously been reported to Members but the full costs came to £414,170. On closer inspection all the roof, both pitched and flat sections required complete replacement. Additional insulation meant a greater depth to the roof structure which then required that windows also needed to be replaced. Executive Cabinet agreed the additional allocation and Phase 1 of the works commenced during the summer holidays. The scheme would continue until Christmas 2020.

Buckton Vale Primary School roof was also a high priority and £200,000 had included in the budget as a high-level estimate. Following further detailed design and investigation it transpired that only a small part of the roof was in need of replacement and the budget required was £50,000.

St Anne's was one of two schools with a public entrance that afforded insufficient secure protection for pupils and staff. The school was to contribute 50% of the costs of the scheme and the Council allocated £150,000 as a contribution to the scheme.

The kitchen at Micklehurst Primary had been out of operation for some time and its meals had been cooked elsewhere and transported to the school. Significant asbestos removal had now taken place and the new kitchen completed with new equipment commissioned ready for the start of the new school term in September.

With regard to Russell Scott Primary School it was explained that a number of fire compliance

measures were currently being carried out over the summer holidays – these were deferred from the Easter holidays due to access restrictions and resource/materials availability caused by COVID-19. An appraisal of building condition and resulting options with technical information informing this appraisal was being provided by MAC Architects.

AGREED

That Strategic Planning and Capital Monitoring Panel be recommended to agree the following recommendations:

- 1. That it is RECOMMENDED TO EXECUTIVE CABINET to APPROVE that:**
 - (i) proposed changes to the Education Capital Programme, (Basic Need Funding Schemes), Special Provision Fund and Healthy Pupils' Capital Fund as outlined in Appendix 1 and School Condition Allocation Funding Schemes Appendix 2**
 - (ii) That approval is given to allocate £100,000 from the unallocated Basic Need Funding in 2020/21 to the work needed at Birch Lane Child and Family Centre to create usable space for Tameside Music Service**
 - (iii) That approval is given to allocate an additional £115,000 from the School Condition Allocation for Fire Safety Works. This consists of a virement from funding allocation lines Arlies Primary (£41,000), Micklehurst Primary (£22,000), and Fairfield Road Primary (£38,000) where funding was previously approved separately for related fire safety works that would be more appropriately reported against the main Fire Safety Works funding allocation line. Also included in the request is £14,000 for fire alarm works to Audenshaw and Broadbent Fold Primary schools where tenders have recently been returned.**
 - (iv) Approval of £543,000 additional School Condition grant.**

- 2. That the risks highlighted in Section 5 of the report are noted.**

85 UPDATE ON EDUCATION BASIC NEED CAPITAL PROGRAMME FOR PRIMARY, SECONDARY AND SPECIAL EDUCATION PROVISION

Consideration was given to a report of the Executive Member (Lifelong Learning, Equalities, Culture and Heritage)/Director of Children's Services, which provided an update on the Education Basic Need Capital programme. The report provided background on the work undertaken since 2009 to increase school places in the borough by 5564 in primary and secondary phases and outlined the work that was currently being undertaken to expand the specialist estate to meet the needs of children and young people with Education Health and Care Plans who need specialist provision.

It was explained that school place planning was a complex process that took account a range of factors including the number of births in the borough, in year movement and cohort survival rates (how many children moved from one year to the next) 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 required a proactive approach to best respond to both short and medium-term demand for places. The Council has been proactive in tackling the issue of a 27% rise in births and a 24% increase in pupils starting primary schools over the last few years whilst also managing to maintain high levels of meeting parental preference. The Published Admission Number (PAN) has been increased at many primary schools and overall by almost 18% from 2734 places in 2009/10 to 3195 places currently and secondary school places were now being increased. In 2010, there were 2582 pupils in Year 7 and for September 2020, 2993 places had been allocated, a 16% rise in demand. There were still more places needed in the secondary sector for September 2021 to September 2023.

The number of pupils in specialist provision had also risen. In 2014/15, there were 519 children with a statement of special educational needs. As of end of July 2020, there were 1773 children with an Education, Health and Care Plan. There had been some expansion of specialist provision in the borough but more was needed to ensure that needs are met appropriately and within the borough if possible.

Most of these increases in pupil numbers and admission numbers has necessitated capital work to expand the accommodation available in some schools. This has been funded through the Basic Need Grant from the Department for Education. Between 2011 and 2019, the Council received a total of £42,745,350 to fund additional places in the borough. A further £12,231,816 had been allocated for 2021-22. In addition to Basic Need Funding, the Council had also received an allocation of £1,075,921 for the period 2018 – 21 from the special capital fund for provision in specialist settings. This increase had been achieved through a mixture of permanent and temporary increases. Two completely new schools had also opened; Inspire and Discovery Academies in Ashton and Hyde respectively which can accommodate up to 120 pupils per year group.

There were still two projects to expand primary schools that were not yet complete. They were at Aldwyn Primary School where Published Admission Number were being increased from 45 to 60 and St John's Primary School where the Published Admission Number were being increased from 30 to 45. Both of these projects were going into their final stages once governance had been agreed subject to reports being presented setting out the project, contractual arrangements, programme delivery, costs and any associated risks and how they will be mitigated managed particularly in light of Covid.

The first increases in secondary school admission numbers had taken place in 2012. Since that time, an additional 2310 places had been created across all year groups in 10 of the 16 secondary schools. This represented an 11% increase with plans for further increases over the next three years. As the number of places had risen, so had the number of children starting at secondary schools in September. In 2010, there were 2582 pupils in Year 7 and for September 2020, there are 2993 allocated places, a 16% rise in demand. Again, the additional places had been achieved through some internal remodelling of space, temporary demountable classrooms and the opening of Laurus Ryecroft School. There were several on-going capital projects with secondary schools including at Alder High School, Hyde High School and Audenshaw School.

As with primary and secondary schools, there had been some permanent increases in places across the special school estate. For example, an additional 60 place ASC unit was built at Samuel Laycock School and Oakdale Primary School has expanded provision through remodelling of nursery space and the Children's Centre. Following the fire at Cromwell School in 2016, some additional accommodation was provided as part of the rebuild. There had been a significant increase in children requiring specialist provision over recent years. The SEND Forward Plan 2019-22 was developed with parents and carers, schools and other education providers and professionals working in the area of SEND, and children and young people to set out what the Council would do to develop and improve education provision for children and young people with SEND in Tameside.

There were around 568 children and young people in Tameside special schools. If things stayed the same, the plan predicted that there would be a need for around 120 extra special school places by 2024, with over 200 specialist places in mainstream and independent schools to meet the needs of Tameside children and young people with EHCPs. In addition, there are some particular issues linked to the overall special school offer in the Borough.

There were currently 181 pupils attending schools and colleges outside of Tameside. These were attending other local authority special schools, independent, non-maintained schools or special free schools or special academies outside of Tameside. This meant a number of pupils are often not being educated close to their home. This puts more pressure on the budget, both for special school provision and for transport particularly for more complex needs including ASC. The remainder of these children and young people attended a range of establishments such as further education colleges and other local authority mainstream schools.

The Forward Plan identified the following priorities for additional provision:

- Develop sixth form provision at Cromwell High School;

- Increased special school places for primary aged children at Hawthorns Primary School;
- Create a short term nurture provision for Key Stage 1 pupils within Thomas Ashton School;
- Increase the amount of resourced provision across the Borough with a focus on the main areas of need: SEMH, ASC and the prevalence of MLD so that there are at least three Resource Bases, capable of supporting 10 pupils, in each Neighbourhood. This would entail either having existing space refurbished, or extensions built.

The Forward Plan identified that the Council would begin to commission new targeted mainstream provision model with a greater emphasis on highly supported resource based provision for a small number of children. To do this, a review of accommodation in all schools across the borough was taking place. This would identify where there may be additional space in a school to establish resourced provision and where there was also interest from schools in hosting this provision; recommendations will then be made on where provision can be made.

AGREED

That the Strategic Planning and Capital Monitoring Panel recommend to Executive Cabinet that:

- (i) Negotiations continue with Rayner Stephens High School and the Stamford Park Trust to identify accommodation that would enable Cromwell High Sixth Form provision to be established on a permanent basis and the relevant statutory school organisation processes are followed**
- (ii) An appraisal of the options to expand Hawthorns Primary School is undertaken by officers and an outline business case is developed for consideration by members**
- (iii) That officers develop an outline business case to implement additional resourced provision in the borough once the outcome of the space utilisation survey is known and schools have had the opportunity to express an interest.**

86 CAPITAL PROGRAMME – OPERATIONS AND NEIGHBOURHOODS (SEPTEMBER 2020)

Consideration was given to a report of the Executive Member ((Neighbourhoods, Community Safety and Environment)/Director of Operations and Neighbourhoods which provided information with regards to the 2020/2021 Operations and Neighbourhoods Capital Programme.

With regard to the Highway Maintenance Programme the works programmes had been prioritised and were being planned in detail with delivery contractors. The carriageway and footway resurfacing programmes commenced in August and ran through until the end of November 2020. Works would recommence in late February 2021 and run until the end of March as was the usual industry pattern.

As works could not take place during the traditional spring / early summer laying period, extra resources would be deployed subject to contractor availability. However it may be necessary to extend the laying programme into April and May 2021.

The report provided an update on:

- Flood Prevention and consequential repairs;
- Slope Stability Works;
- Repair and Restoration of Cemetery Boundary Walls;
- Replacement of Cremators and Mercury Abatement, Filtration Plant and Heat Recovery Facilities;
- Children's' Playgrounds;
- Ashton Town Centre Public Realm Project;
- LED Street Lighting Lanterns; and
- Fleet

The Covid 19 pandemic had affected Bereavement Services across Greater Manchester. The cremator contractors had been inundated with providing help and critical support to deal with breakdowns across other sites around the country to enable other crematoria to cope with the demand of cremations. As a result, the project to start removing existing cremators as a part of the

replacement capital project was not tenable. An additional stand-alone cremator was sourced to deal with the effects of the pandemic and this additional cremator would now be kept on site to assist with any downtime that may occur when the project recommences. The costs of the temporary cremator were not capital costs and were approved by an Executive Decision on 8 April 2020. These costs had also been reported within Revenue Monitoring and on the MHCLG Covid Returns. The contractor submitted two revised project plans for the main cremator refurbishment to commence. The original scheme was due to complete on the 5 February 2021 with the reduced number of cremators during the installation period October/November ahead of the traditionally busy Christmas period. Following a period of pause due to Covid 19 the commencement of the project has now been tabled for a start date of 14 September 2020 with completion on 13 July 2021. This programme involved the removal and replacement of cremators during the generally busy Christmas period and into the New Year when historically, the number of deaths was high.

Children's playgrounds across Tameside were to be improved to help youngsters stay active and healthy. The Capital investment of £600,000 would improve play areas across the borough and ensure there were good quality and safe facilities for children to enjoy. Council officers had audited each play area, including an assessment of equipment, safety surfacing and infrastructure, and the funding would be spent on those playgrounds which needed it most. Officers were working with colleagues in the Council and STAR with a view to commencing procurement of play equipment and safety surfacing in September 2020. This had been delayed due to the coronavirus and changes in capacity within Engineering Services. The aim was to get some work started in October 2020 with the rest to follow over the next 18 months.

For the Ashton Town Centre Public Realm Project schemes continued to be designed to ensure they could be delivered within the current budget envelope a 2020-21 budget envelope. As a result of Covid 19, the Ashton Town Centre public realm project had been temporarily paused in line with Government guidance. The next phase of the works would begin on Wellington Road. The procurement exercise had recently started and subject to availability and delivery timescales of materials it is anticipated that works would commence on this zone in October 2020. The designs for Albion Way (which was a Mayor's Challenge Fund scheme also) were largely complete following ongoing dialogue and design review with TfGM. The Road Safety Audit had been undertaken, traffic modelling was due to start imminently and the scheme was currently being costed. Discussions were ongoing with TfGM to agree a design development and governance timetable which would deliver a construction programme to meet the Growth Deal funding deadlines therefore ensuring that this element of match funding was safeguarded. Further focused consultation on this scheme was required once a programme and costs had been identified.

The two year LED Street Lanterns programme was projected to deliver annual energy savings in the region of £274,000 at a cost of £3,600,000. The remaining funding available was £3,500,000. The financial profiling of these works was expected to be around £1,000,000 in 2020/21 with the remaining £2,500,000 in year 2021/22. To assist in the delivery of these works, the Council had engaged the services of STAR procurement and Bloom procurement services to provide specialist expertise and value for money on contracts for both design and purchase of luminaires (completed June 2020). Detailed design works had started and the ordering of materials (lanterns) will commence shortly. A delivery programme was being compiled.

It was explained that the Council had prepared a business case for the first phase of the Tranche 1 – Active Neighbourhoods proposal, which comprised the Chadwick Dam and Hill Street schemes. This had been submitted to TfGM for a 'critical friend' review, prior to formal submission. The design for these two schemes was largely complete. The proposed traffic regulation orders had been advertised, road safety audits had been completed and the design details were being finalised to feed into the final cost estimates and risk registers.

The Council had received confirmation that an allocation of £400,000 had been awarded following the submission of an Emergency Active Travel Fund (Tranche 1). This funding had been ring fenced to deliver a pop up cycle lane on Lord Sheldon Way / A635 to the Manchester City Centre boundary. Works to Phase 1 of this scheme were almost complete with Phase 2 due to start shortly.

In addition a Quiet Street scheme was due to be delivered imminently on Currier Lane, Ashton, Frederick Street, Ashton and Stamford Drive, Stalybridge with the Traffic Regulation Orders being advertised shortly. All schemes in Tranche 1 were expected to be completed by September 2020. Early indications were that the Council would be allocated £985,000 from Tranche 2 if GM received its full allocation from DfT. This comprised four schemes; upgrading of existing cycle lanes, pop-up cycle lanes along Dowson Rd and Stockport Rd, Hyde, interventions along Stamford St Central, Ashton and £300,000 for the reallocation of road space along strategic routes. A formal decision was expected at the end of August 2020. Schemes approved in Tranche 2 were expected to be complete by March 2021 at the latest.

Reference was made to the Highways England – Designated Funds Scheme and it was explained that since the last reporting period good progress had been made to identify a preferred route and this was now being finalised in discussions with an external delivery partner and with Highways England. An Options Report was being finalised and data collected to enable the completion of Highways England’s Scheme Assessment Report in preparation for a Value Management Workshop later this year. Discussions with Highways England had been positive and they had recently confirmed that their bidding process had changed meaning that funds were only available in each financial year for schemes that could be delivered within that year. Highways England had confirmed that this scheme had been allocated funds, this financial year, for feasibility and design only. Subject to Highways England approval of the final designed scheme then a further bid would be submitted for construction.

Following the Government’s announcement regarding infrastructure investment on 30 June 2020 under Tranche 2B of this fund, a joint bid by Bolton MBC and Tameside MBC had been awarded a grant of £1,110,000 (towards a total of £1,135,000). The grant would be made during the summer of 2020 through the Transport Infrastructure Investment Fund, which included the Highways Maintenance Challenge Fund. The funding was for the financial year 2020/21. Tameside MBC was the lead authority for this project. The project had two discreet elements one in the Bolton MBC area and for Tameside. Tameside’s contributory funding of £50,000 will be drawn from existing drainage / flood risk management operational budget.

There were a number of legacy areas in the borough where gully and drainage connections were constructed in a way that restricted basic cleansing and resulted in delays when dealing with urgent flooding issues. This was as a result of the design of the gully pots and traps, the depth of the outlet pipes and associated connections. To ensure these gullies could be cleansed regularly and be accessed in urgent situations, it was proposed to replace them with new gully pots with accessible outlets. In all, c300 units that required replacing had been identified. Works to digitally plot the locations of the gullies to be changed started in July 2020 as did establishing the locations of underground utility services. The physical works of excavating and replacing the obsolete gully pots had commenced and works will be ongoing during the remainder of the financial year.

Tameside and Oldham councils were working closely on a joint scheme to make the A670 safer, which ran in Tameside as Mossley Road, Ashton to Stockport Road, Mossley and to the Oldham boundary and on through Greenfield. The works would involve localised lining and footway improvements which would be supported by variable message signs that would alert drivers and monitor speeds. In addition to this a Puffin Crossing was proposed outside St George’s School, Mossley. This was objected to following a public consultation and was subsequently submitted to Speakers Panel (Planning) for resolution. The Panel approved the introduction of the crossing. The funding for the scheme was with Oldham Council as the major partner and all funding claims were to be addressed to Oldham. The work on this scheme had commenced and will be completed within this financial year as the funding was slipped to 2020/2021. This had been agreed with Oldham Council and the money would remain in their control until the scheme was progressed.

AGREED:

That the Strategic Planning and Capital Monitoring Panel be recommended to:

- a) **Note rescheduling to the Tameside Asset Management Plan (TAMP) and the Highways**

Maintenance Programme. The commencement of the works programme was revised due to Covid 19.

- b) Note that Tameside MBC bid for and has been successful in securing £350,000 from the Department for Transport (DfT) for improving highway drainage infrastructure. The total project costs are £400,000 with a Tameside MBC allocation £50,000 from existing drainage budgets – see l) below. This DfT allocation has to be used in financial year 2020/21. Accordingly we have undertaken a site prioritisation exercise with regards to the inlet structures programme and re-phased a number of locations now to commence in spring / summer 2021 so that we can ensure the full use of the additional external funding.**
- c) Note progress with regard to the Slope Stability Programme.**
- d) Note progress with regards to the Cemetery Boundary Walls Programme.**
- e) Note the rescheduling to Replacement of Cremators and Mercury Abatement, Filtration Plant and Heat Recovery Facilities Programme by the significant impact Covid 19 has had on the operation of the Crematorium and the suppliers of cremator equipment.**
- f) Note the revised timetable for the Children’s Playground Programme.**
- g) Note the progress with regards to the Ashton Town Centre Public Realm Project.**
- h) Note the impact of Covid 19 on the LED Street Lighting Lanterns Project.**
- i) Note the progress with regards to the Mayor’s Cycling and Walking Challenge Fund Programme (MCF).**
- j) Note that the Council has received confirmation that an allocation of £400,000 has been awarded following the submission of an Emergency Active Travel Fund (Tranche 1). If progressed, approval will be sought from Executive Cabinet for £400,000 to be added to the Council’s Capital programme for this project.**
- k) Note the progress with regards to the Highways England – Designated Funds Scheme.**
- l) Seek approval for £50,000 of existing drainage / flood risk management operational budget to be used as the Tameside MBC contribution to the overall £400,000 Transport Infrastructure Investment Fund – Highway Maintenance Challenge Fund 2020/21 with the remaining £350,000 coming from the Department for Transport. If progressed, approval will be sought from Executive Cabinet for £400,000 to be added to the Council’s Capital programme for this project.**
- m) Note progress with regards to Department for Transport – Safer Roads Fund project in conjunction with Oldham MBC.**
- n) Note the need to replace an existing tipper with a larger vehicle as set out in section 2.24-2.25 in this report. If progressed, approval will be sought from Executive Cabinet to add £40,000 to the Council’s Capital Programme to fund the net cost of the replacement vehicle.**
- o) Note the replacement of a dumper belonging to Bereavement Services as set out in section 2.26 of this report. Approval will be sought from Executive Cabinet to add a budget of £15,500 for the replacement dumper to the Council’s Capital Programme for the new vehicle which will be funded by insurance monies.**

87. LEISURE ASSETS CAPITAL INVESTMENT PROGRAMME

Consideration was given to a report of the Executive Member (Neighbourhoods, Community Safety and Environment) / Director of Population Health, which provided a summary of progress to date in relation to the delivery of the Council’s capital investment programme to improve sports and leisure facilities approved by Executive Cabinet on 24 March 2016. Additional benefits from the programme included a reduction in dependence on other Council and health related services, increased participation in community life and improved quality of life for all residents including the most vulnerable.

Members were informed that the Leisure Assets Capital Investment Programme comprised a number of individual projects, the following of which had been completed and delivered within budget:

- a) Active Copley heating system replacement (£0.369m).**
- b) Active Copley pitch replacement scheme (£0.177m).**

- c) Active Medlock roof replacement scheme (£0.120m).
- d) Active Dukinfield development (ITRAIN) – (£1.3m Council investment & £1m repayable loan by Active Tameside).
- e) Active Longdendale Development (Total Adrenaline) – (£0.600m repayable loan by Active Tameside).
- f) Active Medlock Synthetic Turf Pitch Replacement (£0.120m).
- g) East Cheshire Harriers Floodlight Replacement Scheme – (£0.100m)
- h) Tameside Wellness Centre (£16.374m)

It was explained that the Hyde Pool extension scheme had been procured by the Local Education Partnership (the LEP) on behalf of the Council. The capital budget for the scheme was approved by Executive Cabinet on the 25 September and now stood at £4.034m, which was in keeping with the projected scheme cost. The scheme commenced on site in February 2020 with completion due in March 2021. Progress on site was currently in keeping with the agreed programme. Work to date had been predominantly outdoors including excavation, drainage, foundations and the installation of the concrete pool tank.

The Tameside Wellness Centre scheme was approved by Council on 2 May 2017. Construction began in November 2018 with the building officially opened on 2 March 2020 approximately 4 weeks ahead of programme. The scheme value was £16.224m (£13.674m Council investment, £1.5m Sport England grant and a £1.050m grant to Active Tameside). The building subsequently closed on 23 March 2020 in response to Government guidance on the Covid 19 pandemic. With the partial lifting of restrictions elements of the building reopened on the 27 July. The building was currently in its 12 month defects liability period. The closure period has been used to deal with a small list of outstanding defects. The final account for the scheme is currently under review with the Council's independent client advisor.

AGREED

The contents of the report to be noted.

88. TAMESIDE AND GLOSSOP CHILDREN AND YOUNG PEOPLE'S EMOTIONAL AND MENTAL WELLBEING COMMUNITY OFFER - COMMISSIONING INTENTIONS

Consideration was given to a report of the Executive Member (Adult Social Care and Health) / Clinical Lead (Stating Well) / Director of Commissioning, which explained that following the agreement at SCB in April 2020 to the principle of pooling Population Health and Clinical Commissioning Group funding, authorisation is required to tender for a Tameside and Glossop Children and Young People's Emotional and Mental Wellbeing Community Offer

The NHS Long Term Plan, the Future in Mind report and the Tameside and Glossop Children and Young People's Emotional Wellbeing and Mental Health Transformation Plan outlined ambitious service transformation and commissioning to increase access and range of support for children and young people's emotional wellbeing and mental health. The tender of a Tameside and Glossop Children and Young People's Emotional and Mental Wellbeing Community Offer would support this ambitious transformation by co-producing the offer with children, young people and local partners, as well as seeking all opportunities to reducing inequalities and improving and increasing ease of access to support.

Members were informed that the counselling contract and grants come to an end on the 30 June 2021, opening an opportunity to pool resources to co-produce an effective and efficient Community Offer with children, young people and local partners, which can be live from the 1 July 2021. Whilst authorisation was sought for the procurement method described in section 4 of the report, it was important to recognise that the specification for the Tameside and Glossop Children and Young People's Emotional and Mental Wellbeing Community Offer, would not be written based on what purely adults believed what children and young people needed, but would be co-produced over Autumn 2020 with children and young people, as well as local partners and experts.

Joint work with STAR had been ongoing with this tender project, including the completion of a Project Initiation Document (PID) and STAR would be providing procurement support to the Commissioners. It was the intention to run this exercise as a light touch regime under the 'health' CPV codes. The intention was to undertake a Competitive Dialogue process, which included further stages within an open tender to allow negotiation and discussions to take place with the bidders in order to achieve the most economically advantageous tenderer. With the history of this procurement and the relationship with the incumbent provider, it was recognised that a Competitive Dialogue process would allow bidders to develop alternative proposals in response to the Strategic Commission's outline requirements. Only when the Strategic Commission was satisfied that bidders proposals were developed to sufficient detail would tenderers be invited to submit competitive bids. The aims were to increase value by encouraging innovation and to maintain competitive pressure in bidding for specific contracts.

The annual contract value for the Tameside and Glossop Children and Young People's Emotional and Mental Wellbeing Community Offer would be £250,000. Moreover subject to approval for a 3+2 year contract, the total contract value £1,250,000. This could be broken down to understand the different funding streams for total contract value, which equates to £540,000 from Population Health and £710,000 from the CCG.

AGREED

That the Strategic Commissioning Board be recommended to agreed:

- (i) That approval is given to tender for the Tameside and Glossop Children and Young People's Emotional and Mental Wellbeing Community Offer, with a 3+2 year contract, with an annual value of £250,000, totalling to £1,250,000 over 5 years.**
- (ii) That SCB agree to receive a tabled report with recommendations on the agreed design of the contract to be procured and hoe Children's voice has been heard together with the clear deliverables to be achieved, how it meets priorities together with how it will be monitored and consequences for non-achievement outcome from the tender panel at the Board meeting in March 2021 and any TUPE issues.**

89. FORWARD PLAN

AGREED

That the forward plan of items for Board be noted.

CHAIR

STRATEGIC PLANNING AND CAPITAL MONITORING PANEL

21 September 2020

Commenced: 2.00 pm

Terminated: 2.56 pm

Present: Councillors Warrington (Chair), Cooney, Fairfoull, McNally, Newton, Reid, Ryan and Dickinson

In Attendance:

Sandra Stewart	Director of Governance and Pensions
Kathy Roe	Director of Finance
Tom Wilkinson	Assistant Director of Finance
Ian Saxon	Director - Operations and Neighbourhoods
Emma Varnam	Assistant Director - Stronger Communities
Tim Bowman	Assistant Director for Education
Sandra Whitehead	Assistant Director Adults
Debbie Watson	Assistant Director of Population Health
Mark Steed	Capital Projects Consultant
Jayne Traverse	Director of Growth

Apologies for Absence: Councillor Feeley

11 DECLARATIONS OF INTEREST

There were no declarations of interest.

12 MINUTES

The minutes of the meeting of the Strategic Planning and Capital Monitoring Panel on the 6 July 2020 were approved as a correct record with the amendment that Councillor Dickinson removed as present and be recorded as submitting apologies.

13 ADULTS CAPITAL MONITORING

Consideration was given to a report of the Executive Member (Adult Social Care and Health)/Director of Adult Services which provided an update on the Adults Capital Programme which now included three schemes that were being funded from the Disabled Facilities Grant (DFG) as well as the two schemes previously reported on. Progress on these schemes was reported alongside the main DFG within the Growth Directorate Capital update report.

The five projects contained within the report were:

1. The review of the day time offer
2. Christ Church Community Developments (CCCD) - 4C Community Centre in Ashton
3. Moving with Dignity (Single Handed Care)
4. Disability Assessment Centre
5. Brain in Hand

The Oxford Park business case report and the Christ Church Community Developments (CCCD) 4C Community Centre in Ashton reports had previously been agreed by Members. The report provided an update on both schemes, as well as schemes funded from the Disabled Funding Grant (DFG), which had previously been reported through the Growth Directorate.

Members were reminded that in March 2018 Executive Cabinet had approved a capital budget of £455k for Oxford Park. The capital investment was sought to support the development of the

Oxford Park facility to provide a purpose built disability and community facility that would host a wide range of services to children and adults.

The March 2018 Executive Cabinet meeting had also approved a £150k capital grant to Christ Church Community Developments Charitable Organisation (CCCD). The capital grant was approved to support the delivery of a new community based development, building on the successful Grafton Centre model, in partnership with CCCD who were to lever £51,583 of match funding from other sources.

A further 3 schemes funded through the Disabled Funding Grant (DFG) were approved at Executive Cabinet on 24 July 2019. These were:

- Funding to support Pilot for Moving with Dignity (Single Handed Care) Scheme - £375,000;
- Funding to support a new Disability Assessment Centre - £250,000; and
- Funding to support pilot for “Brain in Hand” - £20,000.

Members were informed that all of the capital projects had been delayed for different reasons as outlined in the body of the report. More recently, the COVID-19 pandemic had impacted and caused delays progressing all projects with resources having to be redirected, a change in circumstance and people’s needs, thinking of ways to creatively deliver services taking into consideration social distancing and infection prevention and what could realistically be delivered with partners. However, recovery plans were being developed and ways to ‘build back better’ working across services, partner agencies and reviewing all transformation plans locally and regionally. This included consideration of different ways of working to meet people’s outcomes as well as focussing on the financial impact of the work.

The Assistant Director of Adult Services provided reassurance that despite delays due to Covid-19 the 4C Community Centre would be open by January 2021.

Members enquired on the status the Councils Disposals report, whether delays to the capital projects would lead to cost increases and whether the Capital Projects Programme was sustainable. The Director of Finance and Executive Member for Finance and Economic Growth explained that the Council were going through a thorough and transparent process on the disposals going forward. Once the disposals report had been finalised there would be an update on the financial impact. Further, the Assistant Director for Adult Services explained that the Oxford Park would no longer proceed with the original format due to the costs, but there was a wider review of the day service offer for people with learning difficulties and a different way to achieve a similar outcome without using that specific premises.

RESOLVED

That the EXECUTIVE CABINET be RECOMMENDED to note the updates provided in this report, including:

- (i) The progress of the review of the day time offer (which includes the Oxford Park development reported in previous reports) and the potential development of a full business case thereafter;**
- (ii) The progress of Christ Church Community Developments (CCCD) including the success of obtaining match funding to support the project; and**
- (iii) The progress and update of the three schemes funded from the DFG:**
 - **Moving with Dignity (Single Handed Care)**
 - **Disability Assessment Centre**
 - **Brain in Han**

14 UPDATE ON EDUCATION BASIC NEED CAPITAL PROGRAMME FOR PRIMARY, SECONDARY AND SPECIAL EDUCATION PROVISION

Consideration was given to a report of the Executive Member for Lifelong Learning, Equalities, Culture and Heritage /Director of Children's Services, which provided an update on the Education Basic Need Capital programme. The report provided background on the work undertaken since 2009 to increase school places in the borough by 5564 in primary and secondary phases and outlined the work that was currently being undertaken to expand the specialist estate to meet the needs of children and young people with Education Health and Care Plans who need specialist provision.

It was explained that school place planning was a complex process that took account a range of factors including the number of births in the borough, in year movement and cohort survival rates (how many children moved from one year to the next) 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 required a proactive approach to best respond to both short and medium-term demand for places. The Council has been proactive in tackling the issue of a 27% rise in births and a 24% increase in pupils starting primary schools over the last few years whilst also managing to maintain high levels of meeting parental preference. The Published Admission Number (PAN) has been increased at many primary schools and overall by almost 18% from 2734 places in 2009/10 to 3195 places currently and secondary school places were now being increased. In 2010, there were 2582 pupils in Year 7 and for September 2020, 2993 places had been allocated, a 16% rise in demand. There were still more places needed in the secondary sector for September 2021 to September 2023.

Most of these increases in pupil numbers and admission numbers has necessitated capital work to expand the accommodation available in some schools. This has been funded through the Basic Need Grant from the Department for Education. Between 2011 and 2019, the Council received a total of £42,745,350 to fund additional places in the borough. A further £12,231,816 had been allocated for 2021-22. In addition to Basic Need Funding, the Council had also received an allocation of £1,075,921 for the period 2018 – 21 from the special capital fund for provision in specialist settings. This increase had been achieved through a mixture of permanent and temporary increases. Two completely new schools had also opened; Inspire and Discovery Academies in Ashton and Hyde respectively which can accommodate up to 120 pupils per year group.

There were still two projects to expand primary schools that were not yet complete. They were at Aldwyn Primary School where Published Admission Number were being increased from 45 to 60 and St John's Primary School where the Published Admission Number were being increased from 30 to 45. Both of these projects were going into their final stages once governance had been agreed subject to reports being presented setting out the project, contractual arrangements, programme delivery, costs and any associated risks and how they will be mitigated managed particularly in light of Covid.

The first increases in secondary school admission numbers had taken place in 2012. Since that time, an additional 2310 places had been created across all year groups in 10 of the 16 secondary schools. This represented an 11% increase with plans for further increases over the next three years. As the number of places had risen, so had the number of children starting at secondary schools in September. In 2010, there were 2582 pupils in Year 7 and for September 2020, there are 2993 allocated places, a 16% rise in demand. Again, the additional places had been achieved through some internal remodelling of space, temporary demountable classrooms and the opening of Laurus Ryecroft School. There were several on-going capital projects with secondary schools including at Alder High School, Hyde High School and Audenshaw School.

As with primary and secondary schools, there had been some permanent increases in places across the special school estate. For example, an additional 60 place ASC unit was built at Samuel Laycock School and Oakdale Primary School has expanded provision through remodelling of nursery space and the Children's Centre. Following the fire at Cromwell School in 2016, some additional accommodation was provided as part of the rebuild. There had been a significant

increase in children requiring specialist provision over recent years. The SEND Forward Plan 2019-22 was developed with parents and carers, schools and other education providers and professionals working in the area of SEND, and children and young people to set out what the Council would do to develop and improve education provision for children and young people with SEND in Tameside.

There were around 568 children and young people in Tameside special schools. If things stayed the same, the plan predicted that there would be a need for around 120 extra special school places by 2024, with over 200 specialist places in mainstream and independent schools to meet the needs of Tameside children and young people with EHCPs. In addition, there are some particular issues linked to the overall special school offer in the Borough.

There were currently 181 pupils attending schools and colleges outside of Tameside. These were attending other local authority special schools, independent, non-maintained schools or special free schools or special academies outside of Tameside. This meant a number of pupils are often not being educated close to their home. This puts more pressure on the budget, both for special school provision and for transport particularly for more complex needs including ASC. The remainder of these children and young people attended a range of establishments such as further education colleges and other local authority mainstream schools.

The Forward Plan identified the following priorities for additional provision:

- Develop sixth form provision at Cromwell High School;
- Increased special school places for primary aged children at Hawthorns Primary School;
- Create a short term nurture provision for Key Stage 1 pupils within Thomas Ashton School;
- Increase the amount of resourced provision across the Borough with a focus on the main areas of need: SEMH, ASC and the prevalence of MLD so that there are at least three Resource Bases, capable of supporting 10 pupils, in each Neighbourhood. This would entail either having existing space refurbished, or extensions built.

The Forward Plan identified that the Council would begin to commission new targeted mainstream provision model with a greater emphasis on highly supported resource based provision for a small number of children. To do this, a review of accommodation in all schools across the borough was taking place. This would identify where there may be additional space in a school to establish resourced provision and where there was also interest from schools in hosting this provision, recommendations will then be made on where provision can be made.

RESOLVED

That the EXECUTIVE CABINET be RECOMMENDED that:

- (i) Negotiations continue with Rayner Stephens High School and the Stamford Park Trust to identify accommodation that would enable Cromwell High Sixth Form provision to be established on a permanent basis and the relevant statutory school organisation processes are followed.**
- (ii) An appraisal of the options to expand Hawthorns Primary School is undertaken by officers and an outline business case is developed for consideration by members.**
- (iii) Officers develop an outline business case to implement additional resourced provision in the borough once the outcome of the space utilisation survey is known and schools have had the opportunity to express an interest.**

15 EDUCATION CAPITAL PROGRAMME

Consideration was given to a report of the Executive Member (Lifelong Learning, Equalities, Culture and Heritage)/Director of Children's Services which advised Members on the latest position with the Council's Education Capital Programme

The current focus of the Council's Basic Need programme was to complete the two remaining schemes at primary schools and create additional places in secondary and special schools where forecasts had indicated a need. Schemes that had already been approved were

continuing.

There had been significant and ongoing delays to the scheme to increase capacity at Aldwyn School from a 45-pupil intake to 60. Three temporary modular classrooms had been provided at Aldwyn to accommodate additional pupils from September 2017, 2018 and 2019 pending a start on the permanent extension. The revised costs for the overall scheme were agreed in July 2020. Since then further contractual problems had surfaced, in part connected to the COVID-19 pandemic and the additional contractual risks that this might produce in terms of lengthened delivery times and increased costs from ensuring social distancing during construction.

The St John's CE Dukinfield scheme provided a two-classroom extension, increasing the school's intake from 30 to 45 throughout. This followed on from previous alterations to increase the numbers in KS1. Agreement had been reached with the school, as a contingency plan, to reconfigure the use of the existing facilities to accommodate additional pupils from September 2018. A two-classroom mobile was provided over summer 2019 until the permanent extension can be completed. Costs totalling £1,343,000 for the scheme were agreed in September 2019.

The Alder Community High School works increased pupil intake from 155 to 180 and are being procured through Pyramid Schools (now known as Albany), a PFI Special Purpose Vehicle (SPV). Significant internal alterations were carried out over summer 2018 to enable the first year of additional pupils to be suitably accommodated. Over summer 2019 the SPV, through Elite Systems, provided a stand-alone four-classroom modular block. The final phases of the works aimed to connect the new block directly to the main school via a new covered link; works to improve the security at the main entrance; additional external canopies and a new dining pod to provide additional capacity for dining and works to the paths to the rear of the school. The costs and programme were being finalised with the intention that they would remain within budget estimates already approved. Works on a catering pod and canopy had been delayed. Governance to proceed would be sought in due course.

The Hyde Community College scheme increased the school's intake from 210 to 240 and was being overseen by Amber Infrastructure, a PFI Special Purpose Vehicle. Work on the internal alterations commenced in August 2018 with the bulk completed by October 2018. Some internal works remained to be completed and a revised programme would be agreed with the school during the autumn term. It was reported in July 2020 that phase 2 of the works was to provide an additional five teaching spaces including two science laboratories located at the rear of the school site. Unfortunately it became clear that the contractor who had been developing the scheme for the PFI SPV could not guarantee delivery of the five-classroom unit for 1 September 2020. Discussions subsequently took place with alternative suppliers and a revised budget estimate was agreed by Executive Cabinet in July 2020. Late agreement with all parties on the design of the extra classrooms meant that the planning application was delayed and permission was granted on 19 August 2020. However, this included a pre-start condition requiring additional hydraulic modelling. Further delays were caused by additional excavation required to find service and drains runs. Completion was projected to be 9 November 2020. In order to mitigate the late delivery of this project, particularly in light of Covid-19 distancing requirements, section 73 planning notices had been issued to maintain on site temporary classrooms, which were due to be removed in 2020 until the summer of 2021. Governance to proceed would be sought in due course.

Discussions had taken place with Audenshaw School to carry out internal remodelling so the school could offer additional places from September 2020. The school previously operated a sixth form and some remodelling of this area was proposed to create additional classrooms. Additional specialist science laboratory and food technology space was also required. Following stakeholder discussions a design had been agreed to improve the sixth form block with some additional works to take place in the main school science rooms. An order had been placed to progress the design and works to the sixth form block due to its vacant status, with the main school works to be scheduled separately and access agreed with the school. A budget envelope of £1,000,000 for the scheme had been approved, with an additional £300,000 granted in a separate request. Phase 1 of the works to update and ready the sixth form block for the new entry students had begun and was

completed for 1 September. Phase 2 relating to the main school science rooms would take place once a suitable programme had been agreed.

There had been a significant increase in the number of primary age children requiring specialist provision from Thomas Ashton School. In the summer term of 2018, 57 pupils were on roll with Thomas Ashton and this had increased to 86 pupils currently on roll. Figures from the January 2020 census identified 23.24% of 1575 education health care plans maintained by Tameside were those with a primary need of social emotional mental health compared to 15.66% of 977 plans in 2018. In order to address the significant increase in children requiring specialist Social, Emotional and Mental Health provision, and in conjunction with the school, the Inclusion Team had been looking to identify suitable accommodation for additional primary nurture provision in the borough but not on the same site as the main Thomas Ashton School.

Reactive school condition issues were covered by the allocation of £150,000 of the School Condition Allocation as an in-year contingency against any urgent works that could arise. The Government allocated Tameside £1,168,720 for School Condition schemes for 2020/21 and this added to previous unspent grant gave a total of £2,399,149 available to spend in 2020/21. Members had agreed a list of priority schemes totalling £1,886,000. These schemes were listed in **Appendix 2** to the report.

With regard to Russell Scott Primary School it was explained that a number of fire compliance measures were currently being carried out over the summer holidays – these were deferred from the Easter holidays due to access restrictions and resource/materials availability caused by COVID-19. An appraisal of building condition and resulting options with technical information informing this appraisal was being provided by MAC Architects.

RESOLVED

That the EXECUTIVE CABINET & COUNCIL be RECOMMENDED to approve:

- (i) The proposed changes to the Education Capital Programme, (Basic Need Funding Schemes), Special Provision Fund and Healthy Pupils' Capital Fund as outlined in Appendix 1 and School Condition Allocation Funding Schemes Appendix 2**
- (ii) An additional £100,000 is allocated from the Basic Need Funding in 2020/21 to the work needed at Birch Lane Child and Family Centre to create suitable space for Tameside Music Service**
- (iii) An additional £115,000 is allocated from the School Condition budget for Fire Safety Works. This consists of a virement from funding allocation lines; Arlies Primary (£41,000), Micklehurst Primary (£22,000), and Fairfield Road Primary (£38,000) where funding was previously approved separately for related fire safety works that would be more appropriately reported against the main Fire Safety Works funding allocation line. Also included in the request is £14,000 for fire alarm works to Audenshaw and Broadbent Fold Primary schools.**
- (iv) That Members note that an additional £543,000 of School Condition grant has been awarded by the DfE.**

16 GROWTH UPDATE

Consideration was given to a report of the Executive Member (Finance and Economic Growth)/Director of Growth which provided an update, on the 2020/21 Growth Capital Programme and set out details of the major approved capital schemes in this Directorate.

The current situation regarding progress with delivery of adaption was listed to Members.

It was stated that Ashton Old Baths was due to complete on February 2021. A 2-month delay due to Covid-19 was anticipated but the project was now approximately 4 weeks in delay. Currently there were no budget concerns.

With regards to Ashton Town Hall Members were informed that emergency repairs had mainly been

carried out, but the outcome of the Listed Building Consent to complete was awaited. A report from the LEP on the envelope scheme was expected in late September and the feasibility study for the future use of the building was also due in September.

The delivery/ installation of the stone lantern at Hartshead Pike was expected late September 2020 (Weather permitting) with refurbishment works to the spire to follow, scheduled to be completed in October 2020. Work included investigating the condition of the floor support beams by exposing the beam ends before cleaning, treating and reinstating.

Members were updated on the Denton Pool site. It was explained that for reasons of health and safety the cost to remove asbestos, demolish the building and clear the Denton Pool site had been established, with the cost reviewed as part a Value for Money assessment. A request for capital funding to clear the site was the subject of a separate report.

For reasons of Health and Safety, estimated costs to remove asbestos, demolish the buildings and clear the Two Trees school site have been established. A request for capital funding was the subject of a separate report.

The proposed Garden Village at Godley Green was the key strategic site for residential development in Tameside. The transformational change that was proposed by this development would help to satisfy the needs of current and future households across the spectrum of housing types and tenures, from affordable to executive homes as well as providing the step change required that would contribute to the re-balancing of the Tameside housing market. Members were informed that the Council had entered into a £10m Housing Infrastructure Funding (HIF) award for the Godley Green in December 2019. The Grant Funding allowed for an early draw down of £720,000 supporting activity required to get to planning submission stage. An application would be submitted in November 2020 and was the next critical date for the project. The first claim for £300,000 had been made and received from Homes England. A detailed capital programme plan outlining the spending of the remaining £9.28 grant was being developed and would then be added to the Council's capital programme.

The report provided information about the corporate landlord capital expenditure in regard to statutory compliance repairs on the Councils buildings during the period covered by this report totaling £143,353. The Council had a duty to ensure that its buildings provided a safe physical environment for staff and services to operate from. The monitoring and regulation of this was undertaken by a series of statutory checks across a range of requirements e.g. fire safety, asbestos management and electrical safety. These checks were carried out at fixed intervals and reports produced to state condition and also inform in regard to remedial works that needed to be undertaken to ensure compliancy. In addition to compliance issues informed by the regular statutory checks there were repairs and replacements identified during the day to day management of our buildings. These may be repairs and replacements brought about by one off events such as vandalism and extreme weather or they may be due to breakage or failure during normal operations. If the issue was deemed to be causing a serious risk it would require immediate rectification. Where the costs of replacement and repair were deemed to be of benefit in regards to the Councils capital assets then costs were met from the statutory compliance fund.

The report summarised the financial position as at 31 July 2020 with regard to receipts for Section 106 (s106) Agreements and Developer Contributions. The current position for s106 Agreements was £0.775m in credit, less approved allocations of £0.197m, leaving a balance available to drawdown of £0.578m, as at 31 July 2020. The position for Developer Contributions as at 31 July 2020 was £70,000 in credit, less approved allocations of £42,000 leaving a balance of £28,000.

A revised policy on the disposal of council owned land, along with a list of initial sites was being progressed to September Cabinet. The Council's surplus land disposal programme was highly likely to be impacted by COVID-19 due to changes within the housing market. Whilst no robust data was currently available, RICS estimated that the market was unlikely to pick up again until February 2021 which related to the whole spectrum of a property transaction including cash flow, site preparation, borrowing restrictions and criteria, property visits and solicitor activity.

Members enquired on the Denton Pool clearance and the costs involved and the status of the Ashton Town Hall report.

With regards to Denton Pool it was significantly more expensive than expected because of the high level of materials that contained asbestos, it would be a health and safety risk for the Council not to address this. Confidence could be obtained that vfm from independent certification and fact it had been procured on open market and 5 contractors had submitted bids. The cost of this was estimated to be £700,000 to fully clear the site and ready it for redevelopment. The Council could sell the property, the private sector could be looking in the future with the property and not be redeveloped as quickly and continue to be a derelict building attracting anti-social behaviour and costing security on weekly basis as well as business rates.

In response to a query about whether the reports had been received on Ashton Town Hall, Members were advised that there were two parts to the Ashton Town Hall report, the report to keep watertight and secure – the envelope project and the commercial feasibility strategy paper considering the longer term use and whilst expected imminently neither had been received yet.

RESOLVED

That the EXECUTIVE CABINET be RECOMMENDED to note the report and the following be added to the approved Council Capital Programme Statutory Compliance expenditure of £143,353 which was urgent and unavoidable and scheduled at Appendix 2 including £7,000 additional required spend on Hartshead Pike as set out in the report.

17 CAPITAL PROGRAMME – OPERATIONS AND NEIGHBOURHOODS (SEPTEMBER 2020)

Consideration was given to a report of the Executive Member (Neighbourhoods, Community Safety and Environment) / Director of Operations and Neighbourhoods which provided information with regards to the 2020/2021 Operations and Neighbourhoods Capital Programme.

With regard to the Highway Maintenance Programme the works programmes had been prioritised and were being planned in detail with delivery contractors. The carriageway and footway resurfacing programmes commenced in August and ran through until the end of November 2020. Works would recommence in late February 2021 and run until the end of March as was the usual industry pattern.

As works could not take place during the traditional spring / early summer laying period, extra resources would be deployed subject to contractor availability. However it may be necessary to extend the laying programme into April and May 2021.

The report provided an update on:

- Flood Prevention and consequential repairs;
- Slope Stability Works;
- Repair and Restoration of Cemetery Boundary Walls;
- Replacement of Cremators and Mercury Abatement, Filtration Plant and Heat Recovery Facilities;
- Children's' Playgrounds;
- Ashton Town Centre Public Realm Project;
- LED Street Lighting Lanterns; and
- Fleet

The Covid 19 pandemic had affected Bereavement Services across Greater Manchester. The cremator contractors had been inundated with providing help and critical support to deal with breakdowns across other sites around the country to enable other crematoria to cope with the demand of cremations. As a result, the project to start removing existing cremators as a part of the replacement capital project was not tenable. An additional stand-alone cremator was sourced to

deal with the effects of the pandemic and this additional cremator would now be kept on site to assist with any downtime that may occur when the project recommences. The costs of the temporary cremator were not capital costs and were approved by an Executive Decision on 8 April 2020. These costs had also been reported within Revenue Monitoring and on the MHCLG Covid Returns. The contractor submitted two revised project plans for the main cremator refurbishment to commence. The original scheme was due to complete on the 5 February 2021 with the reduced number of cremators during the installation period October/November ahead of the traditionally busy Christmas period. Following a period of pause due to Covid 19 the commencement of the project has now been tabled for a start date of 14 September 2020 with completion on 13 July 2021. This programme involved the removal and replacement of cremators during the generally busy Christmas period and into the New Year when historically, the number of deaths was high.

Children's playgrounds across Tameside were to be improved to help youngsters stay active and healthy. The Capital investment of £600,000 would improve play areas across the borough and ensure there were good quality and safe facilities for children to enjoy. Council officers had audited each play area, including an assessment of equipment, safety surfacing and infrastructure, and the funding would be spent on those playgrounds which needed it most. Officers were working with colleagues in the Council and STAR with a view to commencing procurement of play equipment and safety surfacing in September 2020. This had been delayed due to the coronavirus and changes in capacity within Engineering Services. The aim was to get some work started in October 2020 with the rest to follow over the next 18 months.

For the Ashton Town Centre Public Realm Project schemes continued to be designed to ensure they could be delivered within the current budget envelope a 2020-21 budget envelope. As a result of Covid 19, the Ashton Town Centre public realm project had been temporarily paused in line with Government guidance. The next phase of the works would begin on Wellington Road. The procurement exercise had recently started and subject to availability and delivery timescales of materials it is anticipated that works would commence on this zone in October 2020. The designs for Albion Way (which was a Mayor's Challenge Fund scheme also) were largely complete following ongoing dialogue and design review with TfGM. The Road Safety Audit had been undertaken, traffic modelling was due to start imminently and the scheme was currently being costed. Discussions were ongoing with TfGM to agree a design development and governance timetable which would deliver a construction programme to meet the Growth Deal funding deadlines therefore ensuring that this element of match funding was safeguarded. Further focused consultation on this scheme was required once a programme and costs had been identified.

The two year LED Street Lanterns programme was projected to deliver annual energy savings in the region of £274,000 at a cost of £3,600,000. The remaining funding available was £3,500,000. The financial profiling of these works was expected to be around £1,000,000 in 2020/21 with the remaining £2,500,000 in year 2021/22. To assist in the delivery of these works, the Council had engaged the services of STAR procurement and Bloom procurement services to provide specialist expertise and value for money on contracts for both design and purchase of luminaires (completed June 2020). Detailed design works had started and the ordering of materials (lanterns) will commence shortly. A delivery programme was being compiled.

It was explained that the Council had prepared a business case for the first phase of the Tranche 1 – Active Neighbourhoods proposal, which comprised the Chadwick Dam and Hill Street schemes. This had been submitted to TfGM for a 'critical friend' review, prior to formal submission. The design for these two schemes was largely complete. The proposed traffic regulation orders had been advertised, road safety audits had been completed and the design details were being finalised to feed into the final cost estimates and risk registers.

The Council had received confirmation that an allocation of £400,000 had been awarded following the submission of an Emergency Active Travel Fund (Tranche 1). This funding had been ring fenced to deliver a pop up cycle lane on Lord Sheldon Way / A635 to the Manchester City Centre boundary. Works to Phase 1 of this scheme were almost complete with Phase 2 due to start shortly.

In addition a Quiet Street scheme was due to be delivered imminently on Currier Lane, Ashton, Frederick Street, Ashton and Stamford Drive, Stalybridge with the Traffic Regulation Orders being advertised shortly. All schemes in Tranche 1 were expected to be completed by September 2020. Early indications were that the Council would be allocated £985,000 from Tranche 2 if GM received its full allocation from DfT. This comprised four schemes; upgrading of existing cycle lanes, pop-up cycle lanes along Dowson Rd and Stockport Rd, Hyde, interventions along Stamford St Central, Ashton and £300,000 for the reallocation of road space along strategic routes. A formal decision was expected at the end of August 2020. Schemes approved in Tranche 2 were expected to be complete by March 2021 at the latest.

Reference was made to the Highways England – Designated Funds Scheme and it was explained that since the last reporting period good progress had been made to identify a preferred route and this was now being finalised in discussions with an external delivery partner and with Highways England. An Options Report was being finalised and data collected to enable the completion of Highways England's Scheme Assessment Report in preparation for a Value Management Workshop later this year. Discussions with Highways England had been positive and they had recently confirmed that their bidding process had changed meaning that funds were only available in each financial year for schemes that could be delivered within that year. Highways England had confirmed that this scheme had been allocated funds, this financial year, for feasibility and design only. Subject to Highways England approval of the final designed scheme then a further bid would be submitted for construction.

Following the Government's announcement regarding infrastructure investment on 30 June 2020 under Tranche 2B of this fund, a joint bid by Bolton MBC and Tameside MBC had been awarded a grant of £1,110,000 (towards a total of £1,135,000). The grant would be made during the summer of 2020 through the Transport Infrastructure Investment Fund, which included the Highways Maintenance Challenge Fund. The funding was for the financial year 2020/21. Tameside MBC was the lead authority for this project. The project had two discreet elements one in the Bolton MBC area and for Tameside. Tameside's contributory funding of £50,000 will be drawn from existing drainage / flood risk management operational budget.

There were a number of legacy areas in the borough where gully and drainage connections were constructed in a way that restricted basic cleansing and resulted in delays when dealing with urgent flooding issues. This was as a result of the design of the gully pots and traps, the depth of the outlet pipes and associated connections. To ensure these gullies could be cleansed regularly and be accessed in urgent situations, it was proposed to replace them with new gully pots with accessible outlets. In all, about 300 units that required replacing had been identified. Works to digitally plot the locations of the gullies to be changed started in July 2020 as did establishing the locations of underground utility services. The physical works of excavating and replacing the obsolete gully pots had commenced and works will be ongoing during the remainder of the financial year.

Tameside and Oldham councils were working closely on a joint scheme to make the A670 safer, which ran in Tameside as Mossley Road, Ashton to Stockport Road, Mossley and to the Oldham boundary and on through Greenfield. The works would involve localised lining and footway improvements which would be supported by variable message signs that would alert drivers and monitor speeds. In addition to this a Puffin Crossing was proposed outside St George's School, Mossley. This was objected to following a public consultation and was subsequently submitted to Speakers Panel (Planning) for resolution. The Panel approved the introduction of the crossing. The funding for the scheme was with Oldham Council as the major partner and all funding claims were to be addressed to Oldham. The work on this scheme had commenced and will be completed within this financial year as the funding was slipped to 2020/2021. This had been agreed with Oldham Council and the money would remain in their control until the scheme was progressed.

Members enquired on the progress of the LED Street Lighting and if the reported savings would be achieved.

It was stated that the programme had not started yet but lighting would soon arrive in the depo and

work would start soon, savings were expected and the service was working with colleagues in finance to finalise the expected savings.

RESOLVED

That the EXECUTIVE CABINET be RECOMMENDED to:

- a) **Note the rescheduling to the Tameside Asset Management Plan (TAMP) and the Highways Maintenance Programme. The commencement of the works programme was revised due to Covid 19.**
- b) **Note that Tameside MBC bid for and has been successful in securing £350,000 from the Department for Transport (DfT) for improving highway drainage infrastructure. The total project costs are £400,000 with a Tameside MBC allocation £50,000 from existing drainage budgets – see recommendation (o) below. This DfT allocation has to be used in financial year 2020/21. Accordingly, a site prioritisation exercise has been undertaken with regards to the inlet structures programme and re-phased a number of locations to commence in spring / summer 2021 to ensure the full use of the additional external funding.**
- c) **Note the progress with regard to the Slope Stability Programme.**
- d) **Note the progress with regards to the Cemetery Boundary Walls Programme.**
- e) **Note the rescheduling to Replacement of Cremators and Mercury Abatement, Filtration Plant and Heat Recovery Facilities Programme by the significant impact Covid 19 has had on the operation of the Crematorium and the suppliers of cremator equipment.**
- f) **Note the revised timetable for the Children’s Playground Programme.**
- g) **Note the progress with regards to the Ashton Town Centre Public Realm Project.**
- h) **Note the impact of Covid 19 on the LED Street Lighting Lanterns Project.**
- i) **Note the progress with regards to the Mayor’s Cycling and Walking Challenge Fund Programme (MCF).**
- j) **Note the Council has received confirmation that an allocation of £400,000 has been awarded following the submission of an Emergency Active Travel Fund (Tranche 1). If progressed, approval will be sought from Executive Cabinet for £400,000 to be added to the Council’s Capital programme for this project.**
- k) **Note the progress with regards to the Highways England – Designated Funds Scheme.**
- l) **Note the progress with regards to Department for Transport – Safer Roads Fund project in conjunction with Oldham MBC.**
- m) **Note the need to replace an existing tipper with a larger vehicle as set out in section 2.24-2.25 in this report. If progressed, approval will be sought from Executive Cabinet to add £40,000 to the Council’s Capital Programme to fund the net cost of the replacement vehicle.**
- n) **Note the replacement of a dumper belonging to Bereavement Services as set out in section 2.26 of this report. Approval will be sought from Executive Cabinet to add a budget of £15,500 for the replacement dumper to the Council’s Capital Programme for the new vehicle which will be funded by insurance monies.**
- o) **Approve that £50,000 of existing drainage / flood risk management operational budget be used as the Tameside MBC contribution to the overall £400,000 Transport Infrastructure Investment Fund – Highway Maintenance Challenge Fund 2020/21 with the remaining £350,000 coming from the Department for Transport.**

18 LEISURE ASSETS CAPITAL INVESTMENT PROGRAMME

Consideration was given to a report of the Executive Member (Neighbourhoods, Community Safety and Environment)/Director of Population Health which provided a summary of progress to date in relation to the delivery of the Council’s capital investment programme to improve sports and leisure facilities approved by Executive Cabinet on 24 March 2016. Additional benefits from the programme included a reduction in dependence on other Council and health related services, increased participation in community life and improved quality of life for all residents including the most vulnerable.

Members were informed that the Leisure Assets Capital Investment Programme comprised a number of individual projects, the following of which had been completed and delivered within budget:

- a) Active Copley heating system replacement (£0.369m).
- b) Active Copley pitch replacement scheme (£0.177m).
- c) Active Medlock roof replacement scheme (£0.120m).
- d) Active Dukinfield development (ITRAIN) – (£1.3m Council investment & £1m repayable loan by Active Tameside).
- e) Active Longendale Development (Total Adrenaline) – (£0.600m repayable loan by Active Tameside).
- f) Active Medlock Synthetic Turf Pitch Replacement (£0.120m).
- g) East Cheshire Harriers Floodlight Replacement Scheme – (£0.100m)
- h) Tameside Wellness Centre (£16.374m)

It was explained that the Hyde Pool extension scheme had been procured by the Local Education Partnership (the LEP) on behalf of the Council. The capital budget for the scheme was approved by Executive Cabinet on the 25 September and now stood at £4.034m, which was in keeping with the projected scheme cost. The scheme commenced on site in February 2020 with completion due in March 2021. Progress on site was currently in keeping with the agreed programme. Work to date had been predominantly outdoors including excavation, drainage, foundations and the installation of the concrete pool tank.

The Tameside Wellness Centre scheme was approved by Council on 2 May 2017. Construction began in November 2018 with the building officially opened on 2 March 2020 approximately 4 weeks ahead of programme. The scheme value was £16.224m (£13.674m Council investment, £1.5m Sport England grant and a £1.050m grant to Active Tameside). The building subsequently closed on 23 March 2020 in response to Government guidance on the Covid 19 pandemic. With the partial lifting of restrictions elements of the building reopened on the 27 July. The building was currently in its 12 month defects liability period. The closure period has been used to deal with a small list of outstanding defects. The final account for the scheme is currently under review with the Council's independent client advisor.

RESOLVED

That the EXECUTIVE CABINET be RECOMMENDED to note the contents of the report.

CHAIR

Agenda Item 4

Report To:	EXECUTIVE CABINET
Date:	30 September 2020
Executive Member / Reporting Officer:	Councillor Oliver 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 FINANCE REPORT CONSOLIDATED 2020/21 REVENUE MONITORING STATEMENT AT 31 JULY 2020
Report Summary:	<p>This report covers the Month 4 2020/21 financial position, reflecting actual expenditure to 31 July 2020 and forecasts to 31 March 2021. In the context of the on-going Covid-19 pandemic, the forecasts for the rest of the financial year and future year modelling has been prepared using the best information available but is based on a number of assumptions. Forecasts are subject to change over the course of the year as more information becomes available, the full nature of the pandemic unfolds and there is greater certainty over assumptions.</p> <p>The CCG continues to operate under a ‘Command and Control’ regime, directed by NHS England & Improvement (NHSE&I). NHSE has assumed responsibility for elements of commissioning and procurement and CCGs have been advised to assume a break-even financial position in 2020-21.</p> <p>As at Period 4, the Council is forecasting an overspend against budget of £3.540m. The £3.540m pressure is non-COVID related and reflects underlying financial issues that the Council would be facing regardless of the current pandemic.</p>
Recommendations:	Members are recommended to note the forecast outturn position and associated risks for 2020/21 as set out in Appendix 1 .
Policy Implications:	Budget is allocated in accordance with Council/CCG Policy
Financial Implications: (Authorised by the Section 151 Officer & Chief Finance Officer)	<p>This report provides the 2020/21 consolidated financial position statement at 31 July 2020 for the Strategic Commission and ICFT partner organisations. The Council set a balanced budget for 2020/21 but the budget process in the Council did not produce any meaningful efficiencies from departments and therefore relied on a number of corporate financing initiatives, including budgeting for the full estimated dividend from Manchester Airport Group, an increase in the vacancy factor and targets around increasing fees and charges income.</p> <p>The budget also drew on £12.4m of reserves to allow services the time to turn around areas of pressures. These areas were broadly, Children’s Services placement costs, Children’s Services prevention work (which was to be later mainstreamed and funded from reduced placement costs), shortfalls on car parking and markets income. Each of these services required on-going</p>

development work to have the impact of allowing demand to be taken out of the systems and additional income generated. There was additional investment around the IT and Growth Directorate Services, to invest in IT equipment, software and capacity and to develop strategically important sites for housing and business development, including key Town Centre masterplans. A delay in delivering the projects that the reserves were funding is likely to mean more reserves will be required in future years, placing pressure on already depleting resources.

Although the CCG delivered its QIPP target of £11m in 2019/20, only 40% of savings were delivered on a recurrent basis. Therefore the CCG was facing a significant challenge in order to meet the 2020/21 target before the COVID pandemic hit. Under command and control there was no requirement or expectation that the CCG would deliver efficiency savings in the first four months of the year. While this report assumes a year end break even position in line with national guidance, it is unclear what will happen with QIPP in future months or how savings will be achieved in the current climate.

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)**

Legislation is clear that every councillor is responsible for the financial control and decision making at their council. The Local Government Act 1972 (Sec 151) states that “*every local authority shall make arrangements for the proper administration of their financial affairs...*” and the Local Government Act 2000 requires Full Council to approve the council’s budget and council tax demand.

Every council requires money to finance the resources it needs to provide local public services. Therefore, every councillor is required to take an interest in the way their council is funded and the financial decisions that the council takes.

A sound budget is essential to ensure effective financial control in any organisation and the preparation of the annual budget is a key activity at every council. Budgets and financial plans will be considered more fully later in the workbook, but the central financial issue at most councils is that there are limits and constraints on most of the sources of funding open to local councils. This makes finance the key constraint on the council’s ability to provide more and better services.

Every council must have a balanced and robust budget for the forthcoming financial year and also a ‘medium term financial strategy (MTFS)’ which is also known as a Medium Term Financial Plan (MTFP). This projects forward likely income and expenditure over at least three years. The MTFS ought to be consistent with the council’s work plans and strategies, particularly the corporate plan. Due to income constraints and the pressure on service expenditure through increased demand and inflation, many councils find that their MTFS estimates that projected expenditure will be higher than projected income. This is known as a budget gap.

Whilst such budget gaps are common in years two-three of the MTFS, the requirement to approve a balanced and robust budget for the immediate forthcoming year means that efforts need to be made to ensure that any such budget gap is closed. This is achieved by making attempts to reduce expenditure and/or increase income. Clearly councillors will be concerned with any potential effect that these financial decisions have on service delivery.

The detailed finance rules and regulations for local councils are complex and ever-changing. However, over the past few years, there has been a significant change in the overall approach to local government funding.

Since 2010 – Government has sought to make the local government funding system more locally based, phasing out general government grant altogether. One of the key implications of this change in government policy is that local decisions affecting the local economy now have important implications on council income. Therefore, the policy objectives and decision making of the local council plays a far more significant role in the council's ability to raise income than before.

The councillor's role put simply, it is to consider the council's finance and funding as a central part of all decision making and to ensure that the council provides value for money, or best value, in all of its services.

There is unlikely to be sufficient money to do everything the council would wish to provide due to its budget gap. Therefore, councillors need to consider their priorities and objectives and ensure that these drive the budget process. In addition, it is essential that councils consider how efficient it is in providing services and obtaining the appropriate service outcome for all its services.

A budget is a financial plan and like all plans it can go wrong. Councils therefore need to consider the financial impact of risk and they also need to think about their future needs. Accounting rules and regulations require all organisations to act prudently in setting aside funding where there is an expectation of the need to spend in the future. Accordingly, local councils will set aside funding over three broad areas: Councils create reserves as a means of building up funds to meet known future liabilities. These are sometimes reported in a series of locally agreed specific or earmarked reserves and may include sums to cover potential damage to council assets (sometimes known as self-insurance), un-spent budgets carried forward by the service or reserves to enable the council to accumulate funding for large projects in the future, for example a transformation reserve. Each reserve comes with a different level of risk. It is important to understand risk and risk appetite before spending. These reserves are restricted by local agreement to fund certain types of expenditure but can be reconsidered or released if the council's future plans and priorities change. However, every council will also wish to ensure that it has a 'working balance' to act as a final contingency for unanticipated fluctuations in their spending and income. The Local Government Act 2003 requires a council to ensure that it has a minimum level of reserves and balances and requires that the Section 151 officer reports that they are satisfied that the annual budget about to be agreed does indeed leave the council with at least the agreed

minimum reserve. Legislation does not define how much this minimum level should be, instead, the Section 151 officer will estimate the elements of risk in the council's finances and then recommend a minimum level of reserves to council as part of the annual budget setting process.

There are no legal or best practice guidelines on how much councils should hold in reserves and will depend on the local circumstances of the individual council. The only legal requirement is that the council must define and attempt to ensure that it holds an agreed minimum level of reserves as discussed above. When added together, most councils have total reserves in excess of the agreed minimum level.

In times of austerity, it is tempting for a council to run down its reserves to maintain day-to-day spending. However, this is, at best, short sighted and, at worst, disastrous! Reserves can only be spent once and so can never be the answer to long-term funding problems. However, reserves can be used to buy the council time to consider how best to make efficiency savings and can also be used to 'smooth' any uneven pattern in the need to make savings.

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

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1. BACKGROUND

- 1.1 Monthly integrated finance reports are usually prepared to provide an overview on the financial position of the Tameside and Glossop economy.
- 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 2020/21 is £975 million.
- 1.3 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 Period 4, the Council is overspent by £9.230m on a YTD basis, with a forecast overspend against budget of £3.540m. The £3.540m pressure is non-COVID related and reflects underlying financial issues that the Council would be facing regardless of the current pandemic. This includes continuing significant financial pressures in Children's Social Care, Adults services and income shortfalls in the Growth Directorate. **Appendix One** provides further detail of the financial position at Month 4.
- 2.2 The CCG continues to operate under a 'Command and Control' regime, directed by NHS England & Improvement (NHSE&I). NHSE has assumed responsibility for elements of commissioning and procurement and CCGs have been advised to assume a break-even financial position in 2020-21. **Appendix One** provides a more in depth explanation of these issues.

3. FINANCIAL OUTLOOK 2020/21

- 3.1 The COVID-19 pandemic is unprecedented and whilst its impact on local public service delivery is clearly significant, the full scale and extent of the health, socio-economic and financial impact is not yet fully understood. The immediate demands placed on local service delivery will result in significant additional costs across the economy, and the economic impact is expected to have significant repercussions for our populations, resulting in losses of income for the Council across a number of areas, potentially for a number of years. Whilst the immediate focus is quite rightly to manage and minimise the impact of the virus on public health, the longer term financial implications and scenarios do need to be considered.

3. RECOMMENDATIONS

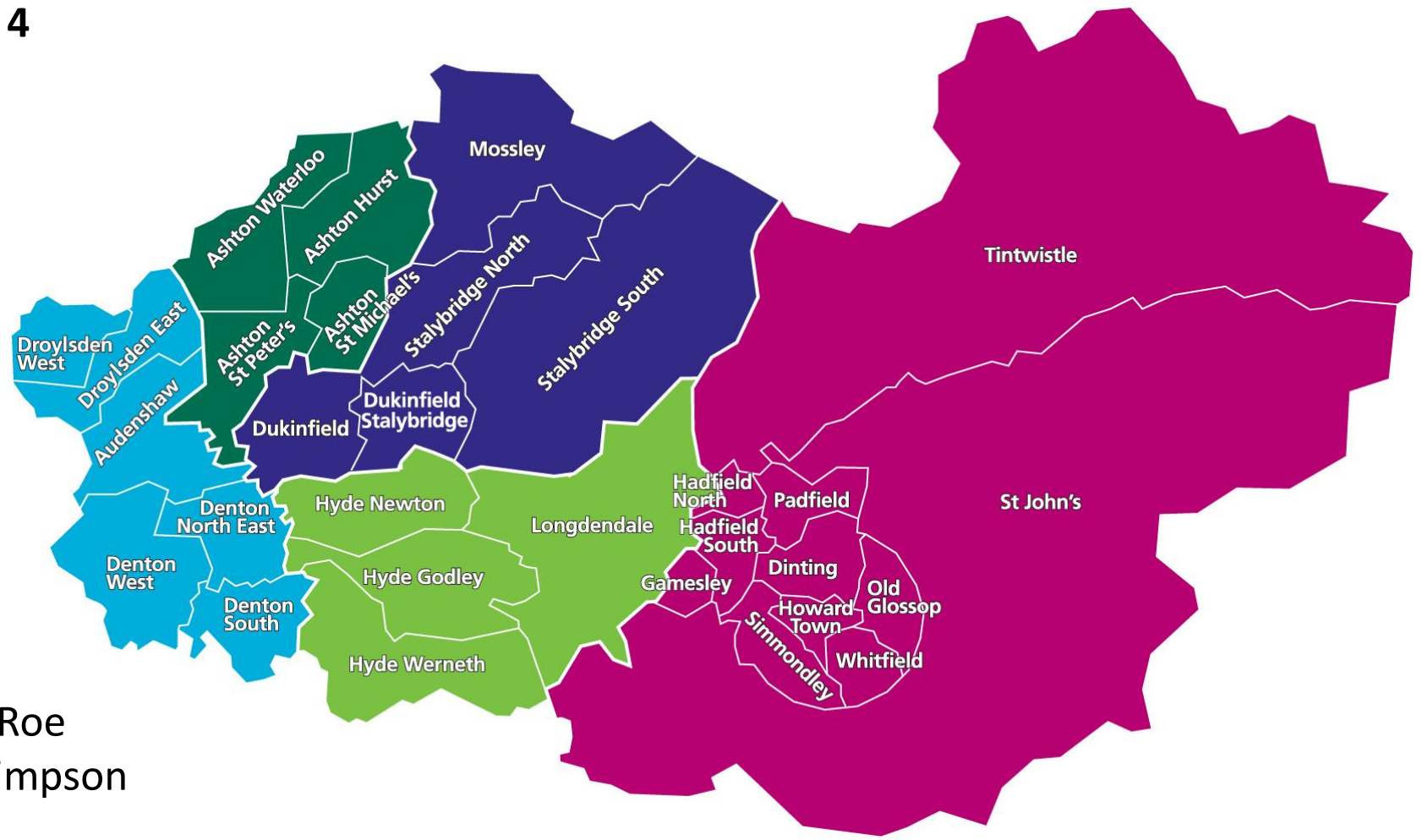
- 3.1 As stated on the front cover of the report.

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Tameside and Glossop Strategic Commission

Finance Update Report Financial Year Ending 31st March 2021 Month 4

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Kathy Roe
Sam Simpson

Period 4 Finance Report

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Strategic Commission Budgets	4
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CCG Budgets	9 – 10
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This report covers the Tameside and Glossop Strategic Commission (Tameside & Glossop Clinical Commissioning Group (CCG) and Tameside Metropolitan Borough Council (TMBC)) and Tameside & Glossop Integrated Care Foundation Trust. It does not capture any Local Authority spend from Derbyshire County Council or High Peak Borough Council for the residents of Glossop.

Finance Update Report – Executive Summary

As we enter the second quarter of the financial year, the financial position remains challenging and significant uncertainty remains as a result of the on-going Covid-19 pandemic. That said the Integrated Commissioning Fund position has improved slightly since last month as a result of changes on the Council Side. Forecasts for the remainder of the financial year have been prepared using the best information available but are based on a number of assumptions. Forecasts are inevitably subject to change over the course of the year, as new information comes to light and our understanding of the pandemic develops.

The NHS continues to operate under a nationally directed 'Command and Control' finance regime, with CCGs advised to assume a break-even financial position in 2020-21. Current guidance has been extended into August and September, with a new financial regime, based on STP (Sustainability & Transformation Partnership) level control totals introduced from Month 7 onwards.

At Month 4, the Council is overspending by £9.2m on a YTD basis. With a forecast that this pressure will be reduced to £3.5m by the end of the year. The £3.5m pressure is not COVID related and reflects underlying financial issues that the Council would be facing regardless of the current pandemic. This includes continuing significant financial pressures in Children's Social Care, Adults services and income shortfalls in the Growth Directorate.

Updated NHS guidance allows the CCG to continue to claim additional COVID related costs from NHS England. Similar arrangements are in place for provider top ups at the ICFT. At M4 the CCG has claimed £7.0m of additional COVID related costs in 2020-21, with a forecast that this will reach £10.7m by September, when the current scheme is due to end. This is in addition to £0.5m received in 2019-20. £5.3m of the £7.0m has been paid over to the council, primarily to support Hospital Discharge and the Care Home sector and is included in the Council's income position.

The council are forecasting £31.1m of COVID income in total this year and the equivalent forecasted costs of £31.1m.

The ICFT has reported an underlying underspend of £0.5m before the impact of COVID. COVID spend was £1.7m, meeting a top up payment of £1.2m is required to enable the reported breakeven position.

	YTD Position			Forecast Position			Variance	
	Budget	Forecast	Variance	Budget	Forecast	Variance	Previous Month	Movement in Month
CCG Expenditure	144,253	144,253	0	432,760	432,760	0	0	0
TMBC Expenditure	66,459	75,688	(9,230)	205,279	208,819	(3,540)	(5,966)	2,426
Integrated Commissioning Fund	210,712	219,942	(9,230)	638,039	641,579	(3,540)	(5,966)	2,426
ICFT - post PSF Agreed Deficit	0	0	0	0	0	0	0	0
Economy Wide In Year Deficit	0	(9,230)	(9,230)	0	(3,540)	(3,540)	(5,966)	2,426

Finance Update Report – Strategic Commission Budgets

Budgets continue to face significant pressures across many service areas. COVID pressures are a significant driver of this, with pressures arising from additional costs or demand, and significant shortfalls of council income in many areas. External COVID funding and other contributions should help to offset this pressure. However, £3.5m of forecast overspends do not relate to COVID pressures and instead reflect an underlying financial position which requires urgent attention by Directorates.

Forecast Position £000's	YTD Position			Forecast Position			Variance	
	Budget	Actual	Variance	Budget	Forecast	Variance	COVID Variance	Non-COVID Variance
Acute	74,406	74,426	(19)	223,219	223,249	(29)	(29)	0
Mental Health	13,346	13,580	(233)	40,039	40,398	(359)	(359)	0
Primary Care	30,257	30,611	(354)	90,771	91,316	(544)	(544)	0
Continuing Care	5,777	5,781	(3)	17,332	17,337	(5)	(5)	0
Community	11,369	11,369	0	34,107	34,107	0	0	0
Other CCG	7,602	13,955	(6,353)	22,805	32,576	(9,771)	(9,771)	0
CCG TEP Shortfall (QIPP)	0	0	0	0	0	0	0	0
CCG Running Costs	1,495	1,495	0	4,486	4,486	0	0	0
CCG COVID-19 Notional 20/21 Funding	0	(6,963)	6,963	0	(10,709)	10,709	10,709	0
Adults	12,890	13,843	(952)	38,671	40,600	(1,929)	(981)	(948)
Children's Services - Social Care	17,982	19,855	(1,873)	53,946	56,274	(2,328)	0	(2,328)
Education	1,151	1,182	(32)	6,398	7,350	(953)	(612)	(341)
Individual Schools Budgets	1,067	947	120	0	0	0	0	0
Population Health	5,206	1,880	3,327	15,619	19,040	(3,421)	(3,464)	43
Operations and Neighbourhoods Growth	18,373	36,074	(17,701)	52,971	53,287	(316)	(674)	358
Governance	1,054	150	905	10,988	12,094	(1,106)	(221)	(884)
Finance & IT	2,689	7,604	(4,915)	9,531	9,186	344	45	299
Quality and Safeguarding	2,965	3,137	(172)	7,910	7,903	7	(35)	42
Capital and Financing	70	29	40	209	219	(10)	0	(10)
Contingency	332	(449)	781	996	7,573	(6,577)	(6,632)	55
Contingency - COVID Direct Costs	952	(1,065)	2,018	2,857	2,880	(23)	0	(23)
Corporate Costs	0	6,217	(6,217)	0	18,414	(18,414)	(18,414)	0
LA COVID-19 Grant Funding	1,728	1,259	470	5,184	5,089	96	(100)	196
Other COVID contributions	0	(11,044)	11,044	0	(24,266)	24,266	24,266	0
Other COVID contributions	0	(3,929)	3,929	0	(6,823)	6,823	6,823	0
Integrated Commissioning Fund	210,712	219,942	(9,230)	638,039	641,579	(3,540)	0	(3,540)

	YTD Position			Forecast Position			Variance	
	Budget	Forecast	Variance	Budget	Forecast	Variance	Previous Month	Movement in Month
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Integrated Commissioning Fund	210,712	219,942	(9,230)	638,039	641,579	(3,540)	(5,966)	2,426

Finance Update Report – Council Budgets

There are a number of variances across the Directorates resulting in the overall forecast overspend. The year end forecast pressure is not related to COVID and reflects underlying financial issues that the Council would be facing regardless of the current pandemic. Headlines at Month 4 include:

Children's Services - The Directorate is reporting a forecast overspend of £2,328K at period 4 which is an overall reduction of £30k from period 3. The forecast overspend is predominantly due to the number and cost of internal and external placements (£2,310K). There is also a small pressure on employee costs of £12K and travel and premise costs (£6K).

The employee costs forecast has reduced by £337K since period 3 due to delays in filling vacant posts; however internal and external placements have increased by £300K mainly due to a new expensive external placement commencing (£8,650 per week). The placement forecasts assume that all the current placements continue to the end of the financial year and there are no changes to the placement mix or placement costs. Nationally there is a widely accepted assumption that COVID-19 will have masked a range of issues across the continuum of need (Early Help, Child in Need, Child Protection) whilst many children and families have been out of sight from safeguarding partners such as schools, nurseries, child minders, community health services, A & E and a range of other services, and that along with the advent of a wider "lifting of lockdown" and particularly the return of more children to school from September, we are likely to see a spike in the identification of these needs. The scale of this rise in identification and associated activity, including referrals into the statutory services (Child in Need and Child Protection) is impossible to quantify, but the consensus is that this will largely emerge from now through to the Autumn Term (September / November) and possibly into next year.

If correct it is likely that any such spike in statutory activity would most likely also result in a rise not only in EH, CiN and CP activity but also in the number of Looked After Children. In line with this our ability to maintain a vacancy factor at current levels would also come under pressure as increased demand into the system is likely to require increased staffing in order to maintain safe levels of service.

In anticipation of this we have refocused our COVID-19 lockdown arrangements (and the staffing capacity that was realigned to this) in terms of regular contacts with schools and a quick response to issues at the earliest opportunity (from March through to end of May this enabled direct intervention, from lower tier advice and guidance through to complex Early Help intervention to support over 700 children of which only two escalated to Statutory Services).

This resource is currently focused on working alongside statutory social work services in supporting a number of Children in Need in order to prevent escalation, stabilise or where possible step down these cases and will remain aligned to this role in anticipation of increased demand over the coming months

Edge of Care and Family Intervention Services are also focused on the potential rise in demand and it is anticipated that they will be operating a 7 day 8-8 service by September. A request for service daily contact with all schools was in place until end of term in July. Verbal consent will be accepted to ensure referrals can be dealt with quickly and easily during the current circumstances. From September this will move to weekly contact at least the October half term. Verbal consent still will be accepted to ensure referrals can be dealt with quickly. This arrangement will be kept under review and can be amended as necessary.

Finance Update Report – Council Budgets

Adults - The period 4 forecast outturn is a projected adverse variance of £1,929k compared to budget. This position has improved by £160k compared to the forecast adverse variance reported at the end of P3, with the key movement of variances between periods set out below.

Adults Commissioning Service

- £179k additional supported accommodation and daycare placements
- £140k additional one-to-one day services provision via Active Tameside
- £114k additional homecare packages that will be a cost to the Council once NHS covid funding support ends
- £50k contract payments relating to 2019/20 packages not previously accounted for
- £235k additional care home placements that will be a cost to the Council once NHS covid funding support ends
- £271k reduction in out of borough placements that will transition to internal and existing contracted provision
- £180k additional NHS Covid funding supporting the Joint Equipment Store (£163k), day services via HC One (13K) and Mencap (£14k)

Adults Neighbourhood Teams (deterioration of £151k): An additional £175k relates to an additional high-needs out of borough residential care package.

Long Term Support, Reablement & Shared Lives (improvement of £134k): Reduction to the forecast of pay costs within the Homemakers service and reablement service additional hours forecast that will be supported via the NHS Covid funding).

Mental Health / Community Response Service (deterioration of £251k): £105k additional costs over 19/20 and 20/21 relating to increased rates for two care packages. £70k additional cost of 20/21 inflationary increase for Caretech packages

Senior Management (improvement of £463k): Budget has been allocated to the directorate relating to the proposed partial transfer of services to the Integrated Care Foundation Trust. The budget support relates to additional support costs associated with the transfer, The transfer is unlikely to take place in 2020/21. It should be noted that it is envisaged the budget allocation will be vired from the directorate to the Council's contingency budget at period 6.

Public Health – Position remains similar to period 3, no further guidance or indication from Government that income shortfall for the Leisure Trust will be funded. Active Tameside are awaiting the outcome of the FCA's test case on business interruption insurance which is not expected to rule until the Autumn.

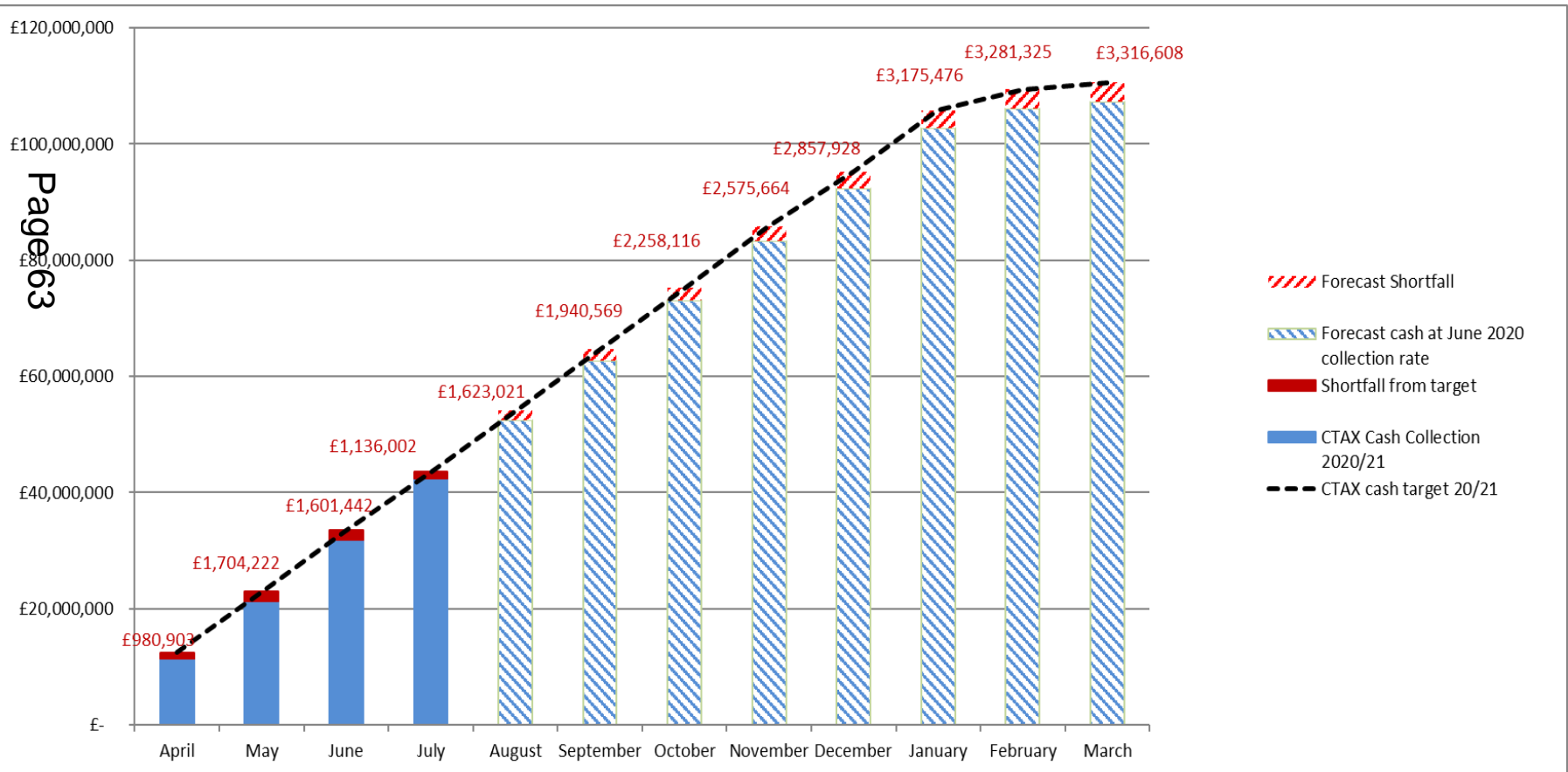
Education – The forecast has changed due to additional Covid costs for the new academic year being removed. This has been changed due to the new guidance received from Central Government stating that additional social distancing measures will not be required for SEN Transport for the new academic year. The forecast also includes growth in route numbers for the new academic year based on the increase between 18/19 & 19/20 academic years.

Collection Fund

Council Tax and Business Rates Collection

As at the end of July, collection of both Council Tax and Business Rates is below target and prior year trends, and this is attributed to the economic impact of COVID-19.

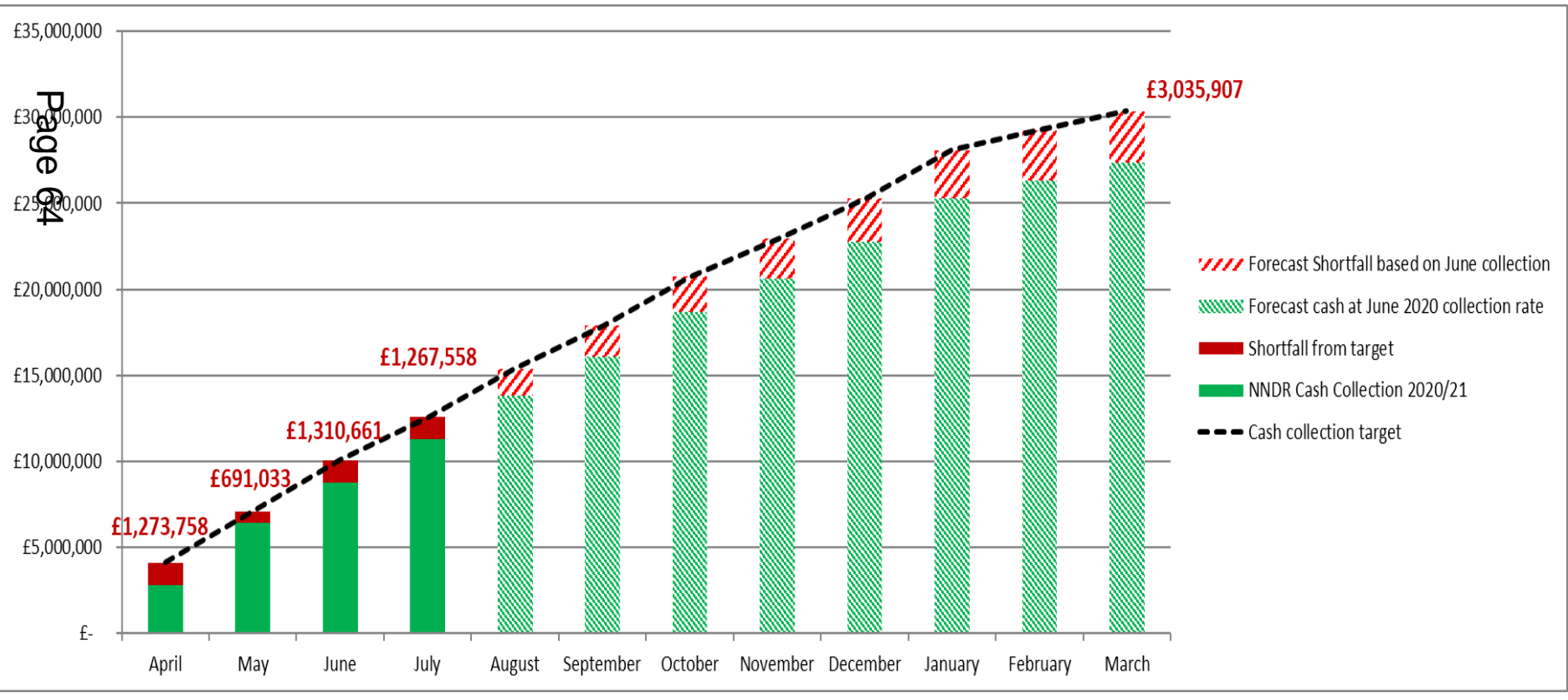
Council Tax collection rates have slowly improved since April, but remain 3% below target. If this trend continues then the forecast deficit on Council Tax collection by the end of March 2021 is £3.316m of which the Council's share is £2.447m. There has also been an increase in the number of residents eligible for Council Tax Support, with an associated increase in cost. There is a risk that further claims may arise during the year, as the economic impact of the pandemic becomes clearer and furlough payments come to an end.



Collection Fund

Business Rates collection improved between April and May, this improvement was not sustained in June but has picked up again in July, although overall collection is still significantly below target. If this trend continues then the forecast deficit on Business Rates by the end of March 2021 is £3.036m.

Recovery action has recommenced however Court hearings for non payment cases is not possible at the present time. Officers are working with the Courts to establish a 'new normal' when Courts sessions can be held again. There remains a risk that economic conditions may have a significant negative impact on the sustainability of some businesses, resulting in increased non payment with minimal opportunity for recovery.



Month 4 CCG Forecasts

- With the outbreak of COVID-19 in March, emergency planning procedures were instigated by NHS England (NHSE), with all finances governed by a new a national command and control framework. NHSE have assumed responsibility for numerous elements of commissioning and procurement, while CCGs were advised to assume a break-even financial position in 2020-21.
- Under command and control, acute contract payments have been calculated nationally (based on the month 9 agreement of balances exercise), with the CCG unable to pay anything to providers outside of this calculated figure in the first four months of this financial year. Other budgets were also nationally derived, based on 2019-20 costs at month 11 with growth/uplift rates applied. No investment other than that related to the pandemic response is allowed and there is no requirement to deliver efficiency savings during this four month period.
- At Month 4, we have reported YTD actuals in line with the national command and control requirements via the Integrated Single Financial Environment (ISFE). This covers baseline spend as referenced above and additional COVID-19 related costs. The national financial regime does not require (or allow) a full year forecast of expenditure to be submitted.
- Because of this, the financial data included in this report, deviates from the data reported nationally via ISFE. The CCG financial position reported in this Month 4 report is based on the 2020-21 financial plans approved through internal governance and submitted to NHSE prior to the pandemic. This allows us to report a full year position across the Integrated Commissioning Fund as a whole, while maintaining consistency with the national advice that CCGs should assume a break even position for 2020-21.
- It should be noted that implicit within our break-even position is an assumption that the 2020-21 QIPP target of £12.5m will be fully achieved. While we know that under the command and control regime there is no national requirement for efficiency in the first four months of the year, it is unclear what will happen in future months or how savings will be achieved given the current climate.
- A letter from Simon Stevens (NHS Chief Executive) and Amanda Prichard (NHS Chief Operating Officer) detailing the third phase of the NHS response to the COVID-19 crisis was published on 31 July. This sets out operational priorities for the rest of the year and outlines proposed changes to the command and control financial regime.
- Operational priorities include increasing activity to 'near normal' levels, preparing for winter demand pressures (including a potential second wave of the virus) and learning lessons from the first COVID peak. More detailed finance guidance will follow, but from the letter it is clear that:
 - Current contractual arrangements will be extended into M5 and M6.
 - The CCG can continue to claim for additional COVID related costs in M5 & M6 based on the current eligibility criteria.
 - A revised financial framework will be introduced from M7 onwards. This will retain simplified arrangements for payment and contracting but with a greater focus on system partnership and the restoration of elective services. The intention is that systems will be issued with funding envelopes, but operational arrangements for these envelopes and precise values will require further development.

CCG COVID-19 Spend

Cost Type	March Actual	April Actual	May Actual	June Actual	July Actual	August Forecast	September Forecast	Forecast Outturn
⊕ Hospital Discharge Programme	151,222	655,367	1,127,364	1,405,143	1,729,003	1,571,825	1,121,825	7,761,750
⊕ Remote management of patients	175,417	348,381	362,749	241,968	185,173	186,793	181,793	1,682,274
⊕ National Procurement Areas	0	204,973	139,509	124,968	7,630	195,000	110,000	782,080
⊕ PPE	41,922	0	0	0	0	0	0	41,922
⊕ Support stay at home model	94,860	0	0	0	0	0	0	94,860
⊕ Sickness / isolation cover	7,282	0	0	0	0	0	0	7,282
⊕ Bank Holidays	0	39,325	21,975	11,500	41,199	0	0	113,999
⊕ Backfill for higher sickness absence	0	0	21,985	18,230	11,701	0	0	51,916
⊕ GP SMS Additional Costs	0	0	0	46,579	0	0	0	46,579
⊕ Other action (provide commentary)	75,792	0	0	0	0	0	0	75,792
⊕ Other Covid-19	0	33,646	12,037	48,468	124,200	311,869	67,400	597,620
Grand Total	546,496	1,281,692	1,685,619	1,896,856	2,098,906	2,265,487	1,481,018	11,256,074

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The table above summarises £11,256k of additional costs associated with COVID-19. In line with the latest guidance we are now able to claim for additional COVID costs upto the end of September (last month only covered spend to July).

- This table captures spend with all providers across two financial years. £546k of the total relates to the 2019-20 financial year, with £10,709k in 2020-21.
- Actual spend of £7,509k to end of July has been reported to NHSE. At M3, when COVID funding only ran to the end of July, we were forecasting spend of £7,427k, so £82k higher than expected. This variance is driven by a increase in the number of packages of care under the Hospital Discharge Programme, a newly approved GM scheme for Clinical Assessment and new guidance allowing for small improvements to GP premises (e.g. perspex screens, automatic doors etc) to be treated as revenue and included in our claim. These pressures have been offset by savings on PPE.
- Our COVID spend represents a significant pressure against nationally calculated indicative funding of £6.2m (covering March - July). The CCG were required to complete a template explaining this variance at the end of June.
- While it is not yet clear how this pressure will be funded, it has been confirmed that access to COVID funding will continue until at least the end of September. The indicative funding value has not been changed to reflect the extension, therefore we are unable to make a meaningful comparison between our current forecast and national expectation. Likewise a comparison of our M3 & M4 forecasts cannot be done on a like for like basis.
- Based on current run rates and known changes in future months (e.g. to the current support package to Care Homes), we currently project spend of £11,256k to the end of September. The majority of planned spend (£8,393k) is with TMBC and is included in the Council part of the Integrated Commissioning Fund position.

Finance Update Report – ICFT Budgets

Summary

Trust I&E excluding COVID-19 expenditure - £0.496m underspend

COVID-19 expenditure: £1.657m

Net deficit (I&E + COVID-19 Exp): £1.161m overspend

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Additional Top up (True up) funding required: (£1.161m)

Net deficit Break Even

In Month Movement: (£0.063m) Favourable

- I&E Excl COVID-19: (£0.023m) Reduction

- COVID-19 Expenditure: (£0.040m) Reduction

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Agenda Item 5

Report to :	EXECUTIVE CABINET
Date :	30 September 2020
Reporting Officers:	Cllr Brenda Warrington – Executive Leader (Tameside Council) Dr Ashwin Ramachandra / Dr Asad Ali – Co-chairs (Tameside and Glossop Clinical Commissioning Group) Karen Huntley – CCG Lay Member for Public and Patient Engagement Sandra Stewart – Director Governance and Pensions Sarah Threlfall – Assistant Director Policy, Performance and Communications (Governance and Pensions)
Subject :	ENGAGEMENT UPDATE
Report Summary :	The report provides the Strategic Commissioning Board and Executive Cabinet with an update on the delivery of engagement and consultation activity in 2019/20 (to date). Much of the work is undertaken jointly – coordinated through the Tameside and Glossop Partnership Engagement Network (PEN) – by NHS Tameside and Glossop Clinical Commissioning Group, Tameside Council and Tameside and Glossop Integrated Care NHS Foundation Trust. However, it should be noted that each of the three agencies undertake work individually where necessary and appropriate for the purposes of specific projects. Engagement is relevant to all aspects of service delivery, all the communities of Tameside and Glossop, and wider multi-agency partnership working. The approach is founded on a multi-agency conversation about ‘place shaping’ for the future prosperity of our area and its communities.
Recommendations :	The Strategic Commissioning Board and Executive Cabinet are asked to note the contents of the report and support future engagement and consultation activity with the communities of Tameside and Glossop.
Links to Corporate Plan:	Achieving the objectives and priorities of the Corporate Plan is dependent on effective service delivery which meets the needs of local residents. Undertaking engagement and consultation to inform service development makes for better services and improved impact.
Policy Implications :	There are no direct policy implications as a result of this report but the activity outlined ensures policies regarding engagement are delivered. Engagement activity (alongside other considerations) will inform policy development in the relevant thematic areas.
Financial Implications : (Authorised by the statutory Section 151 Officer & Chief Finance Officer)	The engagement and consultation outlined in this report is carried out by the Policy and Communications team. The budget for the team and all other policy and communication work is £1.474m in 2020/21 with a forecast spend of £1.455m. The service expects to underspend by £19k on current estimations.

Legal Implications :
(Authorised by the Borough Solicitor)

Members will be aware of the Council's legal obligations in relation to consultation for particular projects and these will be subject to their own governance and decision making in addition to this report.

Risk Management :

The approach and activity outlined in the report ensures that both Tameside Council and Tameside and Glossop Clinical Commissioning Group meet their obligations with regards to engagement and consultation with local communities.

Access to Information :

The background papers relating to this report can be inspected by contacting Simon Brunet, Head of Policy of Policy, Performance and Intelligence (Tameside and Glossop Strategic Commission)



Telephone:0161 342 3542



e-mail: simon.brunet@tameside.gov.uk

1. PURPOSE OF THE REPORT

- 1.1 The report provides the Strategic Commissioning Board and Executive Cabinet with an update on the delivery of engagement and consultation activity from beginning of 2019 to date. Much of the work is undertaken jointly – coordinated through the Tameside and Glossop Partnership Engagement Network (PEN) – by NHS Tameside and Glossop Clinical Commissioning Group, Tameside Council and Tameside and Glossop Integrated Care NHS Foundation Trust. However, it should be noted that each of the three agencies undertake work individually where necessary and appropriate for the purposes of specific projects.
- 1.2 Engagement is relevant to all aspects of service delivery, all the communities of Tameside and Glossop, and wider partnership working. The approach is founded on a multi-agency conversation about 'place shaping' for the future prosperity of our area and its communities.

2. KEY HEADLINES

- 2.1 The key headlines from January 2019 to date are summarised in the box below.

- Facilitated 50 thematic Tameside and/or Glossop engagement projects
- Received 4,753 engagement contacts¹ (excluding attendance at events / drop-ins) – 2,875 in 2019 and 1,878 in 2020 so far.
- Supported 39 engagement projects at the regional and Greater Manchester level
- Promoted 46 national consultations where the topic was of relevance to and/or could have an impact on Tameside and/or Glossop
- Delivered four Partnership Engagement Network (PEN) conferences attended by over 280 delegates.
- Delivered four virtual Partnership Engagement Network sessions focusing on the impact of COVID-19 and how we can build back better. These were attended by over 50 participants.
- Held a virtual engagement session with young people to understand the impact of the pandemic on them and how they feel things can be done differently in the future.
- Undertook the second joint budget consultation exercise for Tameside Council and NHS Tameside and Glossop Clinical Commissioning Group with planning for the budget conversation 2021/22 underway.
- Delivered two stakeholder 'summits' bringing a range of public service leaders, VCFSE groups and public / patient representatives together to guide future planning on key issues – Neighbourhood Summit (January 2019) and Co-operative Summit (October 2019).
- Achieved 'Green Star' top rating for public and patient engagement as part of the CCG Improvement and Assessment Framework (IAF). Tameside and Glossop CCG attained the highest score possible, one of only 13 out of 195 areas in the country to do so *

() Note: CCG only. The Council and ICFT are not assessed under an engagement IAF.*

¹ Engagement contacts refer to the number of responses made to Tameside & Glossop Strategic Commission led engagement and consultation activity outlined in Appendix 1.

- 2.2 A table listing all engagement activity facilitated, supported or promoted in the last two years is attached at **Appendix 1** for information.
- 2.3 The outcomes of our COVID-19 specific engagement to date are detailed at section 4.

3. FUTURE OF THE PARTNERSHIP ENGAGEMENT NETWORK (PEN)

- 3.1 At its best, meaningful and effective public and patient engagement is a range of different activities where each element informs the development of specific projects or plan. And the whole provides a strategic view to guide forward plans for the area – ‘place shaping’. In Tameside & Glossop the Partnership Engagement Network (PEN) delivers our strategic approach to engagement and consultation.
- 3.2 In late 2019 it was proposed to review the work of PEN so far and develop ideas to inform its approach. In early 2020 a survey was shared with PEN members seeking views on how they felt PEN was working. A total of 32 members responded to the survey. Of those respondents who had attended PEN conferences the average rating was 4/5 stars, and 72% of respondents said they found the conferences very useful. 64% of respondents reported they found the monthly PEN update e-mails very useful. When asked about the positive/negative aspects and possible areas for improvement, they gave the following (summarised) feedback:

Wider range of workshop topics

- More diverse membership of PEN
- Use of social media and networks to raise the profile of PEN
- Sharing of materials and key points from conferences
- More ‘you said we did’ presentations and feedback
- PEN participants to take a lead on feeding back into their networks

- 3.3 Further consideration will now be given to a medium and long term plan to reintroduce PEN conferences and large showpiece events when it is safe to do. New opportunities like online forums will continue to be used in conjunction with face to face activity, alongside an increasing move to take conversations out into communities and settings.
- 3.4 Other ideas and opportunities for consideration and possible development are outlined below:
- Temperature testing with the community of Tameside & Glossop on key issues / priorities – in-depth insight work commissioned from third sector organisations such as Action Together, The Bureau and Diversity Matters North West.
 - Targeted communication activity to further promote opportunities for local residents to participate (e.g. PEN database, PEN conferences, and Big Conversation surveys).
 - Encourage a diverse eco-system of engagement mechanisms. Support the further development of vibrant PPGs across the area and the establishment of Patient Neighbourhood Groups (PNGs) in West (Denton / Audenshaw / Droylsden) and East (Stalybridge / Dukinfield / Mossley) – dependent on there being an appetite amongst existing groups and individuals to form up into a neighbourhood arrangement. Support from the existing PPGs/PNGs who have self-organised into the Patient Network will be of value in enabling this to happen.
 - Look at using new approaches and techniques (and pilot where appropriate) – e.g. Citizens Juries, Public Consultation Hearings, and ethnographic research.
 - PEN summit. One off summit using the market place approach providing an opportunity for PNGs, HealthWatch, Action Together, The Bureau and a range of groups to showcase their work, network with others, share learning.

- Building back better summit. Single issue thematic summit to be delivered in the last quarter of 2020 following the virtual events and other activity over the next couple of months.
- PEN network bespoke group training on building skills as a community leader (open to all individuals and groups on PEN database). The Peer Leadership Academy work being developed by NHS England provides an opportunity, alongside other local ideas.
- Ad-hoc asset / strengths based training (like Dementia Friends). Topics to be determined based on what is available. Open to all on PEN database.
- Strengthen the 'You said we did' feedback loop to include insight from both project leads and those being engaged to maximise the learning and better influence future service redesign.

4. ENGAGEMENT ON COVID-19

4.1 To start discussion and take away learning from Covid-19, four virtual engagement sessions took place in July and August. Attended by over 50 PEN members, the sessions were a way for members of the network to learn from one another and to recommence Covid-19 safe PEN activity. The themes for each of the sessions were:

- How do we get services back open safely?
- What has been the impact of Covid-19 on the most vulnerable?
- Living with Covid-19 and preventing outbreaks/spikes
- How do we do things differently in the future based on experiences of Covid-19?

4.2 A fifth virtual workshop session was undertaken with young people and their representatives to better understand their experiences during the pandemic and to obtain their views on how we can do things differently in the future. The session was attended by 14 people.

4.3 Each of the virtual engagement sessions invited participants to share their experiences, both as individuals or speaking on behalf of their organisation where appropriate. Despite there being a distinct topic for each of the workshops, there were clear themes that arose from each of the sessions. The general consensus from individuals and professionals is summarised below:

- **Communication** – clear, consistent public communications was said to be vital to reopening services safely, restoring public confidence and trust, encouraging people to follow the rules and vital to preventing future spikes. There was consensus on the need for a local communications strategy that reaches all communities (including the disabled, learning/physical; people for whom English isn't their first language) that is more specific to the local area.
- **Mental health/isolation** – has caused notable fallout during the pandemic. The mental health of the shielded/isolated, those who have lost work or income and children in particular. Future service planning will need to ensure that mental health needs can be met and met virtually where appropriate.
- **Digital services** – there are many concerns about digital exclusion of vulnerable people. Where services have been delivered virtually during the lockdown, face-to-face services should resume for those who need it – older people, people with mental health problems, disabilities. A mix of digital and face-to-face should be explored as the default.
- **Vaccination** – for Covid-19 and flu vaccine extension. Plenty of planning and consideration should be given to this in order to take us through the winter and prevent serious strain on services and serious ill health. Public communications need to dispel misinformation and build public trust.

- **Role of VCFSE** – has been vital during the pandemic. Volunteers and community/mutual aid groups should be harnessed as a resource for any future spikes or in the event of a second wave.
- **Impact of Covid-19 on people from a Black, Asian & Minority Ethnic background** (in particular Muslim community, people for whom English is not their first language, BAME staff in health services) – BAME communities have had disproportionate experiences of the pandemic – higher cases, more severe illness and/or death, Muslim community reported they are more likely to be at the receiving end of abuse relating to implementation of local lockdown restrictions.

4.4 The young person's engagement session took place on Monday 17 August, which provided an insight into the experiences of our younger residents during the pandemic. Key themes arising from this session were as follows:

- **Concerns about school work** – difficulty accessing due to no internet connection or access to a device; poor motivation and concentration and; some young people have other issues in their lives that have prevented them from doing any work, for example caring duties.
- **Exam concerns** – Participants spoke of stress owing to the cancellation of exams, missing a huge part of their education for GCSEs and A-Levels and worries about having to catch up for next year. Young people also feel they have missed out on the opportunity to celebrate the milestone due to the way results are calculated.
- **Mental health** – also a common theme across the other PEN sessions, young people said that their mental health should be a priority for the future. Mental health of children and young people has deteriorated during the lockdown and many more young children have struggled. There needs to be more support available to help.
- **Isolation** – the impact of being unable to visit people outside the home has been deeply felt by young people. For example being separated from parents, siblings and friends has been a big difficulty. Digital contact does not replace human contact, and many have had to 're-form' relationships.
- **Other comments** – included: children and young people have not been part of the decision-making process throughout the pandemic. Many children will have undergone major life experiences without the usual services, support and social contact with others, so this should be considered for future. Digital poverty deepens the issues caused by the lockdown for many young people – particularly those leaving care. Positive comments were also made in terms of some children feeling they had learnt more during lockdown and the provision of digital equipment had assisted with this.

4.5 The full report detailing the findings from the virtual PEN engagement sessions can be found at **Appendix 2**.

4.6 A survey on the Impact of COVID-19 / Building Back Better was hosted through July and August by the Strategic Commission via the Big Conversation pages on the Council and CCG websites. The survey aimed to understand how the pandemic has impacted the lives of people who live, work or spend time in Tameside & Glossop. We also wanted to gather views on how we can better live with, and recover from, COVID-19. As challenging as the COVID-19 pandemic has been, it also presents a range of opportunities to do things differently in Tameside & Glossop. We wanted to understand resident's priorities for the way we recover and for the future of the area. In total **455** responses to the survey were submitted. Some of the key themes emerging from the survey are drawn out below with the more detailed findings included in Appendix 2.

What do you think the impacts of coronavirus have been on the most vulnerable members of our community? How can we best learn from this in the future?

Theme	No.	%
Loneliness and isolation	178	39.1
Mental health	51	11.2
Fear and anxiety about Covid-19	35	7.7
More/better services supporting vulnerable people	34	7.5
Access to technology/digital services	27	5.9
Reduced access to healthcare/other services	24	5.3
Financial difficulties	24	5.3
Access to food	20	4.4
Better communication/engagement	16	3.5

How do you think we can best prevent future outbreaks of COVID-19 in Tameside & Glossop? What does our local community need to be able to do to support this?

Theme	No.	%
Following social distancing and hygiene guidelines	89	19.6
Stronger enforcement of lockdown measures	80	17.6
Effective and clear communication	59	13.0
Education of residents	28	6.2
More cleaning/hygiene	28	6.2
Local based approach	25	5.5
More/better testing	22	4.8
More effective track and trace	20	4.4
Support for people isolating/quarantining	18	4.0

What are your thoughts on how we can re-open services safely in Tameside & Glossop?

Theme	No.	%
Follow social distancing guidelines (e.g. facemasks)	101	22.2
Reopen services slowly/cautiously	32	7.0
Ensure effective communication	32	7.0
Enforce lockdown measures	31	6.8
Lift lockdown quickly/immediately	28	6.2
Cleanliness/hygiene	23	5.1
Reopen services only when safe	19	4.2

Based on your experiences during COVID-19, how do you think we can do things differently in the future?

Theme	No.	%
Tighter enforcement of social distancing and hygiene guidelines	83	18.0
Better flow of information	56	12.0
Focus on vulnerable people and shielded/isolated residents	26	5.7
More use of digital services	21	4.6
Raising issues with national government	20	4.0
More use of community volunteers or resources	17	3.7

More local input into decision making (residents/community groups)	16	3.5
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4.7 Additional engagement work around the impacts of COVID-19 has also been undertaken via other forums – specifically the Children in Care Council and via the Council’s two Scrutiny Panels. The engagement work undertaken with the Children in Care Council consisted of two questionnaires circulated via children’s social workers. These contained statements about mental wellbeing and how well children felt they had been supported during lockdown.

4.8 The first survey was sent out to children aged 8-16 involved with the duty, safeguarding and Looked After Children teams. Key findings included:

- Over three quarters (77%) agreed that they were generally in a good mood
- 91% said they had felt supported during the lockdown (none disagreed with this statement)
- 80% said that they felt like their rights were respected
- Over nine in ten (94%) felt they were able to share their worries or opinions
- When asked what they worried about, children mostly indicated that the future and how their family and friends were doing were the main concerns
- When asked what helped them during lockdown, it was family, friends, pets, activities and residential staff
- Generally, children understood the changes and reasons why
- When asked if there was anything they wished they could do but couldn’t because of restrictions, children said seeing family and friends, social activities and holidays

The second survey was sent to young people involved with the leaving care team, aged 16-25.

- Over a third (37%) said that generally they were in a good mood
- Two-thirds said they felt supported during lockdown
- 75% said they felt able to share their worries or opinions
- When asked about what worried them, how their family were doing, the future, mental health and finances were the biggest issues for those who responded

4.9 Engagement with residents and communities was reported via Elected Members on the council’s Scrutiny Panels. Scrutiny Panel members are well placed to report on feedback from residents in their wards, and so it was requested that they take time to note experiences, impacts and the response to Covid-19 in Tameside. These are summarised as follows:

- **Responding to Covid-19** – The crisis has helped generate a resurgence of a sense of community. There were positive outcomes such as online support groups. Agencies have responded well with regards to food and medication provision.
- **Health systems** – there are a number of concerns linked to the impact of Covid-19 and the lockdown on physical and mental health. Assessing and supporting mental health need must remain a priority. Concerns about avoidance of primary care during lockdown. Work is required to understand the impact on certain groups, for example Black, Asian and Minority Ethnic people.
- **Economy** – Residents have concerns about uncertainty connected with lockdown measures, particularly in the insecurity of employment, housing, financial support and debt.
- **Children and families** – There has been a positive response from local schools, but there are concerns about children returning to school. There is need for consistency in the messages relayed from schools.

- **Vulnerabilities** (elderly/shielded, BAME, homelessness, domestic abuse) – To review the need for a collaborative approach to assess and remove any potential barriers (physical or psychological), in supporting our elderly, shielded and vulnerable residents to become more socially mobile as lockdown restrictions start to ease further.
- **Future consideration** – A need to plan for the challenges we are likely to face going forward and particularly how we work to mitigate the problems that lockdown has imposed. For example, getting people back to work, future financial hardships and feasibility of foodbanks.

5. PARTNERSHIP ENGAGEMENT NETWORK (PEN) UPDATE

5.1 Since its inception in 2017 there have been eight Tameside and Glossop Partnership Engagement Network (PEN) large scale conferences, participated in 3 large scale summits and supported over 50 pieces of thematic engagement or consultation work. Feedback from the conferences is positive with 9 out of 10 delegates rating them as very good or good overall, and 9 out of 10 delegates saying they were given enough opportunity to express their opinions.

5.2 The table below summarises the topics discussed at the conferences that have taken place since start of 2019 to current date.

Conference	Presentations	Workshops
February 2019 (Over 70 delegates)	<ul style="list-style-type: none"> • Corporate Plan • Living Life Well 	<ul style="list-style-type: none"> • Living Life Well (All Attendees) • PEN Development Session (All Attendees) • Loneliness • Greater Manchester Moving Local Delivery Pilot • Corporate Plan • Building a Social Movement around Community Wellbeing • Social Prescribing and Asset Based Community Development
June 2019 (Over 80 delegates)	<ul style="list-style-type: none"> • Greater Manchester Clean Air Plan • Tackling Dementia in Tameside and Glossop 	<ul style="list-style-type: none"> • Active Neighbourhoods, Greater Manchester Get Moving Campaign • Personalised Care Planning at the End of Life • Tackling Dementia in Tameside and Glossop • New Ways to Access General Practice • Tameside and Glossop Lung Health Checks • Tameside and Glossop Bereavement Booklet
October 2019 (Over 70 delegates)	<ul style="list-style-type: none"> • Health Inequalities / Mayors Challenge Fund • Advanced Care Planning – You Said, We Did 	<ul style="list-style-type: none"> • ICFT Health Inequalities – Closing the Gap • Active Parks • ICFT Patient Experience & Service User Engagement Strategy • ICFT Volunteer Strategy

Conference	Presentations	Workshops
		<ul style="list-style-type: none"> • Co-operative Councils • SAMMIE (Smoking, Alcohol, Mobility, Mental Health, Isolation and Elderly) campaign.
February 2020 (Over 60 delegates)	<ul style="list-style-type: none"> • Estates Strategy • NWS Public/Patient Panel 	<ul style="list-style-type: none"> • Primary Care Networks • The Future of Personalised Care in Tameside & Glossop • Evaluation of Tameside & Glossop Transformation of Integrated Care • The Bureau, Glossop – Communications and Engagement Strategy • Bee Network Proposals • Tameside Sexual Health Services • NWS (North West Ambulance Service) Experience

5.3 Full feedback reports available for the conferences are posted on the Partnership Engagement Network (PEN) pages of both the council and CCG website. Similarly, for all thematic engagement and consultation activity a short feedback report is posted on the Big Conversation pages of the Tameside Council website (with links also included on the CCG website).

5.4 Since the beginning of 2019, two large scale stakeholder ‘summits’ have been held on key themes. These bring together a range of public service leaders, members of voluntary, community, faith and social enterprise (VCFSE) groups and public and patient representatives to discuss and guide future planning in those areas. The two events are the Neighbourhood Summit (January 2019) and the Co-operative Summit (October 2019).

6. OTHER ENGAGEMENT WORK

6.1 This section provides an update on other key pieces of engagement work that has, or was due to, take place recently. It also details some upcoming key pieces of strategic consultation and engagement activity for the Strategic Commission.

- **What Matters to You** - ‘What Matters to You’ is a national campaign led by NHS England each year that encourages and supports more conversations between those who commission health and social care and those who receive it. From 6 June to 31 July 2019, Tameside and Glossop Strategic Commission jointly promoted and facilitated the ‘What Matters to You’ campaign. The findings were then shared with senior leaders for their use to inform future service improvement. Due to COVID-19 the campaign was not undertaken in the same way in 2020. We will look to return to promoting the ‘What Matters to You’ campaign in Tameside & Glossop should it be reinstated in 2021.
- **NHS Oversight Framework: Patient and Community Engagement Indicator** - Each year NHSE undertake an Oversight Framework (formerly the Improvement and Assessment Framework (IAF)) with a focus on public and patient engagement for every clinical commissioning group. For the last two years – 2017/18 and 2018/19 – NHS Tameside and Glossop Clinical Commissioning Group achieved the top score of Green Star. For the 2018/19 assessment Tameside and Glossop Clinical Commissioning Group was awarded the top rating – Green Star (*with the highest possible score of 15 out of 15*) for patient and community engagement. Only

35 out of 195 areas in the country have received Green Star, and Tameside and Glossop is one of only 13 out of 195 go achieve the highest possible score of 15 out of 15. Our submission for 2019/20 was made to NHSE in February 2020 with results originally expected in June 2020. Results for the 2019/20 assessment been delayed due to COVID-19 – confirmation is currently awaited from NHSE as to when these will be announced.

- **GP Patient Survey** – The national GP Patient Survey results for Tameside & Glossop CCG were released in July this year. In Tameside & Glossop, 14,196 questionnaires were sent out and 3,993 were completed. This represents a response rate of 28%. Results from the survey will be used by Primary Care as part of their routine oversight of practices and is one of a range of data sources to help our understanding of practices.
- **Listening Framework** – earlier this year Children’s Commissioning worked with children and young people to develop a listening framework / co-production pledge that enshrines their involvement in the development of services that affect their future. Due to COVID-19 the implementation of the framework has been delayed. The Listening Framework will be taken through governance over the coming months to launch and embed across all services.
- **SEND Offer** - Tameside SEND strategic partnership are looking to improve the experience of and outcomes for the young people and families using their Integrated Service for Children with Additional Needs (ISCAN). The core aim and objectives of this work is:
 - To assist Tameside and Glossop SEND strategic partners to develop an integrated vision for a 0-25 years disability service
 - To assist identification of the necessary stepping stones to achieve the vision.
 - To build a service based on the lived experience and preferences of young people and families in order to improve agreed outcomes

A series of consultation exercises will be undertaken across the SEND stakeholder network with particular reference to parents, carers and young people in order to establish views, experiences and suggestions for a local integrated 0-25 disability service.

- **Primary Care Digital Strategy** – we need to ensure Tameside and Glossop’s diverse population is considered when reviewing the ever changing demand for the way in which we deliver services. The NHS Long Term Plan is heavily linked to the adoption of digital provision for access to health services. Work is currently underway to deliver these national requirements across our own locality focusing on the implementation of online and video consultations, and the impact this may have in relation to access. In order for us to measure the impact of these nationally driven requirements, we need to ensure we engage effectively with the people that access primary care services. We need to establish how, moving to digitally enhanced services, may affect them in terms of their future healthcare. It has been proposed that a period of engagement will be undertaken to inform the work of the Primary Care Digital Strategy. The engagement process will take into account other surveys implemented locally including recent Covid related surveys (Strategic Commission and Healthwatch Tameside) to ensure questions are not duplicated.
- **Budget Conversation 2021/22** – the third joint budget conversation for Tameside Council and Tameside & Glossop CCG is due to launch this autumn. It is important

that we understand the priorities of the public – local residents, businesses, patients and service users. Plans are in place to engage with the public in autumn 2020 on their priorities for spending within the context of the financial challenges facing public services – particularly in light of the impact of COVID-19. It is proposed that this year’s engagement will take the form of a conversation with the public on providing sustainable public services for the future; encouraging residents to see themselves as citizens, not just consumers of services. The conversation will take place through existing meetings/forums (virtually if necessary) supported by an extensive communications campaign. The public will be provided with the opportunity to leave comments and feedback through the Big Conversation including ideas and suggestions for saving money and improving services.

- **GM Consultations** - Three separate but aligned consultations are planned to take place within GM in autumn 2020. These three consultations are:
 - Greater Manchester Spatial Framework (GMSF)
 - Greater Manchester Clean Air Plan (GMCAP)
 - GM Minimum Licensing Standards for taxis and private hire vehicles (MLS)

GM Leaders have agreed to bring these consultations together under one narrative as all have a significant impact on the future of GM and its recovery. The joint narrative will reflect Greater Manchester’s commitment to build back better and support economic growth. Locally we will need to devote resource and time to the local engagement activity required to ensure local residents are fully engaged and input into these key strategic consultation pieces.

7. RECOMMENDATIONS

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

APPENDIX 1

The table below summarises engagement and consultation activity in the last two years.

Ref	Topic	Lead
1	The Big Alcohol Conversation	GMHSCP/GMCA
2	Items which should not routinely be prescribed in primary care: an update and a consultation on further guidance for CCGs	NHSE
3	MEC SCN Children and Young People Increasing confidence Survey	GMEC
4	Strategy for our veterans: UK government consultation paper	Ministry of Defence
5	Budget Conversation 2019-20	TMBC
6	Housing Assistance Policy	TMBC
7	Council Tax Charge on Long Term Empty Dwellings	TMBC
8	Williams Rail Review	Department for Transport
9	Planning reform: supporting the high street and increasing the delivery of new homes	Ministry of Housing, Communities, and Local Government
10	Regulating Basic Digital Skills Qualifications	Ofqual
11	Extremism in England and Wales: call for evidence	Commission for Countering Terrorism
12	Developing a Drug and Alcohol Strategy for Greater Manchester	GMCA
13	Improving Adult Basic Digital Skills	Department for Education
14	Gambling Policy Consultation	TMBC
15	Physical Activity: LGBTQ Questionnaire	TMBC
16	Greater Manchester Spatial Framework	GMCA
17	Police Funding 2019/20	GMCA
18	Improving access to social housing for members of the Armed Forces	Ministry of Housing, Communities, and Local Government
19	Single Handed Care	TMBC
20	Suicide prevention campaign consultation	GMHSCP
21	Greater Sport Physical Activity Survey	GreaterSport
22	Implementing the NHS Long Term Plan - Proposals for possible changes to legislation	NHS England
23	Consultation on consistency in household and business recycling collections in England	DEFRA
24	Introducing a Deposit Return Scheme for Drinks Containers	DEFRA
25	Healthwatch Tameside NHS Long Term Plan	Healthwatch Tameside
26	Plastic waste and recycling in Greater Manchester	GMCA
27	Introducing further advertising restrictions of products high in fat, sugar and salt (HFSS) on TV and online	Department of Health and Social Care
28	Tackling Homelessness	Ministry of Housing, Communities, and Local Government
29	Tameside Food Survey	TMBC
30	Greater Manchester Fire & Rescue Service - Programme of Change	GMCA/GMFRS
31	Serious violence: new legal duty to support multi-agency action	Home Office
32	Tameside Parenting Support Survey	TMBC

Ref	Topic	Lead
33	Deferred Payment Scheme Consultation	TMBC
34	Recycle for Greater Manchester Campaign Feedback	Recycle for Greater Manchester
35	Our Pass Opportunities	GMCA
36	Consultation on a new Rent Standard from 2020	Regulator of Social Housing
37	GM Clean Air	Clean Air GM
38	GM Vascular Services Survey	GMHSCP
39	Children not in school	Department for Education
40	Wheelchair Survey	GMHSCP
41	Adding folic acid to flour	Department for Health and Social Care
42	What Matters to You? (2019)	CCG
43	Tameside Museums and Galleries: Planning for the Future	TMBC
44	Consultation on Proposed PSPO for Moorland	TMBC
45	Local Studies and Archives Forward Plan	TMBC
46	Shining a Light on Suicide	GMHSCP
47	Higher technical education consultation	Department for Education
48	Changing Places Toilets	MHCLG
49	Support for victims of domestic abuse in safe accommodation	MHCLG
50	Greater Manchester High Rise Residents Survey	GMCA
51	Redress for purchasers of new build homes and the new homes Ombudsman	MHCLG
52	Restraint in mainstream settings and alternative provision	Department for Education
53	Tenancy deposit reform: a call for evidence	MHCLG
54	Digital-first Primary Care: Policy consultation on patient registration, funding and contracting rules	NHSE
55	Supporting victims and witnesses every step of the way: experiences of police, court and support services	GMP
56	How should we engage and involve patients and the public in our work	Medicines and Healthcare Products Agency
57	VCSE in Greater Manchester - the next 10 years	GM VCSE Devolution Reference Group
58	A new deal for renting: resetting the balance of rights and responsibilities between landlords and tenants	MHCLG
59	Rogue Landlord Database Forum	MHCLG
60	Advancing our health: prevention in the 2020s	Department for Health and Social Care
61	Co-operative Councils' Innovation Network Proposals	TMBC
62	Improving Specialist Care: GM Cardiology	GMHSCP
63	Transport and the Night Time Economy	GMCA
64	Measures to reduce personal water use	DEFRA
65	Electric vehicle chargepoints in residential and non-residential buildings	Department for Transport
66	Home to school travel and transport: statutory guidance	Department for Education
67	Sprinklers and other fire safety measures in new high-rise blocks of flats	Ministry for Housing,

Ref	Topic	Lead
		Community, and Local Government
68	LGBT Foundation Trans and NB People affected by cancer	LGBT Foundation
69	Doing Buses Differently	TfGM
70	Tameside Health Improvement	TMBC
71	Greater Manchester Hate Crime Plan	GMCA
72	The Ignition Project	GMCA
73	Health Improvement Stakeholder Engagement	TMBC
74	EDS2 Event Dec 2019 Feedback	TMBC
75	Budget Conversation 2020/21	TMBC/CCG
76	Healthwatch - Home Care Survey	Healthwatch Tameside
77	Healthwatch - Residential Care Survey	Healthwatch Tameside
78	Healthwatch - Carers Survey	Healthwatch Tameside
79	Ofsted inspection: removal of outstanding exemption	Department for Education
80	Greater Manchester review of paediatric medicine hospital services	GMHSCP
81	Appointee and Deputyship Consultation	TMBC
82	Future of PEN Survey	TMBC
83	Tameside Sexual Health Services Survey	TMBC
84	Chadwick Dam Bee Network Scheme	TMBC
85	Hill St to Trafalgar Sq, Bee Network Scheme	TMBC
86	Stamford Drive Bee Network Scheme	TMBC
87	Clarendon Rd Bee Network Scheme	TMBC
88	Rayner Lane Bee Network Scheme	TMBC
89	Ross Lave Lane Bee Network Scheme	TMBC
90	A57 Crown Point Bee Network Scheme	TMBC
91	Ashton Streetscape Bee Network Scheme	TMBC
92	Ashton Town Centre South Bee Network Scheme	TMBC
93	Manchester Road Link Bridge Bee Network Scheme	TMBC
94	A57 Denton to Hyde Bee Network Scheme	TMBC
95	Council Off-Street Parking Review	TMBC
96	Future Health and Care Services in Hattersley	TMBC
97	First Homes	MHCLG
98	Reforms to unregulated provision for children in care and care leavers	Department for Education
99	Review of the ban on the use of combustible materials in and on the external walls of buildings	MHCLG
100	Manchester's Gay Village - What it means to those who use it	GMCA
101	Tameside Council's Statutory Budget Consultation 2020/21	TMBC
102	Hyde Town Centre Consultation	TMBC
103	Integrating Care for Trans Adults	Open University, LGBT Foundation, and Yorkshire MESMAC
104	Changes to Ofsted's post-inspection processes and complaints handling: proposed improvements	Ofsted
105	NHS Net Zero - Call for evidence	NHS
106	Healthwatch Tameside Young people's health & care Survey 2020	Healthwatch Tameside
107	Healthwatch Tameside General survey 2020	Healthwatch Tameside

Ref	Topic	Lead
108	Understanding the impact of the Coronavirus on voluntary, community and social enterprise organisations (VCSE)	GMCA
109	Understanding the impact of Coronavirus on food banks, clubs, pantries and other food providers	GMCA
110	Protecting places of worship consultation	Home Office
111	Low Pay Commission consultation	Low Pay Commission
112	NHS: Your current experience of coronavirus	NHS
113	LGBT People: Share How Coronavirus Has Affected You	LGBT Foundation
114	Physical Activity in Covid-19	Greater Sport
115	Greater Manchester Big Disability Survey - Covid 19 Special / Greater Manchester Big Disability Survey about Covid 19 - Easy Version	GMCA
116	Covid-19 Survey	Healthwatch Tameside
117	COVID-19 in the Caribbean and African Community	GMCA
118	Manchester Pride Online Consultation	Manchester Pride
119	New walking & cycling measures to allow safe social distancing	TMBC
120	Future Travel Survey	TfGM
121	Greater Manchester, Ethnic Minority Experiences of Caring: Your Voice Matters	Wraparound Partnership/Greater Manchester Health and Social Care Partnership
122	Survey for Foster Carers in Tameside	TMBC
123	LGBTQI+ sport and physical activity	Pride Sports
124	Greater Moments COVID -19	Greater Moments
125	National Health Data Consent Survey	The CLIMB Project
126	Children's Food Campaign and Food Active Survey	Children's Food Campaign
127	LGBT Homes Survey	LGBT Foundation
128	Consultation on proposed changes to the assessment of GCSEs, AS and A levels in 2021	Ofqual
129	Save the Children	Tameside Youth Council/Save the Children
130	Developing a Race Equality Panel	GMCA
131	Impact of COVID-19 and Building Back Better	TMBC / CCG
132	Reopening the high street safely	TMBC
133	Tameside & Glossop Young People Wellbeing Survey	Worth-it
134	Greater Manchester State of the VCSE Sector Evaluation 2020	10GM/University of Salford
135	Local Offer Survey	TMBC

(T&G – 50; GM/NW – 39; National – 46)

Partnership Engagement Network (PEN)

Report of Engagement during the Covid-19 Pandemic

Background

Tameside & Glossop Strategic Commission (Tameside Council and Tameside & Glossop Clinical Commissioning Group) has engaged with residents, patients, service users and other stakeholders on the impacts of Covid-19 and their experiences during the pandemic in a number of ways to date. This includes virtual engagement sessions with members of the Tameside & Glossop Partnership Engagement Network, a locality-wide survey on the impacts of the pandemic and learning for the future, engagement with children and young people and with Elected Members via Scrutiny.

Key messages from the engagement that has taken place are:

Key messages

- Communication – participants spoke of the need for clear, effective and locally tailored communications to support the safe return to normality
- Mental health was a key concern, particularly for young, older, vulnerable people, and people facing hardship of the pandemic
- Isolation/fear experienced by most vulnerable was said to be a key impact of the pandemic
- Digital methods of delivering services & concerns – respondents spoke of the positives of how services have adapted to digital methods but this risks excluding vulnerable people and poorer outcomes
- Ability to access to GP services/primary care services was a focus for future planning
- Vaccinations – both for winter flu and a possible Covid-19 vaccine featured in discussion about priorities for the future
- The role that the VCFSE sector has played in the pandemic was discussed, including how it could be harnessed in the future
- Positive experiences and outcomes from the pandemic, such as less travel by car or improved delivery of public services
- The disproportionate impact that Covid-19 has had on BAME members of our community - with particular emphasis on our Muslim community and people for whom English is not their first language
- Young people also raised issues in relation to completing school work (difficulty for some in terms of accessibility / digital exclusion and motivation levels), exam concerns (including the feeling of missing out on key life milestones) and the importance of including young people in decision making processes

Virtual Engagement Sessions

Between 31 July and 17 August 2020, members of the public, stakeholders, partners, and voluntary, community and faith sectors, alongside representatives from Tameside Council, NHS Tameside and Glossop Clinical Commissioning Group and Tameside and Glossop Integrated Care NHS Foundation Trust met virtually for the first virtual Partnership Engagement Network engagement sessions of 2020. These are the first sessions to have taken place since the Covid-19 outbreak and resulting social distancing restrictions. There were over **55** participants in total.

The sessions were intended to be predominantly listening exercises – building on attendees' experiences during the pandemic, both as individuals and professionals/part of an organisation. In addition to this, the fifth session held with young people across the local area was held so that the perspective of children was captured.

Each session was facilitated by local leaders who led the discussions:

- How do we get services back open safely? Facilitated by Jane McCall, Chair of Tameside & Glossop ICFT and Karen Huntley, CCG Governing Body Lay Member
- What have been the impacts on the most vulnerable members of our community/ what is the learning for the future in terms of inequalities? Facilitated by Councillor Brenda Warrington, Executive Leader of Tameside Council and Liz Windsor-Welsh, CEO of Action Together
- Living with Covid-19 and preventing future outbreaks / spikes – what does the community need to be able to do this? Facilitated by Dr Asad Ali, Co-Chair of the CCG and Jody Smith, Policy & Strategy Service Manager
- How do we do things differently in the future based on our experiences of COVID-19? Facilitated by Councillor Brenda Warrington and Karen Huntley.
- A bespoke young person's engagement session focusing on their experiences of Covid-19 and how we can do things differently in the future. Facilitated by Councillor Bill Fairfoull, Executive Deputy Leader of Tameside Council, Councillor Leanne Feeley, Executive Member - Lifelong Learning, Equalities, Culture and Heritage and Karen Huntley.

Participants were invited to have their say on the topic of the session, drawing on their personal experiences of the pandemic in their capacity as a local resident, patients, service user or other stakeholder.

Prominent key themes emerged from across all five virtual engagement sessions. The discussions and feedback captured during these sessions will be used to provide data, information, evidence and insight to the development of public services in Tameside and Glossop in light of the pandemic and to help us build back better.

Messages from the engagement sessions in full:

Communication

- Communication was notably the most prominent theme across all five discussions. There was a general consensus of how essential communication has been to the pandemic, and how it continues to be of vital importance to a number of factors – keeping the public informed regarding lockdown rules, information about the virus, what services are available and how they can be accessed,
- Communication on a national scale (for example government communications) has been a cause for concern as new restriction measures are increasingly being implemented and communicated at a pace that is very fast and difficult to understand for many, in particular those who are more vulnerable.
- Comments echoed the need for strong local communication that will combat any confusion about national guidance. For example the national message encouraging the public to go out and support local businesses versus the localised lockdown measures in Greater Manchester and beyond shows how there needs to be a local strategy for communications. Another example is how well local public services are communicated – health, social care and other public services are open for business, however the fear caused by lockdown measures means that many vulnerable people still believe it is not safe to go and seek help or that services are still 'closed'.
- Communication also needs to be inclusive of people who may struggle to understand or for whom communication by digital methods is harder to access. For example – communication adapted for partially sighted/blind people; for people whose first language is not English.

Mental health

- Mental health also featured heavily – many participants reported either through individual experiences or their experience of working with people that mental health has worsened significantly as a direct result of the lockdown restrictions. Particularly for those who have had to shield as a result, or those who were already socially isolated.
- Some services that have been delivered digitally will need to return to face-to-face, particularly if their remit is to combat social isolation – this cannot be done through screens. For example social groups at the Grafton Centre.
- The mental health or emotional needs of those who have had severe symptoms of Covid-19 or who have lost a loved one to the virus and have been unable to grieve properly due to social restrictions – will need to have their needs met.
- Anxiety is a problem for those people who have been shielding, now that the official shielding period has ended. Many are still too afraid to leave their house, and many have not left their house at all or very little throughout the pandemic.
- Mental health of children requires much consideration and planning – children have missed key life events during lockdown, have anxiety relating to school and exams missed.

Digital services/digital exclusion

- The discussion in each of the sessions largely found that there were two sides to the way that public and health services have been delivered virtually (Zoom, Teams, social media or other). Many reported personal experience of having better quality, more frequent contact with a doctor for example, and reported that as professionals there has been more time to deliver services because they have been able to do this virtually. However on the other hand, many people risk being digitally excluded from these new methods, particularly older people, people with no access to digital methods (financial reasons or other), and people who require additional support in such services – such as people who require a chaperone to advocate or family member who can translate.
- It was agreed that some services are best delivered in person, for example counselling or any sort of mental or emotional support that requires human contact to work well.
- As a result, there were suggestions that going forward there are many who will benefit from a return to face-to-face services – such as health appointments or social activities.
- Finally where digital methods have benefited a public service provider or charity, these methods should be retained where possible with learning from the pandemic to be incorporated.
- Those who may be affected by domestic abuse may feel safer and get the help they need by attending a setting as opposed to digital methods

Access to GP/Primary Care Services

- Many participants reported a disconnect between patients and GPs or Primary Care providers as a result of the lockdown measures. There were comments that now that the country is slowly beginning to open up, the relationship between patients and the NHS must be 'repaired' to encourage people to begin to seek help for whatever their need is once again.
- Many participants noted a variance between GP practices and communications about the services patients can access and how; the quality and frequency of communications is inconsistent across practices.
- Patients need to be reassured that they can and should ask to be seen at their GP practice in order to repair fear and anxiety about going into healthcare settings. There is a general sentiment that patients feel their practice is 'closed'.

Vaccinations

- When asked about how to do things differently in the future, some participants raised the issue of future vaccination programmes, for example the Covid-19 vaccine if it becomes available; the flu vaccine in light of eligibility being expanded to all those over 50; and finally those who have missed vaccines while the pandemic has been going on.
- Another point regarding the flu vaccine was how to manage its supply and distribution in terms of availability, learning from past shortages of the vaccine itself.
- Comments raised concerns over fear and misinformation being spread about a possible Covid-19 vaccine; and how suspicion is not limited to certain social groups but across age

groups and social demographics. Future communications need to be able to counteract misinformation.

Impact of the pandemic on BAME people (emphasis on Muslim community and those whose first language is not English)

- Some residents accessing support through the Humanitarian Hub set up to support local residents experienced some language barriers with call handlers
- For those whose first language is not English or who do not speak English, the impact of having to attend appointments (in hospital or elsewhere) has caused issue for those who would normally bring a family member or friend to translate on their behalf. This acts as a further barrier to accessing primary and secondary care, and other services.
- Closure of Mosques – formerly strong community hubs for Muslims in Tameside & Glossop. Their closure posed problems to many during the pandemic who would rely on them for support. However now that they are open again they are useful for getting message out to Muslim community about the pandemic.
- There have been some reports of incidences of discrimination towards black and minority ethnic communities from others in public places / outside local Mosque. This appears to have been further compounded by the emergency lockdown measures announced the day before Eid.

The role of the VCSE sector

Discussion across the sessions highlighted the work of voluntary, community and social enterprise sector in providing for vulnerable people during the pandemic.

- Many charitable organisations continued throughout the pandemic to ensure that their vital support continued to those who needed it. Some have adapted to deliver services digitally/over the phone, which will need to continue to ensure those who are still vulnerable can access.
- Charities may struggle to continue working again in the event of a second wave.
- Volunteers require protection such as PPE and emotional wellbeing support
- There is a need for recognition of the impact that volunteers have had on people during the pandemic
- Volunteers and VCSE organisations must be harnessed as a vital resource in the event of a second wave or second lockdown

Positive outcomes of the pandemic

Participants from a range of individual and professional backgrounds wanted to share some of the positive outcomes they have experienced as a result of the Covid-19 outbreak:

- The role that local Mosques have played in dissemination of information, vital support to the vulnerable and coordination of volunteers
- The positive role that the community has played in supporting the most vulnerable, particularly volunteers – either from charities or those that have been furloughed and offered their time to help others – has been immeasurable
- The use of technology to deliver services has been positive for some service users and staff for a multitude of reasons – has resulted in greater flexibility and quality
- Comments that communications from the Council and CCG have been positive and had a good impact

Other comments:

- Comments about the difficulty of isolating for 14 days if there is a chance someone may have been in contact with a Covid positive person. Many do not have the financial option to do this and rely on going out to work.
- Track & trace has been inadequate – discussion of other local areas that have developed their own systems
- Better Covid-19 patient follow-up or aftercare is needed, particularly for those with severe symptoms who experience difficulty after being discharged
- Concerns about some treatments provided, for example Vitamin B12

The engagement session for young people was held on Monday 17 August. In addition to the key themes outlined above a number of distinct themes arose from this session as follows:

Concerns relating to school

- Participants of different ages voiced their worries about the amount of time and learning that they have missed due to school closures since March. The concerns are largely around the prospect of having to catch up with all of their work.
- A number of participants reported difficulty with completing online work at home for a number of reasons – no access to internet, limited or no access to a device in the household that will allow them to do their work and lack of motivation.
- Some young people such as young carers will have had further difficulty doing school work because of other responsibilities that have to come first

Concerns about exams

- Participants talked about stress owing to the cancellation of exams for a number of reasons including the varying information they were given about what was going to happen at the beginning of lockdown.
- The prospect of catching up on all the lost learning is more stressful for those in Year 10 or 12, who will have either GCSEs or A-levels next year.
- The way exam results are calculated has left young people feeling as though they cannot celebrate.

Mental health

- A key theme for the discussion was that the mental health of children and young people had deteriorated during the pandemic, affecting younger children as well. This notably includes children who had no prior mental health issues.
- There is a strong need for support networks for young people whose mental health is suffering as a result of the pandemic. Young people need to be made aware of what is available to them.
- For some young people, existing mental health problems were exacerbated and coping mechanisms or ways to alleviate this weren't accessible to them because of limited social contact.

Isolation

- Many participants spoke of the isolation felt due to being unable to see close family and friends. One word used to describe this was 'strange'.
- Children have been separated from parents and siblings due to lockdown and social distancing restrictions which has been very difficult. Having contact over the phone with family is no real consolation for the in-person connection that is needed.
- The lack of contact with friends has also impacted young people's lockdown experience, which was said to be 'boring and repetitive'.
- For some young people leaving care, digital access has rendered them even more isolated with phones and internet access being the main contact with the outside world.
- Young people have been left with no space to interact with others during the lockdown, and this has led to scapegoating about young people spending time on the streets with friends.
- The reduction of youth services has meant that young people have not had the space outside the home to enjoy themselves – either as part of youth groups or support groups for young carers

Other comments:

- Some feel that children and young people have been left out of the decision-making process during the course of the pandemic
- Many children will have gone through major life experiences since the beginning of the pandemic and may experience greater struggles associated with lockdown
- Some children have adapted well, particularly with learning and bonding with siblings
- Family bereavement is difficult for children because of funeral restrictions meaning family members cannot attend
- No internet access puts young people in a very difficult position in terms of completing school work, talking to friends and accessing support
- Positive comments were also made in terms of some children feeling they had learnt more during lockdown and the provision of digital equipment had assisted with this

Impact of Covid-19 and Building Back Better: Survey Feedback

A survey on the Impact of COVID-19 / Building Back Better was hosted by the Strategic Commission via the Big Conversation pages on the Council and CCG websites. The survey aimed to understand how the pandemic has impacted the lives of people who live, work or spend time in Tameside & Glossop. We also wanted to gather views on how we can better live with, and recover from, COVID-19. As challenging as the COVID-19 pandemic has been, it also presents a range of opportunities to do things differently in Tameside & Glossop. We wanted to understand resident's priorities for the way we recover and for the future of the area.

The survey was open from 31 July and closed on 1 September. In total 455 responses were received and analysed.

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 62% of respondents who provided a valid Tameside & Glossop postcode sector in response to the question "What is your postcode?"

Table 1: Achieved Sample by Postcode Sector

Postcode Sector	Tameside & Glossop Households ¹ (%)	Achieved sample (%)
M34 – Denton / Audenshaw	18.5	13.2
M43 – Droylsden	9.0	6.1
OL5 – Mossley	4.6	2.8
OL6 – Ashton (Hurst / St. Michaels)	11.6	11.0
OL7 – Ashton (Waterloo / St. Peters)	6.6	4.6
SK14 – Hyde	18.2	28.1
SK15 – Stalybridge	10.9	7.8
SK16 - Dukinfield	7.7	13.9
SK13 - Glossop	12.7	7.1
Other (outside Tameside & Glossop)	-	5.0

Weighting the data to account for over and under-sampling of particular sections of the population is not necessary, given that the survey 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 identifying data was collected as part of the consultation process.

A total of 451 respondents also stated their interest in the consultation (Question 1). 393 of respondents (87.1%) were a resident of the area. Responses are detailed in table 2. Responses were not exclusive: a respondent could select as many or as few options as they wanted.

Table 2: Respondent's interest in consultation

Interest in Issue	%
I work in Tameside & Glossop	42.6
I live in Tameside & Glossop	87.1
I spend leisure time in Tameside & Glossop	37.9
Other	3.8

The 42.6% of respondents who indicated that they worked in Tameside & Glossop were asked which sector they work in. Responses are detailed in table 3.

¹ Figures are based on the number of households in each postcode sector area.

Table 3: Employment sector of respondents

Employment sector	%
Public sector	64.9
Private sector	16.8
Voluntary sector	15.2
Other	3.1

All respondents were asked to select their top three priorities when thinking about living with Covid-19. The most commonly selected options are presented in table 4.

Table 4: Priorities when thinking about living with Covid-19

Priorities for living with Covid-19	%
My / my family's physical health	65.0
My / my family's emotional wellbeing and mental health	62.3
Staying in touch with friends / family	27.5
Access to health and care services	21.6
Capacity of health and care services to cope with coronavirus	17.9

Respondents were then asked to select their top three priorities for the future beyond Covid-19. The most commonly selected options are presented in table 5.

Table 5: Priorities for the future beyond Covid-19

Priorities for the future beyond Covid-19	%
My / my family's emotional wellbeing and mental health	59.6
My / my family's physical health	59.4
Staying in touch with friends / family	28.8
Access to health and care services	26.7
Managing household income and finances	13.4

Respondents were asked to indicate if they would do anything differently in the future by selecting as many options as appropriate. The most commonly selected options are presented in table 6.

Table 6: what would you do differently in the future?

What would you do differently in the future	%
Spend more time with family	60.9
Support local businesses more	59.6
Holiday more in the UK	40.1
Spend more time at home	39.8
Work from home more	36.7

In addition to the quantitative questions presented above, the Building Back Better survey asked five key open-ended questions. These align with those questions asked during the virtual PEN engagement sessions:

- What do you think the impacts of coronavirus have been on the most vulnerable members of our community? How can we best learn from this in the future?
- How do you think we can best prevent future outbreaks of COVID-19 in Tameside & Glossop? What does our local community need to be able to do to support this?

- What are your thoughts on how we can re-open services safely in Tameside & Glossop?
- Based on your experiences during COVID-19, how do you think we can do things differently in the future?
- Do you have any other comments you wish to make?

The key themes arising from each of the open-ended questions are outlined in Tables 7-11.

Table 7: What do you think the impacts of coronavirus have been on the most vulnerable members of our community? How can we best learn from this in the future?

Theme	No.	%
Loneliness and isolation	178	39.1
Mental health	51	11.2
Fear and anxiety about Covid-19	35	7.7
More/better services supporting vulnerable people	34	7.5
Access to technology/digital services	27	5.9
Reduced access to healthcare/other services	24	5.3
Financial difficulties	24	5.3
Access to food	20	4.4
Better communication/engagement	16	3.5

Table 8: How do you think we can best prevent future outbreaks of COVID-19 in Tameside & Glossop? What does our local community need to be able to do to support this?

Theme	No.	%
Following social distancing and hygiene guidelines	89	19.6
Stronger enforcement of lockdown measures	80	17.6
Effective and clear communication	59	13.0
Education of residents	28	6.2
More cleaning/hygiene	28	6.2
Local based approach	25	5.5
More/better testing	22	4.8
More effective track and trace	20	4.4
Support for people isolating/quarantining	18	4.0

Table 9: What are your thoughts on how we can re-open services safely in Tameside & Glossop?

Theme	No.	%
Follow social distancing guidelines (e.g. facemasks)	101	22.2
Reopen services slowly/cautiously	32	7.0
Ensure effective communication	32	7.0
Enforce lockdown measures	31	6.8
Lift lockdown quickly/immediately	28	6.2
Cleanliness/hygiene	23	5.1

Reopen services only when safe	19	4.2
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Table 10: Based on your experiences during COVID-19, how do you think we can do things differently in the future?

Theme	No.	%
Tighter enforcement of social distancing and hygiene guidelines	83	18.0
Better flow of information	56	12.0
Focus on vulnerable people and shielded/isolated residents	26	5.7
More use of digital services	21	4.6
Raising issues with national government	20	4.0
More use of community volunteers or resources	17	3.7
More local input into decision making (residents/community groups)	16	3.5

Table 11: Do you have any other comments you wish to make?

Theme	No.	%
Better flow of information	24	5.3
Tighter enforcement of social distancing/hygiene guidelines	24	5.3
Praise for pandemic response	14	3.1
More local input into decision making (residents/community groups)	12	2.6
Disappointed by response to pandemic	12	2.6
Support town centre and local economies/businesses	11	2.4
Support vulnerable, disabled and shielded residents	11	2.4

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

The achieved survey sample compared to the Tameside & Glossop population is presented in table 12.

Table 12: achieved survey sample compared to the Tameside & Glossop population

Demographic Group	Tameside & Glossop Population (%)	Achieved Sample (%)
Sex		
Male	49.1	31.9
Female	50.9	64.5
Prefer to self-describe	Not available	0.3
Prefer not to say		3.3
Age²		
Under 18	21.9	0.7
18 – 29	14.5	5.2
30 – 49	26.3	37.4
50 - 64	19.8	34.6
65+	17.5	22.0
Ethnicity		
White	91.8	93.0

² Based on those respondents who provided an exact age to enable categorisation

BME	8.2	7.0
Religion		
No Religion	24.0	42.1
Christian (including Church of England, Catholic, Protestant and all other Christian denominations)	64.2	55.1
Buddhist	0.2	0.7
Jewish	0.0	0.0
Sikh	0.0	0.0
Hindu	1.3	0.4
Muslim	3.9	1.8
Any other religion	N/A	4.9
Sexual Orientation		
Heterosexual / straight	Not available	82.3
Gay/lesbian		4.8
Bisexual		1.7
Prefer not to say		8.2
Prefer to self-describe		1.4
Disability		
Yes	20.5	30.9
No	79.5	69.1
Carer		
Yes	10.9	35.7
No	89.1	64.3
Armed Forces Member / Ex-Member		
Yes	Not available	5.3
No		91.3
Prefer not to say		3.3
Marital Status		
Single	34.8	18.0
Married / Civil Partnership	44.4	62.7
Divorced	13.2	8.7
Widowed	7.5	3.0
Prefer not to say	Not available	7.7

OTHER FEEDBACK METHODS

In addition to feedback received through the 455 survey responses, some comments were also made directly via social media posts on the Strategic Commission social media sites.

In total, 9 posts promoting the Covid-19 Impact and Building Back Better survey were made across Tameside & Glossop Strategic Commission social media channels (Twitter and Facebook) during the engagement period. Information detailing responses to these posts is outlined in table 13.

Table 13: Social media – number of posts and performance

Social Media Platform	No. of Posts	Shares	Replies	Likes
Facebook	1	7	11	6
Twitter	8	5	1	3

These social media responses were analysed to draw out any key themes. Table 14 details these key themes. Percentages are not provided due to low number of responses.

Table 14: Key themes from social media responses

Theme
Focus on other towns (not Ashton)
Redevelop old/disused buildings
Listen to residents
Crime/anti-social behaviour

Other Sources

Additional engagement work around the impacts of COVID-19 has also been undertaken via the Children in Care Council. The engagement work undertaken with the Children in Care Council consisted of two questionnaires circulated via children's social workers. These contained statements about mental wellbeing and how well children felt they had been supported during lockdown. The young people who responded were Tameside children aged between 8 all the way up to age 25, involved with either the safeguarding, Looked After or Leaving Care social work teams. Children and young people were asked about their lockdown experiences, general wellbeing and their priorities or concerns for the future.

The first survey was sent out to children aged 8-16 involved with the duty, safeguarding and Looked After Children teams. Key findings included:

- Over three quarters (77%) agreed that they were generally in a good mood.
- 91% said they had felt supported during the lockdown (none disagreed with this statement).
- 80% said that they felt like their rights were respected
- Over nine in ten (94%) felt they were able to share their worries or opinions.
- When asked what they worried about, children mostly indicated that the future and how their family and friends were doing were the main concerns.
- When asked what helped them during lockdown, it was family, friends, pets, activities and residential staff.
- Generally, children understood the changes and reasons why.
- When asked if there was anything they wished they could do but couldn't because of restrictions, children said seeing family and friends, social activities and holidays.

The second survey was sent to young people involved with the leaving care team, aged 16-25.

- Over a third (37%) said that generally they were in a good mood
- Two-thirds said they felt supported during lockdown
- 75% said they felt able to share their worries or opinions
- When asked about what worried them, how their family were doing, the future, mental health and finances were the biggest issues for those who responded.

Engagement with residents and communities was also reported via Elected Members on the council's Scrutiny Panels. Scrutiny Panel members are well placed to report on feedback from residents in their local wards, and so it was requested that they take time to note experiences, impacts and the response to Covid-19 in Tameside. These key messages from this work was as follows:

- **Responding to Covid-19** – The crisis has helped generate a resurgence of a sense of community. There were positive outcomes such as online support groups. Agencies have responded well with regards to food and medication provision.
- **Health systems** – there are a number of concerns linked to the impact of Covid-19 and the lockdown on physical and mental health. Assessing and supporting mental health need must remain a priority. Concerns about avoidance of primary care during lockdown. Work is required to understand the impact on certain groups, for example Black, Asian and Minority Ethnic people.
- **Economy** – Residents have concerns about uncertainty connected with lockdown measures, particularly in the insecurity of employment, housing, financial support and debt.

- **Children and families** – There has been a positive response from local schools, but there are concerns about children returning to school. There is need for consistency in the messages relayed from schools.
- **Vulnerabilities** (elderly/shielded, BAME, homelessness, domestic abuse) – To review the need for a collaborative approach to assess and remove any potential barriers (physical or psychological), in supporting our elderly, shielded and vulnerable residents to become more socially mobile as lockdown restrictions start to ease further.
- **Future consideration** – A need to plan for the challenges we are likely to face going forward and particularly how we work to mitigate the problems that lockdown has imposed. For example, getting people back to work, future financial hardships and feasibility of foodbanks.

Agenda Item 6

Report To:	EXECUTIVE CABINET
Date Of Report:	30 September 2020
Executive Member/Reporting Office:	Cllr George Newton - Assistant Executive Member working to the Executive Leader Tim Rainey, Assistant Director, Digital Services.
Subject	TAMESIDE DIGITAL STRATEGY
Report Summary:	<p>The Tameside Digital Strategy sets out a five year vision and plan for the use of digital technologies for Tameside Council (TMBC) and Tameside and Glossop Clinical Commissioning Group (T&G CCG). The Strategy has been developed specifically alongside the recently launched GM Digital “Blueprint” Strategy and the emerging Tameside Inclusive Growth Strategy to ensure it complements both.</p> <p>The themes, priorities and action points were developed through a series of facilitated workshop sessions involving representatives all service areas across TMBC and T&G CCG.</p> <p>The Strategy consists of six priority categories, sub-divided into two parts; Corporate Themes and Digital Foundations. Each category has 6 sub-priorities with associated actions and outcomes, delivery of which will demonstrate progress.</p>
Recommendations:	The aims and objectives of the strategy are approved and it is agreed to keep the priorities and actions under constant review to ensure the strategy keeps pace with the fast moving dynamic nature of the digital world.
Financial Implications: (Authorised By Borough Treasurer)	<p>The Council currently spends £4.36m a year on its Digital Services to keep the business as usual running, including the replacement of software and hardware as technology develops.</p> <p>No additional funding is been requested as part of this report, however, it is likely that the development and implementation of this strategy will require additional investment.</p> <p>Requests for any additional investment should be formulated through the usual budget cycle and on the production of a robust business case setting out the cost and benefits of the proposal along with the timescales involved and project management arrangements to ensure successful delivery.</p>
Legal Implications: (Authorised By Borough Solicitor)	As this is a high level strategy there are no immediate legal implications. However it is expected that legal services and STAR will be supporting the delivery of the strategy by providing advice on matters such as procurement, partnership working, data issues and state aid.
Access To Information:	<p>The background papers relating to this report can be inspected by contacting Tim Rainey, Assistant Executive Director, Digital Services by:</p> <p>Telephone:0161 342 3299</p> <p>e-mail: Tim.rainey@tameside.gov.uk</p>

1 BACKGROUND

- 1.1 The Tameside Digital Strategy is a five year plan for Tameside Council and Tameside and Glossop Clinical Commissioning Group. That said, the digital world is dynamic and fast moving and so it's appropriate to expect the strategy to be refreshed and updated throughout its life.
- 1.2 The Strategy has been developed specifically alongside the recently launched GM Digital "Blueprint" Strategy and the emerging Tameside Inclusive Growth Strategy to ensure it complements both. The themes, priorities and action points were developed through a series of facilitated workshop sessions involving representatives all service areas across TMBC and T&G CCG.
- 1.3 Alongside this Digital Strategy, work is also ongoing with the Primary Care Digital Strategy Group to develop and articulate their emerging requirements. These will be added to the Strategy once they have been fully defined.

2. TAMESIDE DIGITAL STRATEGY

- 2.1 The Strategy document, attached as **Appendix 1**, sets out the five year Digital ambition for Tameside. It is proposed that the strategy is kept under constant review to ensure it remains relevant and appropriate. The strategy sets out how digital technology will be used to improve public services, empower employees and residents, and drive economic growth.
- 2.2 Tameside's Digital, Creative and Tech ambitions continue to be of growing importance. As a city region it is anticipated that the sector will grow by a further half a billion GVA with over 10,000 new jobs created over the next five years.
- 2.3 The strategy also reflects the fact that digital technology will underpin the Councils and CCG's ambitions to improve the lives of all our citizens along with the Council and health care services they use. It has strong ties to the Greater Manchester Health & Social Care Partnership's Digital Strategy refresh which is currently underway, and will complement the digital work and ambitions of the Tameside and Glossop ICFT. Rather than a scatter gun approach it sets out a limited number of digital priorities focused on key priority areas.
- 2.4 The strategy aims to be inclusive and we want to ensure that everyone in Tameside regardless of their age, location or situation, can benefit from the opportunities digital can bring. The digitally excluded are often those with poor health outcomes. Often these people stand to benefit from technologies in the home that can help keep people safe, well and independent but which require good connectivity and links with patient and care management system. Key priorities will be to develop the Community Response Services use of mobile technology, the digitization of Early Years Health visiting and to promote and encourage the wide spread adoption of the NHS App.
- 2.5 There six priority categories for the Strategy and these are divided into two parts. Corporate Themes and Digital Foundations. Each category has 6 sub-priorities with actions and outcomes, delivery of which will demonstrate progress.

3. CORPORATE THEMES

Digital Public Services:

- 3.1 At the forefront of responsive and ubiquitous high quality digital public services.
 - Single economy wide front door offering public services that are joined up, user-friendly and make sense. A new **OnePlace website** bringing together pan-Tameside online public services into one place.

- Using technology and Artificial Intelligence to delivery better services and smarter, tailored digital interactions. Delivery of Projects such as **Early Years Digitization** will improve efficiency and help provide residents with better access to information.
- World class accessible, engaging and targeted digital communication channels. A new single **Virtual Call Centre for all Council Services** will be introduced with new features such as webchat and automation.
- Sharing and using open data to improve public services. Make non-personal data open by default where it is of value to the people of Tameside and GM
- Empowering Citizens to access and manage the information that is held about them. Widen the use of the **NHS App** enabling people to access to their medical information and book appointments with their GP Online
- Smart Health and Social Care Implement mobile working for **Community Response Service** helping more vulnerable elderly people to live longer independently at home.

Digital Enabled Workforce:

3.2 Highly skilled and agile workforce confident in using technology

- IT literate, self-sufficient workforce, confident & comfortable in their use of technology through access to effective training & online support.
- Using artificial intelligence and automation technologies to enable smarter interactions. Exploit existing, or invest in new, technologies to give the workforce the capability to transform, streamline and automate service interactions/processes and create new delivery mechanisms
- Using modern digital equipment, productivity solutions and connectivity to support agile and collaborative working. Ongoing provision of modern and accessible computing equipment for users.
- Using common approach to transformation. Creation of Digital Squads to drive the Strategy
- Using sound business intelligence/predictive analytics to share data intelligently inform service delivery and support transformation.
- Develop a network of serviced based **Super Users and Digital Champions** that have enhanced knowledge and provide local support and advice.

Digital Economy:

3.3 Strong and sustainable economy maximising digital opportunities.

- Supportive environment and culture to attract and grow digital businesses. Delivery of high quality office buildings on plots 1 and 3 in St. Petersfield, to kick start the delivery of the full **St. Petersfield Masterplan developing our digital and creative quarter.**
- Tameside businesses adopting and exploiting digital solutions. Increase the productivity of businesses based in the borough by supporting them to access funding and support to invest in new machinery and skills and to develop new business models and products with a focus on **digitally enabled productivity in advanced manufacturing**
- Tameside recognised as a leader in specialist digital technology such as e-health and manufacturing. Develop and deliver a **comprehensive destination / place marketing strategy and campaign to promote Tameside as a digitally enabled borough** that empowers people and business to achieve.
- Digital quarter: destination of choice for digital businesses with favourable conditions, space & opportunities. **Extend Ashton Old Baths Digital Innovation Centre and deliver Data Centre** to scale our digital offer including start up and growth businesses.
- e-commerce support and advice for local businesses. Working the Prosperous board **deliver business briefing and technology awareness training sessions for local businesses**
- Support businesses to up-skill their workforce where needed. Deliver and lead quality education/skills (from early years through to adult) and careers guidance to support progression in employment or into work with a focus on empowering people through digital inclusion.

Digital Foundations

- 3.4 Sustainable digital eco system which provides the building blocks for transformation.
- Robust, resilient & secure enterprise infrastructure. Commission **new Data Centre, Disaster Recovery Site** and replacement backup and recovery solution.
 - Well-designed integrated systems that make use of artificial intelligence, automation, workflow and joined up data. Implement use of AI including Bots in Call Centre environment.
 - Implement Industry standard lifecycle management of digital solutions and organisation wide approach to software/systems, working with finance to deliver a financial plan to supports it.
 - Reduce the creation, processing and storage of paper. **Digitisation of paper records programme** including children's ISCAN, fostering and conference & review records.
 - Collaborative, secure and fully integrated **information storage and sharing across the economy**. A safe and secure system for Council and key partners including NHS to share data and information
 - Investment in R&D in order to actively exploit emerging technologies. Development of research programme based on organisation's ambitions and other strands of the Digital Strategy.

Digital Skills:

- 3.5 Opportunities for people and business to fulfil their potential through technology.
- Strengthening our Digital Talent pipeline by developing an increased Higher Education offer in Tameside through the development of Vision Tameside Campus at Tameside College Beaufort Road
 - Helping everyone to become skilled and confident in order to use digital enabled services and be **safe on-line**. Deliver a suite of training opportunities for public through Libraries and Digital Eagles.
 - Diverse learning opportunities for digital skills for all. Enable residents of all ages to improve their digital skills and computer literacy through the **Inspiring Digital Enterprise Award (iDEA)**.
 - Giving children the best start through digital innovation. Continue and grow the **Tameside Hack and CoderDojo** schemes for young people aged between 7-18.
 - Digital accessibility and engagement for all. Invest and upgrade the computer and IT facilities in public libraries, expand SWIFT free public Wi-Fi into rural Village centres and **work with communities to crowd fund fibre internet connectivity into rural and urban areas**.
 - Investment in R&D in order to actively exploit emerging technologies. Work with key technology sectors such as Fixed and Mobile telecommunications industries to best place Tameside for future investment.

Digital Infrastructure:

- 3.6 Fast resilient digital infrastructure connecting all communities'
- Single digital infrastructure available for all public sector bodies including schools and colleges. **Continue to develop and expand the Tameside dark fibre network** with partners from across the public and private sector, including completion of DCMS Wave 2 LFFN works
 - Competitive and world class digital infrastructure. Continue to support the Digital Cooperative and the commercial roll-out of internet services that its members are delivering.
 - Fast and affordable internet access for all. **Provide high quality, high speed access to the Internet** from Tameside Public Libraries, including free to use Wi-Fi in each centre.
 - Expand free Wi-Fi across all communities and be at the forefront of 5g rollout. Continue to develop and **expand SWIFT Wi-Fi** coverage to outlying Towns and Villages, parks& open **using the fibre infrastructure**.

- Widespread availability of information/service access points/ terminals in public spaces. Develop a network of public access terminals with public sector partners giving access to services and delivered through the new OnePlace website.
- Using technology to make our communities safe. Using **HD quality digital CCTV cameras and the borough wide fibre network** provide a state-of-the-art and comprehensive CCTV service for all areas of Tameside.

3.7 Alongside the six priority categories there are also two cross cutting enablers:

Cyber Safe And Secure

3.8 With full GDPR compliance and information governance.

- Guarantee the security and privacy of our systems that hold public information through the adoption of **new Cyber Security Strategy for Tameside.**
- Provide assurance to Council that Cyber threat is being appropriately managed. **Accreditation to the IASME Cyber Security standard.**
- Ensure all staff have the skills and awareness to identify and avoid cyber threats and keep information safe. **Mandatory Cyber awareness and Information governance training to all Council and CCG staff.**
- Provide residents, including young and old with training opportunities and information to help them keep safe when using Social Media and the Internet. Develop a programme of activities including working with existing schemes such a Barclays Digital Eagles, and partners including our colleges and schools to raise awareness of risks and how to keep safe.
- Provide opportunities for local businesses across Tameside to improve their cyber awareness and skills. Through the Prosperous Board develop and range of **cyber focused business briefing events.**
- Raise awareness of Cyber Best Practice within local business community. New award within the Pride of Tameside business awards recognising a local business.

Marketing And Communications

- Brand and market Tameside's digital vision/ambition including the St Petersfield Digital Quarter. **Develop digital brand a marketing campaign that sets Tameside aside from other areas.**
- Cross economy marketing of single digital front door for Tameside public services. **Develop a brand and marketing campaign for OnePlace website.**
- **Branding and Marketing for Live, Work, Invest website.** Re-develop, re-design and re-launch the Live, work, Invest website in conjunction with the Prosperous Board.
- **Digital engagement and communication with local businesses** across all sectors raising awareness of digital opportunity and cyber threat. Development of a series of business briefing sessions using industry experts to help raise awareness of key technology challenges and opportunities.
- On-going **Internal staff awareness raising of cyber risks and individual responsibilities** linked to mandatory cyber and Information governance training.
- Raise awareness of **cyber risks and sign posting to how residents can keep safe on-line and on social media.** Marketing campaign to support the public facing digital skills agenda.

4. RECOMMENDATIONS

4.1 The recommendations can be found at the front of the report.

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Tameside Digital Strategy 2020-2025

Page 1 of 3

Document Title:	Tameside Digital Strategy
Version:	Draft Version 2.1.3
Classification:	OFFICIAL
Document Owner:	Kathy Roe, Director of Finance
Approved By:	
Issue Date / Next Revision:	February 2020
Contact:	0161 342 3299
Author:	Tim Rainey, Assistant Director Digital Services



FOREWORD: EXECUTIVE LEADER, COUNCILLOR BRENDA WARRINGTON



The impact of the COVID-19 pandemic has been profound and in a few months, the world has changed. The pace of change has been dramatic and technology is now at the heart of how we work, how we socialise, shop and entertain ourselves.

Not so long ago “Inter Have’s” and “Inter Not’s” was common parlance to describe the difference between younger generations who had grown up with Internet access being the norm – the “Have’s” - and the rest of us who were having to come to terms with this digital revolution – the “Not’s”.

Thanks in small part to COVID-19 this distinction has almost completely disappeared. Whether we realise it or not the technology and the Internet are playing an ever-increasing role in all of our daily lives.

In our homes more and more of us stream music and live sports, watch catch-up and on-demand TV all delivered through the internet. Many of us have lights connected to our home Wi-Fi, door bells, plugs, CCTV cameras, alarms systems, speakers, cars and all manner of other devices all monitored and controlled via the Internet.

This “Internet of things” is rapidly growing and more and more of our everyday life and the things we things use and depend on are now connected

As we contemplate and plan for what living with COVID-19 will be like in the coming months and years there is no doubt that the advancement in the use of technology will play a key role. Like it or loath in a short period of time things like the use of social media and video conferencing have become a normal part of the daily and working lives for large and growing sections of society.

We will continue to invest to create world class enterprise digital infrastructure which will keeping our data safe, our services resilient and support collaborative working across the sector.

We will ensure that our employees, residents and businesses understand both the benefits and risk or the Internet and how to keep themselves safe.

Internet connectivity is becoming an increasingly important factor for businesses. Fast, affordable and reliable internet connectivity is a must for the digital, media and creative sectors, but it’s now also vital for every other sector. Whether it’s for advanced manufacturing and engineering or exploiting Artificial Intelligence those local economies with world class connectivity will prosper and those without will fall behind.



We will make Tameside the best connected borough in the UK. We want to ensure that all businesses, residents and public services all have access to a world class digital infrastructure.

Through the delivery of this Digital Strategy and the Inclusive Investment Strategy we will make Tameside the place in Greater Manchester to come and do businesses, a place where the local economy is prospering, a place where the adoption and exploitation of digital technologies is widespread and successful, and place where St Petersfield Digital Quarter is recognised as the thriving destination of choice for technology companies.

We will create the right environment where our digital and wider economy can thrive and grow, we will brand Tameside as the digital destination of choice, a place recognised as leader in the use of digital technologies.

The Digital revolution also offers Public Services with a huge opportunity to transform the way it works. We can use technology to empower our workforce and improve our efficiency, helping them to work more flexibly and using technology to improve quality, outcomes and save money.

We will have a workforce that equipped, confident and competent to use technology to deliver new services that are more efficient, more inclusive and more convenient.

To support this transformation in the way we work, and ensure that the services we deliver are reliable, secure and robust the Council will also invest in its core IT infrastructure to keep it fit for purpose. We will invest time and resources to ensure we have the right technology platforms in place, and through ongoing research and development keep abreast of emerging technologies and the opportunities it can bring.

We will continue to invest to create world class enterprise digital infrastructure which will keeping our data safe and our services make our resilient and support collaborative working across the sector.

We can also use Digital to better join up the way we work with our partners as well as change the way we deliver services to the public making them easier and more convenient to access.

We will offer digital access to public services that is joined up, user-friendly and makes sense and we will foster innovation by engaging with best digital practice to find better solutions to local problems.



Core Themes

Foundations

Priorities

DIGITAL PUBLIC SERVICES

1

At the forefront of responsive and ubiquitous high quality digital public services.

- 1.1 Single economy wide digital door offering public services that are joined up, user-friendly and make sense.
- 1.2 Using technology and Artificial Intelligence to deliver better services and smarter, tailored digital interactions.
- 1.3 World class accessible, engaging and targeted digital communication channels.
- 1.4 Sharing and using open data to improve and develop services.
- 1.5 Empowering Citizens to access and manage the information that is held about them.
- 1.6 Smart health and social care.

DIGITAL ENABLED WORKFORCE

2

Highly skilled and agile workforce confident in using technology.

- 2.1 IT literate, self-sufficient workforce, confident (comfortable?) in their use of technology through access to effective training and online support.
- 2.2 Using artificial intelligence and automation technologies to enable smarter interactions.
- 2.3 Using modern digital equipment, productivity solutions and connectivity to support agile and collaborative working.
- 2.4 Using common approach to transformation (Squad based).
- 2.5 Using sound business intelligence/predictive analytics to share data intelligently, inform service delivery and support transformation.
- 2.6 Network of super users and Digital Champions.

DIGITAL ECONOMY

3

Strong and sustainable economy maximising digital opportunities.

- 3.1 Supportive environment and culture to attract and grow digital businesses.
- 3.2 Tameside businesses adopting and exploiting digital solutions.
- 3.3 Tameside recognised as a leader in specialist digital technology such as e-health and manufacturing.
- 3.4 Digital quarter: destination of choice for digital businesses with favourable conditions, space & opportunities.
- 3.5 e-commerce support and advice for local businesses.
- 3.6 Support businesses to up-skill their workforce where needed.

DIGITAL FOUNDATIONS

4

Sustainable digital eco system which provides the building blocks for transformation.

- 4.1 Robust, resilient & secure enterprise infrastructure.
- 4.2 Well-designed integrated systems that make use of artificial intelligence, automation/workflow and joined up data.
- 4.3 Industry standard lifecycle management of digital solutions and organisation wide approach to software/systems and support.
- 4.4 Reduce the creation, processing and storage of paper.
- 4.5 Collaborative, secure and fully integrated information storage and sharing across the economy.
- 4.6 Investment in R&D in order to actively exploit emerging technologies.

DIGITAL SKILLS, TALENT AND INCLUSION

5

Opportunities for people and business to fulfil their potential through technology.

- 5.1 Strengthening our Digital Talent pipeline.
- 5.2 Helping everyone to become skilled and confident in order to use digital enabled services and be safe on-line.
- 5.3 Diverse learning opportunities for digital skills for all.
- 5.4 Giving children the best start through digital innovation.
- 5.5 Digital accessibility and engagement for all.
- 5.6 Helping communities to support each other through superior on-line support and use of social media.

DIGITAL INFRASTRUCTURE

6

Fast resilient digital infrastructure connecting all communities.

- 6.1 Single digital infrastructure available for all public sector bodies including schools and colleges.
- 6.2 Competitive and world class digital infrastructure.
- 6.3 Fast and affordable internet access for all.
- 6.4 Expand free wifi across all communities and be at the forefront of 5g rollout.
- 6.5 Widespread availability of information/service access points/terminals in public spaces.
- 6.6 Using technology to make our communities safer.

Cyber Safe and Secure with full GDPR compliance and Information Governance
Guarantee security and privacy of the systems that hold public data – people should have absolute confidence in what's happening to their information.

Core Themes



DIGITAL PUBLIC SERVICES

1

At the forefront of responsive and ubiquitous high quality digital public services.



DIGITAL ENABLED WORKFORCE

2

Highly skilled and agile workforce confident in using technology.



DIGITAL ECONOMY

3

Strong and sustainable economy maximising digital opportunities.





At the forefront of responsive and ubiquitous high quality digital public services.

We will offer digital access to public services that is joined up, user-friendly and makes sense and we will foster innovation by engaging with best digital practice to find better solutions to local problems.

Page 108

1

1

Priority - Single economy wide front door offering public services that are joined up, user-friendly and make sense.
Action - A new OnePlace website bringing together Tameside online public services into one place will be developed.
Outcome - OnePlace becomes the website of choice for residents to go to and access online public services in Tameside.

2

Priority - Using technology and Artificial Intelligence to delivery better services and smarter, tailored digital interactions.
Action - Projects such as Early Years Digitization will improve efficiency and help provide residents with better access to information.
Outcome - All early years home visits recorded online with online parental access to the information on their child.

3

Priority - World class accessible, engaging and targeted digital communication channels.
Action - A new single Call Centre for all Council Services will be introduced with new features such as webchat and automation.
Outcome - All customer contact to back office services delivered through the new corporate call centre service.

4

Priority - Sharing and using open data to improve public services
Action - Make non-personal data open by default where it is of value to the people of Tameside and GM
Outcome - The development of new and innovative applications using open datasets to add value to public services, resident and businesses

5

Priority - Empowering Citizens to access and manage the information that is held about them.
Action - Widen the use of the NHS App enabling people to access to their medical information and book appointments with their GP Online
Outcome - Increased number of residents using the NHS App and reduction in GP appointment calls

6

Priority - Smart Health and Social Care
Action - Implement mobile working for Community Response Service.
Outcome - More vulnerable elderly people living longer independently at home.



Highly skilled and agile workforce confident in using technology.

We will have a workforce that is equipped, confident and competent to use data and technology to deliver services that are more efficient, more inclusive and more convenient.

1

Priority - IT literate, self-sufficient workforce, confident & comfortable in their use of technology through access to effective training & online support.
Action - Intuitive, integrated and automated support solutions enabling users to obtain superior tailored support and become more self-sufficient.
Outcome - Comprehensive engaging training programme and technologies that support the 'Develop' aim of the People Plan.

2

Priority - Using artificial intelligence and automation technologies to enable smarter interactions.
Action - Exploit existing, or invest in new, technologies to give the workforce the capability to transform, streamline and automate service interactions/processes and create new delivery mechanisms
Outcome - Increased efficiency and greater productivity

3

Priority - Using modern digital equipment, productivity solutions and connectivity to support agile and collaborative working.
Action - Ongoing provision of modern and accessible computing equipment for users
Outcome - Intuitive collaboration and productivity tools and Improved, extended Wi-Fi network.

4

Priority - Using common approach to transformation.
Action - Creation of Digital Squads to drive the Strategy
Outcome - Greater staff involvement and ownership of IT related projects and decision making.

5

Priority - Using sound business intelligence/predictive analytics to share data intelligently inform service delivery and support transformation.
Action - Technologies to securely connect, analyse, interpret and present data to provide significant insights.
Outcome - Maximise the use and value of our data assets, both within and beyond the organisation.

6

Priority - Network of super users and Digital Champions
Action - Development of a network of service based users that have enhanced knowledge
Outcome - Better use of technology across services and more local problem solving.



Strong and sustainable economy maximising digital opportunities.

We will create the right environment where our digital and wider economy can thrive and grow, we will brand Tameside as the digital destination of choice, a place recognised as leader in the use of digital technologies

Page 110

1

Priority - Supportive environment and culture to attract and grow digital businesses.

Action - Delivery of high quality office buildings on plots 1 and 3 in St. Petersfield, to kick start the delivery of the full St. Petersfield Masterplan developing our digital and creative quarter.

Outcome - St. Petersfield rebranded as a creative digital and tech quarter and increased inward investment from knowledge intensive businesses.

2

Priority - Tameside businesses adopting and exploiting digital solutions.

Action - Increase the productivity of businesses based in the borough by supporting them to access funding and support to invest in new machinery and skills and to develop new business models and products with a focus on digitally enabled productivity in advanced manufacturing

Outcome - Increased numbers of grants and loans from schemes such as Made Smarter accessed by Tameside Businesses, Increased no. of L3+ Apprenticeship starts.

3

Priority - Using modern digital equipment, productivity solutions and connectivity to support agile and collaborative working.

Action - Ongoing provision of modern and accessible computing equipment for users

Outcome - Intuitive collaboration and productivity tools and Improved, extended Wi-Fi network.

4

Priority - Using common approach to transformation.

Action - Creation of Digital Squads to drive the Strategy

Outcome - Greater staff involvement and ownership of IT related projects and decision making.

5

Priority - Using sound business intelligence/predictive analytics to share data intelligently inform service delivery and support transformation.

Action - Technologies to securely connect, analyse, interpret and present data to provide significant insights.

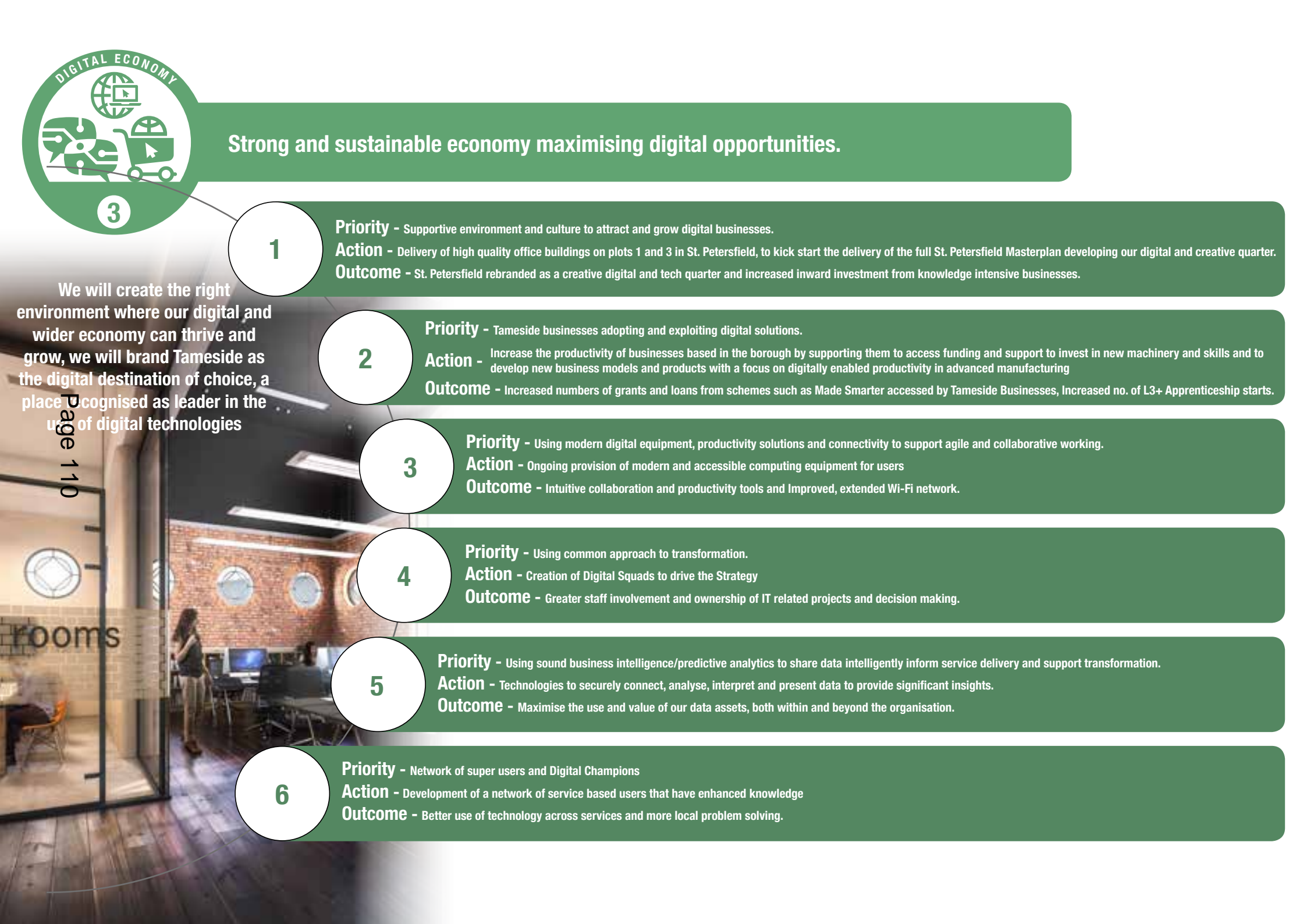
Outcome - Maximise the use and value of our data assets, both within and beyond the organisation.

6

Priority - Network of super users and Digital Champions

Action - Development of a network of service based users that have enhanced knowledge

Outcome - Better use of technology across services and more local problem solving.



Foundations

DIGITAL FOUNDATIONS



4

Sustainable digital eco system which provides the building blocks for transformation.

DIGITAL SKILLS, TALENT AND INCLUSION



5

Opportunities for people and business to fulfil their potential through technology.

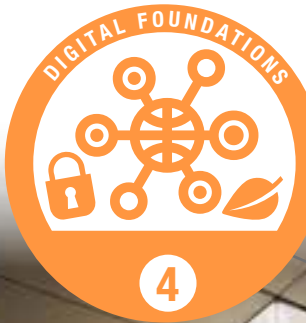
DIGITAL INFRASTRUCTURE



6

Fast resilient digital infrastructure connecting all communities.





Sustainable digital eco system which provides the building blocks for transformation..

4

1

Priority - Robust, resilient & secure enterprise infrastructure.
Action - Commission new Data Centre, Disaster Recovery Site and replacement backup and recovery solution.
Outcome - Resilience, robust and secure infrastructure.

2

Priority - Well-designed integrated systems that make use of artificial intelligence, automation, workflow and joined up data.
Action - Implement use of AI including Bots in Call Centre environment.
Outcome - Reduction in calls being handled by Call Centre agents.

3

Priority - Industry standard lifecycle management of digital solutions and organisation wide approach to software/systems and support.
Action - Adopt industry standard processes in relation to lifecycle management and work with finance to deliver a financial plan that supports that.
Outcome -Corporate strategic and sustainable approach to acquisition and management of digital solutions.

4

Priority - Reduce the creation, processing and storage of paper.
Action - Digitisation of paper records programme including children's ISCAN, fostering and conference & review records.
Outcome - Widespread adoption of existing technologies such as hybrid mail and MFD workflow/ automation.

5

Priority - Collaborative, secure and fully integrated information storage and sharing across the economy.
Action - A safe and secure system for Council and key partners including NHS to share data and information
Outcome - Improved efficiency of joint teams and exchange of key business information between organisations

6

Priority - Investment in R&D in order to actively exploit emerging technologies.
Action - Development of research programme based on organisation's ambitions and other strands of the Digital Strategy
Outcome - Council and CCG remain in a good position to adopt new technology as it emerges and matures and when appropriate for the organisations.

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We will continue to invest to create world class enterprise digital infrastructure which will keep our data safe and ensure that our systems are fit for purpose and appropriately managed throughout their lifecycle.



Opportunities for people and business to fulfil their potential through technology..

We will ensure that every resident has free access to high quality internet services through our libraries and our SWIFT public Wi-Fi network and can access training to improve their digital skills and develop our digital talent.

1

Priority - Delivery of high quality office buildings on plots 1 and 3 in St. Petersfield, to kick start the delivery of the full St. Petersfield Masterplan developing our digital and creative quarter.

Action - Increase aspirations, employment, pay, digital skills and health across our whole population.

Outcome - Percentage of population with at least level 3 skills 47.5% to 54.9% by 2025. Increase median annual income from £24,405 to £27,492 by 2025

2

Priority - Helping everyone to become skilled and confident in order to use digital enabled services and be safe on-line

Action - Deliver a suite of training opportunities for public through Libraries and Digital Eagles.

Outcome - Increasingly confident and competent population using the Internet.

3

Priority - Diverse learning opportunities for digital skills for all

Action - Enable residents of all ages to improve their digital skills and computer literacy through the Inspiring Digital Enterprise Award (IDEA).

Outcome - Tameside residents will have achieved more than 50,000 badges by 2025.

4

Priority - Giving children the best start through digital innovation

Action - Continue and grow the Tameside Hack and CoderDojo schemes for young people aged between 7-18.

Outcome - More young people choosing a technology subjects in their next stages of education.

5

Priority - Digital accessibility and engagement for all

Action - Invest and upgrade the computer and IT facilities in public libraries, expand SWIFT free public Wi-Fi into rural Village centres and work with communities to crowd fund fibre internet connectivity into rural and urban areas.

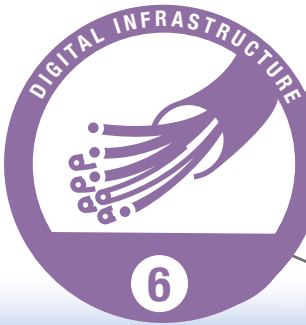
Outcome - Better connected homes, libraries and Town and village centres.

6

Priority - Investment in R&D in order to actively exploit emerging technologies

Action - Work with key technology sectors such as Fixed and Mobile telecommunications industries to best place Tameside for future investment.

Outcome - Private investment in Tameside telecommunications infrastructure and early adopted and roll-out of new services such as 5G.



Fast resilient digital infrastructure connecting all communities.

We will make Tameside the best connected borough in the UK. We want to ensure that all businesses, residents and public services all have access to a world class digital infrastructure

Page 114

1

Priority - Single digital infrastructure available for all public sector bodies including schools and colleges.

Action - Continue to develop and expand the Tameside dark fibre network with partners from across the public and private sector, including completion of DCMS Wave 2 LFFN works

Outcome - Additional 20km of ducting extending the digital infrastructure across Tameside and Glossop and 40% of all business and residents within 200m of fibre network by 2022..

2

Priority - Competitive and world class digital infrastructure.

Action - Continue to support the Digital Cooperative and the commercial roll-out of internet services that its members are delivering.

Outcome - Increase fibre coverage to residential and commercial premises to 80% by 2025.

3

Priority - Fast and affordable internet access for all.

Action - Provide high quality, high speed access to the Internet from Tameside Public Libraries, including free to use Wi-Fi in each centre.

Outcome - Increased Library visitors and people using the ICT suite.

4

Priority - Expand free Wi-Fi across all communities and be at the forefront of 5g rollout

Action - Continue to develop and expand SWIFT Wi-Fi coverage to outlying Towns and Villages, parks& open using the fibre infrastructure.

Outcome - Increase the number of residents and visitors to Tameside using the service.

5

Priority - Widespread availability of information/service access points/ terminals in public spaces.

Action - Develop a network of public access terminals with public sector partners giving access to services and delivered through the new OnePlace website.

Outcome - Increased self-service and reduction in face to face customer service visits

6

Priority - Using technology to make our communities safe.

Action - Using HD quality digital cameras and the borough wide fibre network provide a state-of-the-art and comprehensive CCTV service for all areas of Tameside.

Outcome - Decrease in crime and anti-social behaviour, and increase in residents feeling safe and secure in the borough.

Cross Cutting Themes



CYBER SECURITY

Cyber safe & secure with full GDPR compliance and information Governance.



MARKETING & COMMS





Cyber Safe & Security with full GDPR compliance and information governance

1

Priority - Guarantee the security and privacy of our systems that hold public information
Action - Adoption of new Cyber Security Strategy for Tameside.
Outcome - An comprehensive framework of measures and controls to manage cyber threats to the Council

2

Priority - Provide assurance to Council that Cyber threat is being appropriately managed.
Action - Accreditation to the IASME Cyber Security standard.
Outcome - Highest standards of cyber security and best practice in operation across the Council and CCG.

3

Priority - Ensure all staff have the skills and awareness to identify and avoid cyber threats and keep information safe.
Action - Mandatory Cyber awareness and Information governance training to all Council and CCG staff.
Outcome - A workforce confident in using and sharing information and accessing the internet but aware and alert to potential risks and threats.

4

Priority - Provide residents, including young and old with training opportunities and information to help them keep safe when using Social Media and the Internet.
Action - Develop a programme of activities including working with existing schemes such a Barclays Digital Eagles, and partners including our colleges and schools to raise awareness of risks and how to keep safe.
Outcome - A local population confident and safe when using the on-line services and Social Media.

5

Priority - Provide opportunities for local businesses across Tameside to improve their cyber awareness and skills.
Action - Through the Prosperous Board develop a range of cyber focused briefing events.
Outcome - Higher business confidence when using the Internet.

6

Priority - Raise awareness of Cyber Best Practice within local business community.
Action - New award within the Pride of Tameside business awards recognising a local business
Outcome - Local business more aware of cyber threats.

We will ensure that our employees, residents and businesses understand both the benefits and risk or the Internet and how to keep themselves safe.



Marketing and Communications

We will ensure that our employees, residents and businesses understand both the benefits and risk or the Internet and how to keep themselves safe.

1

Priority - Brand and market Tameside's digital vision/ambition including the St Petersfield Digital Quarter.

Action - Develop digital brand a marketing campaign that sets Tameside aside from other areas.

Outcome - Tameside is recognised as the GM destination of choice for digital and tech sector

2

Priority - Cross economy marketing of single digital front door for Tameside public services.

Action - Develop a brand and marketing campaign for OnePlace website.

Outcome - OnePlace website becomes the "defacto" place for people to access any public services in Tameside.

3

Priority - Branding and Marketing for Live, Work, Invest website.

Action - Re-develop, re-design and re-launch the Live, work, Invest website in conjunction with the Prosperous Board.

Outcome - Live, Work, Invest becomes an effective and engaging website for local Businesses to interact with the Council, Chamber & other organisations.

4

Priority - Digital engagement and communication with local businesses across all sectors raising awareness of digital opportunity and cyber threat.

Action - Development of a series of business briefing sessions using industry experts to help raise awareness of key technology challenges and opportunities.

Outcome - Local businesses more informed and prepared for the digital opportunities, risks & benefits

5

Priority - On-going Internal staff awareness raising of cyber risks and individual responsibilities

Action - Mandatory cyber and Information governance training to be backed up by ongoing marketing and information on cyber threats and personal responsibilities.

Outcome - Higher staff awareness of threats, and reducing organisation risk to major cyber incident and/or data loss.

6

Priority - Raise awareness of cyber risks and sign posting to how residents can keep safe on-line and on social media.

Action - NMarketing campaign to support the public facing digital skills agenda.

Outcome - Public more aware of opportunities to raise their digital skills and more aware of the potential risks.

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Agenda Item 7

Report to:	EXECUTIVE CABINET
Date:	30 September 2020
Executive Member/Reporting Officer:	Councillor Bill Fairfoull – Deputy Executive Leader (Children and Families) Richard Hancock, Director of Children’s Services Debbie Watson, Assistant Director – Population Health
Subject:	REFRESH OF EARLY HELP STRATEGY
Report Summary:	The report summarises the work completed in refreshing the 2017 Early Help Strategy and outlines the content of the refreshed strategy.
Recommendations:	That the Early Help Strategy appended to this report be recommended to Strategic Commissioning Board for approval.
Links to Corporate Plan:	The Early Help Strategy 2020-2022 is interlinked with the following sections of the Corporate Plan: <ul style="list-style-type: none">• The very best start in life where children are ready to learn and encouraged to thrive and develop.• Aspiration and hope through learning and moving with confidence from childhood to adulthood.• Resilient families and supportive networks to protect and grow our young people.• Opportunities for people to fulfil their potential through work, skills and enterprise.• Nurturing our communities and having pride in our people, our place and our shared heritage.• Longer and healthier lives with good mental health through better choices and reducing inequalities.
Policy Implications:	The Early Help Strategy 2020-2022 straddles the work programmes that fall under the Starting Well Partnership, including maternity, early years, mental health and SEND. Early Help Strategy 2020-2022 is accountable to the Early Help Strategic Group and the Starting Well Partnership.
Financial Implications: (Authorised by the statutory Section 151 Officer & Chief Finance Officer)	Whilst there are no direct financial implications arising from this report, Members should note that at 31 July 2020, the Children’s Social Care 2020/21 revenue budget has a forecast year end adverse variance of £2.3 million, which predominantly relates to placement costs of looked after children. The early help strategy plays a key role in reducing these ongoing and prevention of future placement and related intervention costs, whilst also improving outcomes for children and young people by enabling them to remain in supportive and resilient families where it is deemed appropriate.
Legal Implications: (Authorised by the Borough Solicitor)	The strategy is critical to support the council in delivering its statutory duties to children’s and families by highlighting the crucial role of working together with partners to deliver effective early help. As this is an integrated strategy, the Strategic Commissioning Board

is the appropriate decision maker, after the report has been considered at Board

Risk Management:

There are no risks to manage

Background Information:

The background papers relating to this report can be inspected by contacting Lorraine Hopkins, Head of Early Years, Early Help and Neighbourhood, or Charlotte Lee, Population Health Programme Manager:



Telephone: 0161 342 5353/ 0161 342 4136

 e-mail: lorraine.hopkins@tameside.gov.uk

 e-mail: charlotte.lee@tameside.gov.uk

1. INTRODUCTION

- 1.1. Over recent years, Tameside Council and its partners have worked collaboratively to improve service delivery and practice to improve the outcomes for children, young people and families in Tameside.
- 1.2. Following an 'inadequate' Ofsted inspection within Children's Services in 2016, Tameside Council and partners have developed new ways of working, including the development of an early help strategy and offer, which was consequently highlighted as an effective area, in the Ofsted Inspection report in July 2019.
- 1.3. The Early Help Strategy written in this time (2017) reflected a much needed approach to work in partnership as well as focus on prevention and early intervention. In the present the early help approach and offer has grown significantly, and therefore warranted a refresh of the strategy to welcome the next phase of the early help approach in Tameside. This report therefore sets out content of the refreshed Early Help Strategy (2020), with the full proposed strategy, which can be found in **Appendix A**.

2. OVERVIEW OF EARLY HELP STRATEGY 2020 – SMARTER, STRONGER, SOONER AND SAFER

- 2.1. The Early Help Strategy (2020) have been refreshed in partnership with multiple partner agencies who form part of the Early Help Strategic Group, as well as informed by a wider partner consultation exercise.
- 2.2. The strategy provides an understanding to the early help approach and offer in Tameside, in line with the Tameside Children's Safeguarding Thresholds. As well as includes updated principles, aligning to the Tameside Corporate Plan and the Cooperative Principles, such as placed based working, and 'nothing about me, without me'.
- 2.3. The strategy continues to emphasise the importance of prevention and early interventions, and acknowledges the need to 'Build Back Better' from COVID-19, by having a flexible and live implementation plan.
- 2.4. The strategy seeks to work along existing strategies, such as the Early Years Strategy, the Domestic Abuse Strategy and the Neglect Strategy, rather than duplicate.
- 2.5. Moreover, the strategy outlines headlines successes since the launch of the 2017 strategy, including the development of neighbourhood learning circles, the Team Around approach, the Early Help Assessment Point and the roll out of the 'Signs of Safety' Training.
- 2.6. The strategy remains to be clear on its priorities which are:
 - The early help approach will be **Smarter** in the way we do things.
 - We will be **Stronger** because we know we are making the right impact and improving outcomes for children and young people.
 - Children, young people and families will get what they need **Sooner**, making sure the right help is available to the right people in the right place at the right time.
 - We will ensure children live in strong protective communities and families where they are **Safer**.
- 2.7. The strategy sets out a clear governance structure and clearly illustrates the outcomes it sets out to achieve, and how these will be monitored.

3. STRATEGY FIT

3.1. The Early Help Strategy (2020) aligns and supports the work programme of the Starting Well Partnership, the SEND Improvement Board and Children's Improvement Board.

3.2. Centrally the Early Help Strategy (2020) aligns to the Tameside and Glossop Corporate Plan with particular reference to the following priorities:

- (1) **Very best start in life** where children are ready to learn and encouraged to thrive and develop.
- (2) **Aspiration and hope** through learning and moving with confidence from childhood to adulthood.
- (3) **Resilient families and supportive networks** to protect and grow our young people.
- (4) **Opportunities for people to fulfil their potential** through work, skills and enterprise.
- (6) **Nurturing our communities** and having pride in our people, our place and our shared heritage.
- (7) **Longer and healthier lives** with good mental health through better choices and reducing inequalities.

3.3. Moreover, the Strategy strongly supports Public Reform Principles and delivers:

- A **new relationship** between public services and citizens, communities and businesses that enables shared decision making, democratic accountability and voice, genuine co-production and joint delivery of services. Do with, not to.
- An **asset based approach** that recognises and builds on the strengths of individuals, families and our communities rather than focusing on the deficits.
- A stronger prioritisation of **wellbeing, prevention and early intervention**.
- An **evidence led** understanding of risk and impact to ensure the right intervention at the right time.

4. IMPLEMENTATION PLAN

4.1. Running alongside the Early Help Strategy (2020) is a refresh of the implementation plan. Some of the key actions that fall out of the strategy include strengthening the partnership with primary care, implementation of the Early Help Module, implementation of the enhanced Family Intervention service and the ambition towards co-location of services within each neighbourhood, but acknowledges the flexibility to include actions to 'build back better', as a result of learning from responding and living with Covid-19.

5. RECOMMENDATIONS

5.1. As set out at the front of the report.

SMARTER STRONGER SOONER SAFER



An integrated approach to supporting children, young people and their families through early help in Tameside.



2020 - 2022

www.tameside.gov.uk/earlyhelp/neighborhoods

FOREWORD

Welcome to “Smarter, Stronger, Sooner, Safer”, the refresh of our Early Help Strategy for 2020-22, which builds on the work that has been undertaken since 2017 on our integrated approach to making sure that children and families get the best possible start in life.

The principle of “Starting Well” has been enshrined in the joint Corporate Plan of Tameside Council and the NHS Tameside and Glossop Clinical Commissioning Group as one of our most important duties. But Early Help is not just the responsibility of a single council service, or even a single organisation. By bringing together public, private, charity and community partners from across Tameside and Glossop we are ensuring that, no matter what their circumstances, every child is given the care and attention they need to thrive, develop and move with confidence into adulthood.

This refresh has been developed while we are all playing our role in the global fight against the coronavirus pandemic. The measures we have taken as a community to protect ourselves and others, most notably social distancing, has not diminished the need for Early Help. In fact, in many ways an Early Help approach is required now more than ever to help children and families adapt to difficult and unprecedented times. This has required us to work differently, and as this refresh is implemented we will be looking closely at examples of best practice, and how we can retain and develop these when the immediate danger from coronavirus has passed. Our shared priority is not going back to way things were before, it is to build back better.

With councils and other organisations facing the double blow of years of sustained budget cuts and the financial impact of the pandemic, ensuring that we support children and families at the earliest possible stage takes on even more importance. Identifying the need for intervention and tailoring our response to meet those needs will ensure that every penny of funding spent has the greatest possible impact in reducing the likelihood of problems escalating, improving the long term outcomes for children and families, and securing the financial sustainability of service providers.

Since 2017 we have been able to point to a number of successes in building an Early Help offer in Tameside, including training almost 200 practitioners in the new Early Help Assessment and creating a number of new approaches and frameworks which emphasise joined-up support and a focus on the voice of the child. Much has been done, but there is much more still to do.

I believe that this refresh provides a strong foundation from which to progress the Early Help approach in Tameside, and I look forward to working with all of you to take the next steps together.



Cllr Bill Fairfoull
Deputy Executive Leader
(Children and Families)

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INTRODUCTION

Definition of Early Help:

Whilst most children and their families in Tameside are able to have a good quality of life with minimal additional support from public services, there are some who find life more difficult for a variety of reasons. At different times in their lives, children, young people and their families in these circumstances may need additional support and help from universal, targeted and specialist services.

Early help is therefore an approach, not a provision and is everyone's responsibility. Early help means children, young people and their families are supported holistically at the right time, as soon as a problem is identified and is not left to escalate. Early help also means families are an equal partner in their support and are recognised for their strengths.

This strategy builds on from the Early Help Strategy, workforce consultation and the Early Help Needs Assessment completed in 2017. The strategy recognises the successes since implementation and emphasises the continued commitment to an Early Help approach in Tameside.

The strategy outlines Tameside's integrated approach to improving outcomes for children, young people and their families through early help approaches, and provides a guide to the workforce, on the vision, principles, offer, priorities and enablers of early help in Tameside.

The strategy has been pulled together by all partners who make up the early help approach and offer in Tameside, including but not exclusive to:



The strategy reflects the Tameside Children's Improvement Board's Improvement Plan, the Starting Well Partnership's work programme and aligns with the Tameside and Glossop Locality Plan, Joint Health and Wellbeing Strategy and Tameside and Glossop Corporate Plan.



The strategy is intended to support and complement (rather than duplicate) existing local strategies and programmes, including:

- Tameside’s Early Years ‘Grow’ Programme and the Greater Manchester Early Years Strategy
- Tameside’s Perinatal Infant Mental Health Programme
- Tameside’s Parenting ‘Grow with Me’ Strategy
- Tameside’s Poverty Action Plan
- The Troubled Families Programme
- Tameside and Glossop’s Children and Young People’s Emotional Health and Wellbeing Transformation Plan
- The Healthy Child Programme
- Tameside’s Children and Young People’s Health and Wellbeing Programme
- Tameside’s Domestic Abuse Strategy
- Tameside’s Young Parents Programme, including the Family Nurse Partnership
- Tameside’s Education, Employment and Skills Work Programme
- Tameside’s Youth Justice Programme
- Tameside’s Neglect Strategy
- Tameside’s Voice of the Child Strategy
- The Greater Manchester Population Health Plan
- The Greater Manchester Public Sector Reform Programme
- The Child Sexual Exploitation Programme
- The Greater Manchester Drugs and Alcohol Strategy

The Importance of Early Help

Early help is morally the right thing to do and can make the biggest difference when support for families is given before problems escalate. The concept of early help, or early intervention as it is sometimes known, reflects the widespread recognition that it is better to identify and resolve problems early, rather than to respond when difficulties have become acute, and demand action by more expensive and/or specialist services.

Working with a child and their family to address their needs early on can help reduce, prevent and remove risk factors (the worries for the family) and increase protective factors (what is working well for the family). Protective factors can reduce risk to a child’s wellbeing and may include:

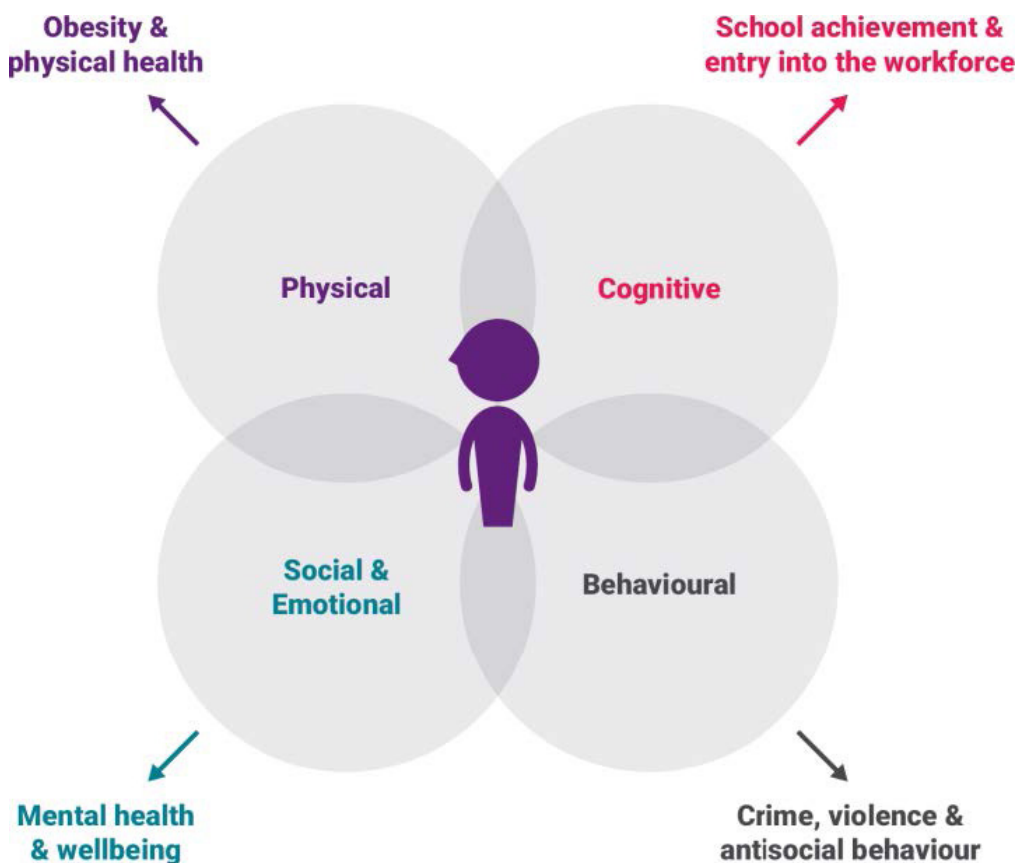
- developing strong social and emotional skills;
- having a strong social support network for the family;
- support for good parental mental health;
- having good income support, access to benefits and advice;
- having access to good community services and facilities¹



¹ Early Intervention Foundation. (2018). <https://www.eif.org.uk/why-it-matters/what-is-early-intervention>

Early help can take different forms, from home visiting programmes to support vulnerable parents and children, to school-based programmes to improve children’s social and emotional skills (or as we prefer to say, valuable), to mentoring schemes for young people who are vulnerable to involvement in crime.

Early help approaches also support the four key aspects of child development – the physical, cognitive, behavioural, and social and emotional development. Supporting child development at any stage has the potential to make a big difference. While some have argued that early intervention may have its strongest impact when offered during the first few years of life, the best evidence shows that effective interventions can improve children’s life chances at any point during childhood and adolescence.



On the other hand, not intervening early can bring high costs to public services and a recent widely recognised estimate, is that this could be as great as £17 billion per annual². Most of this cost falls to local authorities and their partners and previous reports and reviews such as those authored by: Munro³, Allen⁴, Marmot⁵, Tickell⁶, and Field⁷ conclude that it is essential to prevent problems arising to reduce pressures on public services.

Learning from COVID-19

The refresh of the Tameside Early Help Strategy has been developed during the COVID-19 pandemic. During this time there has been a need for the local early help offer and local services to operate differently. As a result, there is a local recognition to learn from the different ways of working, by understanding what has useful and beneficial for families and professional alike, and build on the new assets developed. Therefore as the refresh of the Tameside Early Help Strategy is implemented, there will be an ongoing discussion and review of the implementation plan to ensure as a local system, we can build back better.

² Early Intervention Foundation. (2016). <https://www.eif.org.uk/report/the-cost-of-late-intervention-eif-analysis-2016>

³ Munro. (2011). https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/180919/DFE-00177-2011.pdf

⁴ Allen. (2011). https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/284086/early-intervention-next-steps2.pdf

⁵ Marmot. (2020). <https://www.health.org.uk/publications/reports/the-marmot-review-10-years-on>

⁶ Tickell. (2011). https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/180919/DFE-00177-2011.pdf

⁷ Field. (2010). <https://webarchive.nationalarchives.gov.uk/20110120090141/http://povertyreview.independent.gov.uk/media/20254/poverty-report.pdf>

SUCCESSSES SINCE THE EARLY HELP STRATEGY 2017

Since the launch of the 2017 Early Help Strategy, a significant amount of work has taken place to build a local early help offer in Tameside. Here are just some of the headline successes:

Learning Circles

The Learning Circles have enable partners to come together in a workshop style environment to discuss the needs of the families within a given neighbourhood. Through partnership discussions the Learning Circles have looked at what local resources are available and by working together, put projects in place to better the support for families and practitioners in each neighbourhood. To date there has been 16 Learning Circles and some of themes have included school readiness, anti-social behaviour and school exclusions.

Team Around Approach

The Team Around approach is a mechanism for schools and other settings to meet with family support services and other key partners in the locality, on a regular basis to have a shared conversation about children and young people they are worried about. Partner agencies will work together to pool resources to provide support to families that are outcome driven, focused on solutions and helps the family to become more resilient and self-reliant in order to prevent a child or young person requiring statutory services in the future. To date the Team Around meetings have been warmly received.

“

“I can say without hesitation that the model is flexible and will fit all settings, and I can also say how glad I am we were able to be involved, as it is a valuable contribution to the work we do in support of our children and their families.”

“The sharing of intelligence and having a Social Care and Health perspective means that communication is strong and help and advice easily accessed.”

”

Early Help Access Point

The Early Help Access Point provides advice and guidance to professionals in relation to assessments, services available and risk management. It brings together professionals from services that have contact with children, young people and families. The model creates a supportive environment where partners share information in a dynamic way in order to identify and assess need which in turn ensures the Early Help Access Point are able to make decisions based on the best possible information available at a given time. The Early Help Access Point's advice and guidance officers will take calls and liaise with partners. They will provide advice, signposting and triage for professionals and members of the public seeking support for a child or family below at Level 1 and 2 of the threshold. The team work closely with the Multi-Agency Safeguarding Hub.

Early Help Assessment

In September 2019, Tameside began to roll out the new Early Help Assessment to partners; this replaced the Common Assessment Framework. The Early Help Advisers have offered training to support completion of the new document and to date has delivered training to more than 200 practitioners. As a result of our wider partners attending the training, we have seen an increase in the number of Early Help Assessments.



“The training helped break everything down, I now understand why the voice of the child is so important.”

“The training has helped me see why keeping things simple and keeping the family at the centre of the work is essential.”



Signs of Safety

Signs of Safety is a workforce development programme that has been embedded across the early help offer in Tameside. The programme has enabled a strengths-based, safety-organised and consistent approach when working with families – from initial screening and built into assessment plans and conversation. The Signs of Safety Framework can also be used at all levels of need, and has been a useful tool for listening to the voice of the children and/or young person.



“It’s good that all agencies are being trained in the same model which we didn’t have previously which focuses on positives and helps families be clear about what is expected.”



VISION AND PRINCIPLES

Vision

We know that Tameside is a great place to grow up. We have strong communities, excellent schools and early education, good opportunities for work and much more.

But we can do better.

Most of our children and families grow up in a supportive environment that enables them to have the best start in life without the input of specialist services. When this is not the case children and families may need some extra support at different times in their lives.

We want every child, young person and family to get the help and support they need to succeed as early as possible.

Our vision is that every child and young person in Tameside has the best start in life, to grow, thrive, and be prepared for a successful adult life; and when the need or emerging problems occurs, communities and organisations work together with children, young people and families to co-ordinate support thereby improving the overall wellbeing and quality of life of all Tameside's children and young people.

Principles

Key to the delivery of this strategy are the co-operative principles which underpin much of the work that we will carry out to support children, young people and families. These principles are:

1. Early help is everyone's responsibility – partnership approach not provision.

Lots of organisations across Tameside are made up of staff who practice early help, such as schools, health visitors, the Council, and 3rd sector organisations. By working in partnership between organisations, communities and families, and by providing personalised, integrated and caring support, means families receive quality services and can build a trusting relationships with professionals. Moreover, as early help is everyone's responsibility, it also means 'never do nothing' – if you think a family needs help – ask someone.

2. A commitment to prevention - wherever possible all children and families' needs will be met by universal services, families and communities.

A commitment to prevention underpins effective early help. Early help has the best chance of success where individuals and their families feel supported to find their own solutions to the issues facing them in the communities where they live.

3. We will ensure that children and families are safe.

We all share responsibility for safeguarding and promoting the welfare of children and young people, whether as a teacher, nurse, police officer, firefighter or carer. When we are worried that a child is being harmed, by a parent or carer, we have a legal and professional duty to share our concerns with Children's Social Care. It is our responsibility to put the safety and health of the child before everything else including the needs and wishes of the parent. Where we have to do this, we will always treat the family with dignity and respect.

4. We will listen to children and families and treat them as partners – ‘Nothing about me, without me’.

As a local area we have signed up to the Tameside Voice of the Child Strategy and we will continue adopt a family and child friendly approach, which is strength based. The key role that parents/ carers play as educators is critical as they have the most significant influence on children. All services will keep the child at the centre of the solution, encouraging families to harness their own strengths, resourcefulness and build supportive community networks, thereby enabling families to develop the capacity to help themselves. Moreover, services will delivered be delivered in line with the ‘Statement of Expectations’ put forward by young people themselves, and commissioning of service will be based on the LISTENing Framework.

5. We will understand the needs of children and families in Tameside and Early Help resources will be commissioned based on this understanding.

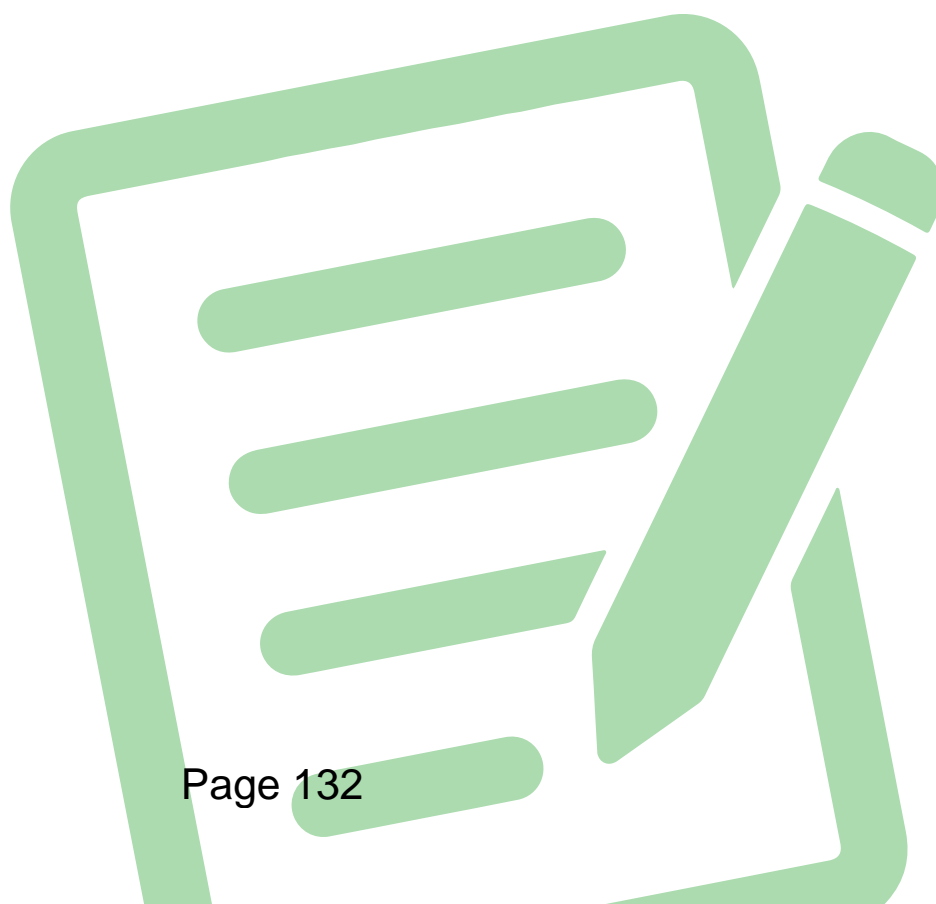
Interventions will be informed by a sound evidence base. Interventions will also be tracked in order to measure the extent to which they are delivering their stated aims and making a significant impact on outcomes. Resources will be allocated where there can be confidence of achieving significant impact and good value from the investment. We will use intelligence and information better and ensure effective early help systems and processes are in place.

6. We will ensure staff are supported through workforce development.

To have an effective and consistent early help approach in Tameside, it is essential for our model of practice to be embedded across the children and families workforce in Tameside. This means supporting all partners through workforce development on evidence based models such as Signs of Safety and the Solihull approach.

7. We will continue to develop our early help offer across a place based approach.

We recognise Tameside is built into unique neighbourhoods and for families and children, it is important to access local support and services, near to them. We will therefore ensure as the early help approach in Tameside evolves, it will be aligned to the neighbourhood model. This includes our physical spaces, our processes, as well as the offer of support and staff.



THE PICTURE IN TAMESIDE

The need to have an Early Help approach in Tameside is supported through the understanding that outcomes for children, young people and families are in general, worse than the national average. The below infographic illustrates just some of the challenges in Tameside and emphasizes the importance and need for early intervention.



Child in Need

We are doing better on this indicator, and we are lower than our statistical neighbour



Looked after children

We are doing worse on this indicator, and higher than our statistical neighbour



Child Protection

We are doing better on this indicator, but we are higher than our statistical neighbour



82%

Accessing 2 Year Old provision

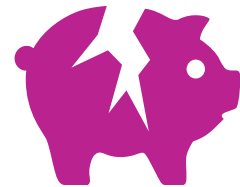
We are doing worse on this indicator, but still higher than the England average



569

Children living with parents in treatment for drug or alcohol addiction

Service data - but this is still too many



26%

Children living in low income families

We are doing worse on this indicator, and higher than the National average



13.6%

Pregnant Mothers who smoke

We are doing better on this indicator, but still higher than the England average



575 per 10,000

Hospital admissions caused by unintentional and deliberate injuries in children (aged 0-14)

We are doing better on this indicator, but still higher than the England average



1,850

Domestic Violence Incidents

Reporting data - but this is still too many



85%

Good or outstanding schools



1,167

VCE organisations focused on child and family support



54,921
Children and Young People 0-19

OUR EARLY HELP APPROACH

Our Early Help approach in Tameside has been developed with four underpinning priorities: Smarter, Sooner, Safer, and Stronger.

The Early Help approach will grow its offer by continuing to align to these four priorities.

The early help approach will be **Smarter** in the way we do things, including:

- How we structure and build our services and partnerships, through integration and co-location.
- Continuing to have accountability for implementation of the early help offer and approach in Tameside.
- Continuing to grow the place-based/ neighbourhood delivery of the early help offer through co-ordinated and integrated services and commissioning intentions, as well as supporting the development of an effectively 'early help' marketplace
- Having a closer working relationship with our partners working in adult services.
- Support the workforce with training needs aligning to local priorities.

We will be **Stronger** because we know we are making the right impact and improving outcomes for children and young people:

- Co-design and co-produce support and services with children, young people and families in Tameside.
- Build resilience in our communities and strengthen the role of the voluntary sector.
- Agreeing with partners a set of indicators for measuring the difference the implementation plan makes.
- Agreeing indicators that will include system-wide and local measures including the satisfaction of children and families.
- Ensure we are measuring the things that really count and not just those that data is available for.

Children, young people and families will get what they need **Sooner**, making sure the right help is available to the right people in the right place at the right time:

- Ensuring early intervention and prevention is embedded across children's workforce.
- Ensuring strength based approaches when working with families is fully embedded across the children's workforce.

We will ensure children live in strong protective communities and families where they are **Safer**:

- Delivering the implementation plan of the recently launched Parenting 'Grow with Me' strategy and ensure we don't lose the focus on early attachment and relationship building.
- Uphold to our safeguarding responsibilities.

These priorities are fundamental to the Tameside Early Help approach. It reinforces that the child and family are at the centre of all we do.

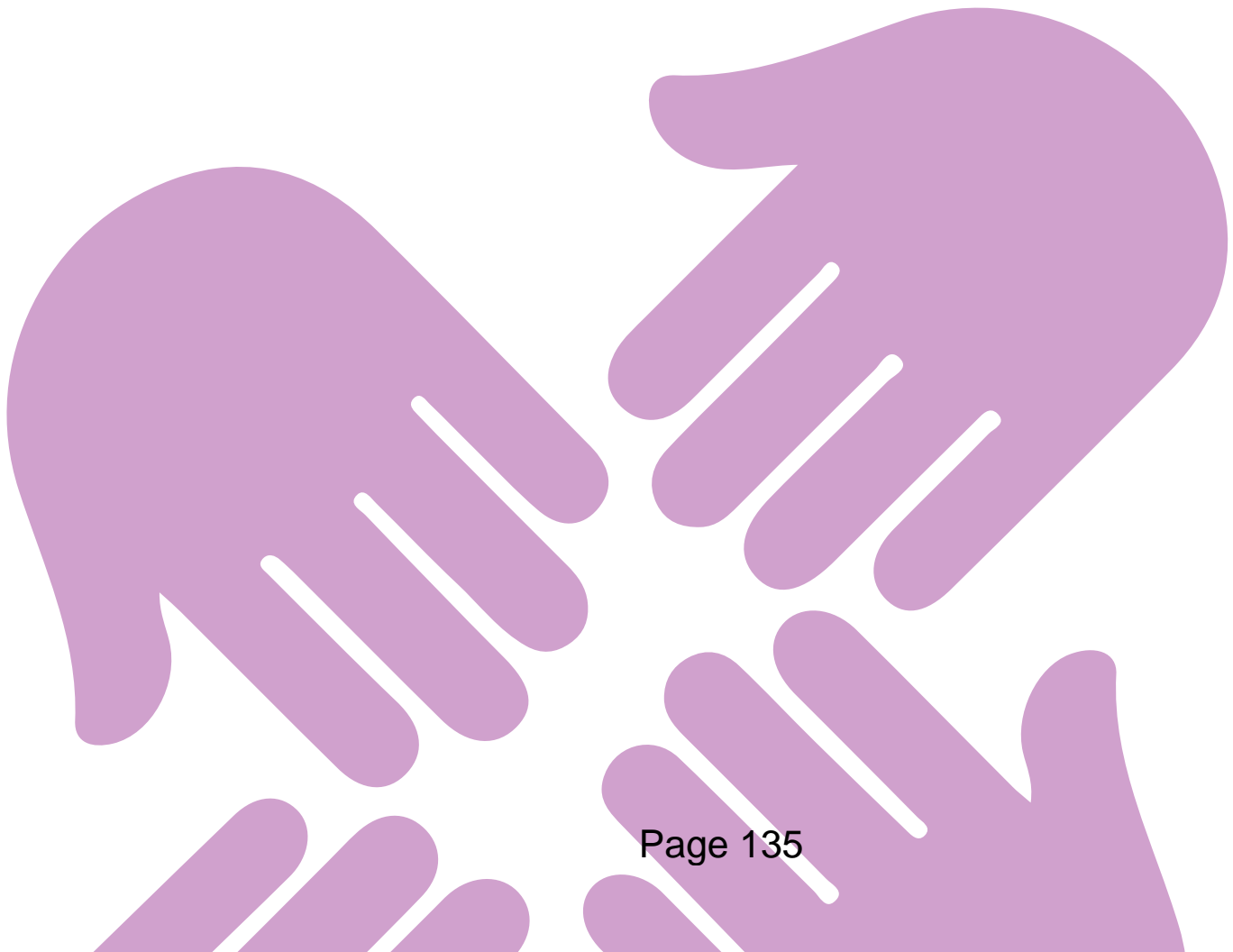
Our approach and offer enhances the principle of 'early help is everyone's responsibility'. The below diagram (on the following page) illustrates the relationship between the early help offer and the Safeguarding Children's Partnership Thresholds Guidance which can be found in **Appendix A**.

The Early Help approach and offer in Tameside will continue to see families, communities, universal, targeted and specialist services working together effectively and efficiently to meet the needs of the child and the family at the earliest point to prevent problems escalating.

Reaching a decision about level of need in relation to the Tameside Safeguarding Threshold Guidance and the best package of support requires discussion, reflection and professional judgement. All professionals should work together to provide appropriate support to families according to their needs, using and completing the relevant tools, such as the Early Help Assessment and the Graded Care Profile, but also be ready to respond if there is a change in a family's circumstances.

Moreover, universal services are important even when more specialist services are working with the family. Where a child and family is being supported by Children's Social Care and ready to 'step down' into universal and early help services (Level 1 & 2 TSCP Safeguarding Threshold Guidance), it is vital we have appropriate community services that can meet the needs of the family, able to manage risk and support timely 'step down' services.

Crucially, the approach and offer requires clear links to be defined with wider universal services which may be the first to identify emerging issues for children and their families. Services for adults also play an essential role in our early help approach. Many adults have additional needs e.g. substance use, mental health needs, parental learning disabilities and domestic abuse which can impair their parenting capacity. Services which predominantly work with either children and young people or adults need to adopt a 'Think Family' approach to secure better outcomes for children, young people and families with additional needs, through effective teamwork and co-ordinating the support they provide.



MULTI AGENCY REQUEST FOR SERVICE FORM

Intervention or Safeguarding

The Neighbourhood Learning Circles

THE EARLY HELP ACCESS POINT

Information/Support/Advice/Triage for Early Help Support

HARM

If you have safeguarding concerns identified or suspected, where significant risk of harm or neglect can be evidenced, complete a multi-agency request for service form and then send it to the multi-agency safeguarding hub.

WHEN ADVICE AND SUPPORT IS NEEDED

Family Information Service

Provides information and advice about accessing childcare and the Free Entitlement Funding.

Service Information Directory

Online directory showing activities and support for families.

Early Help Assessment Advisors

EHA advisors provide relevant advice and guidance on initiating and managing the EHA processes following TMBC procedures.

Parenting

Information and support to access parenting programmes.

Early Years GROW Offer /Children's Centres

Provides support and activities for families with children under 5 years old.

Voluntary Sector and Community Offer

Provides information on how to access voluntary and community support.

Early Years Provider Development Team

Support and guidance for private, voluntary, independent and Early Years settings.

TEAM AROUND APPROACH (TAS)

Children or young people causing concern at an early stage can be supported using a Team Around Approach. Providing multi-agency support, including Children's Social Care, Early Help and Health services.

These Team Around meetings are coordinated within schools, including private and independent establishments and colleges.

COMPLEX EARLY HELP NEEDS

Where complex needs are identified and cannot be managed with the Team Around Approach the referral will go to the Early Help Panel.

EARLY HELP PANEL

The referrals for children with complex needs will be discussed at multi-agency panel meetings. Children's needs will be reviewed to allow allocation to the most appropriate agencies within and working with our service.

CHILDREN'S MASH

Where there are safeguarding concerns that cannot be met through the Early Help offer, the multi-agency response will be to arrange a Child and Family Assessment. This will review concerns and identify needs. Where the case meets our threshold for service, it can be managed on a Child in Need or Child Protection Plan.

Where appropriate a plan or step down procedure to another relevant agency will happen through the Early Help Panel.

TAMESIDE EARLY HELP MEASUREMENTS OF SUCCESS

We will assess the impact of the Tameside Early Help Strategy by improving on a range of outcomes and key performance indicators.

Aligning to the Tameside and Glossop Corporate Plan, the Early Help Strategy will support and improve outcomes for children, young people and families, based on the co-operative principles, reducing inequalities and by working towards a Tameside that has:



The very best start in life where children are ready to learn and encouraged to thrive and develop.



Opportunities for people to fulfil their potential through work, skills and enterprise.



Aspiration and hope through learning and moving with confidence from childhood to adulthood.



Nurturing our communities and having pride in our people, our place and our shared heritage.



Resilient families and supportive networks to protect and grow our young people.



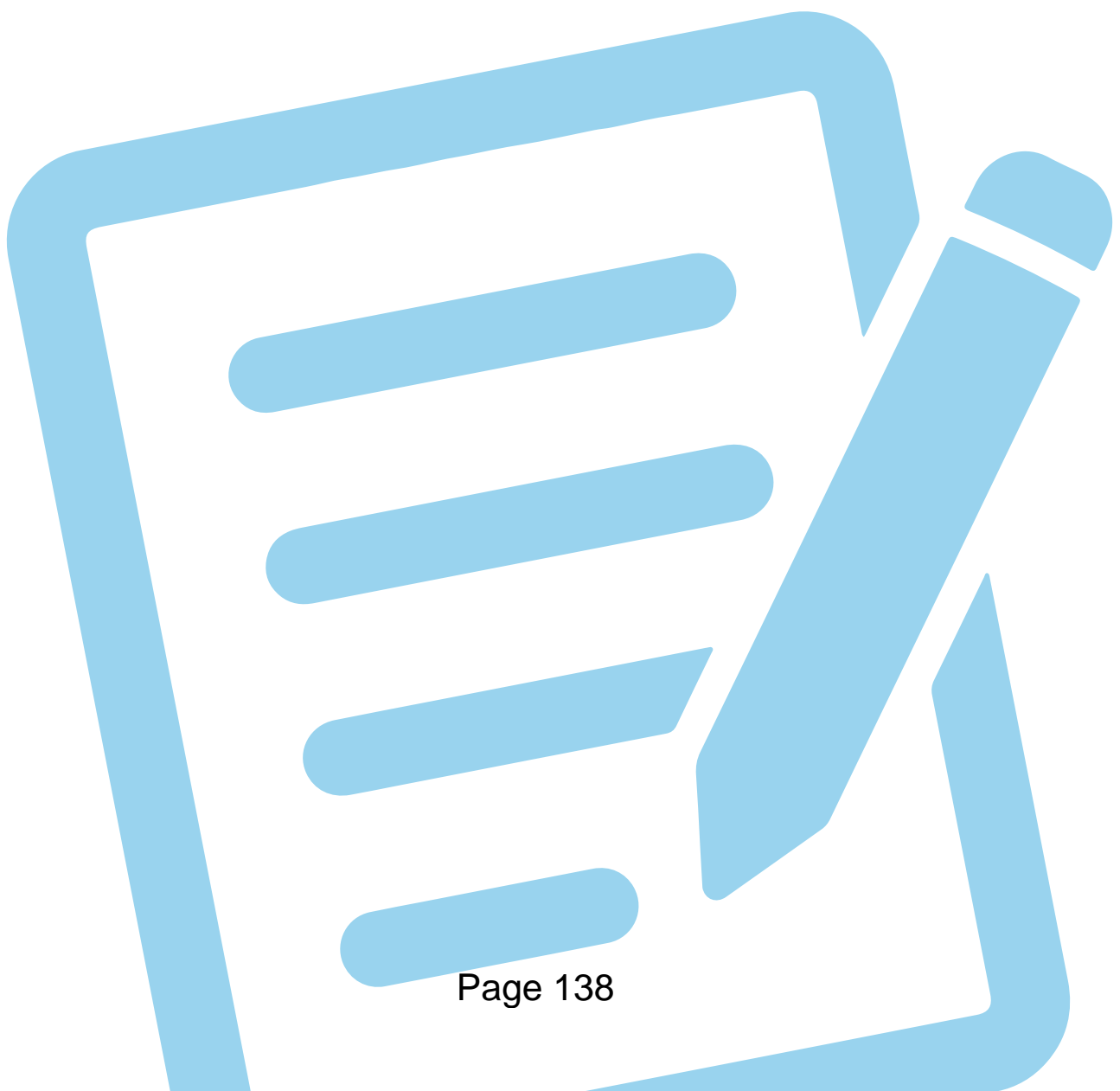
Longer and healthier lives with good mental health through better choices and reducing inequalities.

In order to understand the impact of the early help approach and offer in Tameside, we have identified a number of key measurements that will enable us to demonstrate the effectiveness of our offer and service. These have been put together into a dashboard and will be reported to the Early Help Strategy Group. Below are examples of key measurements that will be monitored.

- Number of Early Help Assessments open
- Contacts to the Early Help Access Point (% of all contacts)
- Number of 'Team Around' cases
- Number of Early Help Panel Referrals in the last 12 months
- Cases open to Children's Social Care Receiving Family Intervention Work (%)
- Troubled Families - % of attachments resulting in successful outcomes

Moreover, wider outcomes will be measured and include:

- Improved school readiness and child development
- Improved access to good quality childcare provision
- Reduction in smoking in pregnancy and more smoke-free families
- Reduction of pregnancies and children exposed to alcohol
- Reduction in domestic abuse
- Improved emotional health and wellbeing
- Reduction in children living in poverty
- Improved education attainment
- Reduction in youth related crime
- Improved access to the community offer
- More families having accessing to good food and moving more



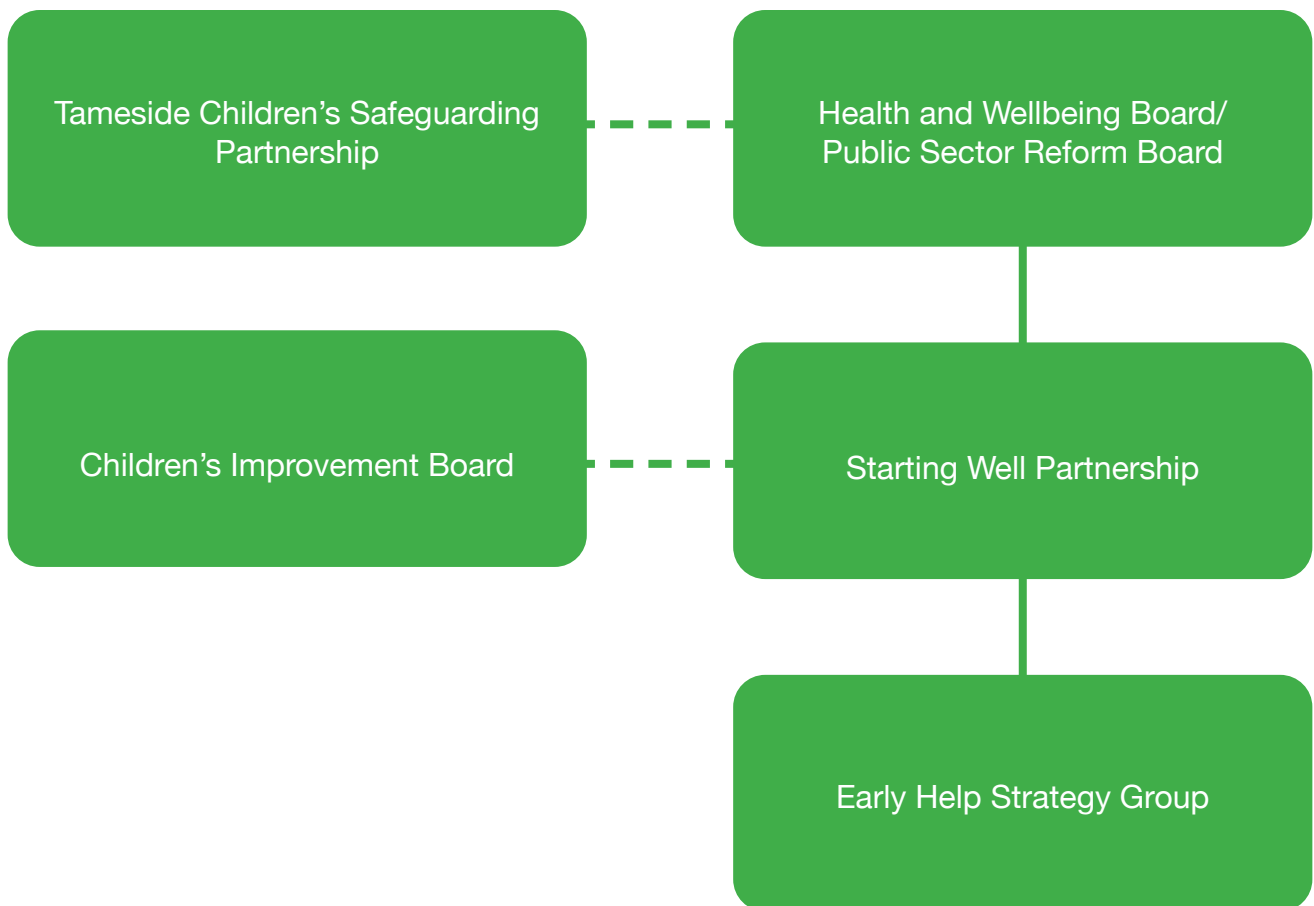
IMPLEMENTATION AND GOVERNANCE

To deliver on the vision and approach of early help in Tameside effectively and successfully, a multi-agency implementation plan has been produced and is regularly updated.

The implementation plan sets out an ambitious but much needed plan of work for transforming the early help approach and offer in Tameside.

With this in mind, we have developed themed actions that support the four key priorities: Smarter, Sooner, Safer and Stronger, as well as underpinned by our early help principles.

Each theme expands within the implementation plan with tangible and timely actions, however the implementation plan is not a static document and will be co-produced and regularly reviewed by the Early Help Strategy Group and agreed by the Starting Well Partnership and Tameside Children's Improvement Board.



Appendix A – Tameside Children’s Safeguarding Partnership Thresholds

HELP

Support at this level is provided universally for all children and young people. All those identified with low-level need which can be met by helping accessing mainstream services such as health centres, schools, children’s, community centres etc.

Children and families with needs at this level cannot be met by one service alone. Assessment and support should be coordinated through a family Early Help Assessment. A Lead Professional should be appointed to coordinate support but all relevant universal services have equal responsibility for delivering the support needed.

**Level
1**

**Level
2**

**Level
4**

**Level
3**

In some instances family problems are severe and don’t improve through enhanced or specialist support. Sometimes there is a need for statutory intervention, but this will only occur when children and young people are experiencing, or are likely to suffer significant harm.

Children and families at this level have needs or requirements that are sufficiently complex to require a statutory social work assessment. Compromised parenting may also be identified as an issue. The intervention can be long term and specialised, for example assisting with a child that has disabilities.

HARM

Agenda Item 8

Report to:	EXECUTIVE CABINET
Date:	30 September 2020
Executive Member:	Councillor Leanne Feeley, Executive Member Lifelong Learning, Equalities, Culture and Heritage
Reporting Officer:	Tim Bowman – Assistant Director Education
Subject:	SEND STRATEGY & GOVERNANCE
Report Summary:	<p>In order to ensure effective strategic oversight of Special Education Needs and Disability (SEND) activity in Tameside a SEND strategy has been developed. The report provides an overview of current SEND strategic activity in relation to this. The strategy enables partners to work together to achieve the vision and outcomes for SEND in Tameside. In order to ensure that this is effective, appropriate governance needs to be in place. The report outlines the proposed governance structure for SEND in Tameside and proposed arrangements for Tameside’s parent carer forum.</p>
Recommendations:	<p>That Executive Cabinet be recommended to:</p> <ul style="list-style-type: none">(i) To approve the Special Education Needs and Disability Strategy 2020-2023 at Appendix 1(ii) To endorse the proposed Governance structure for Special Education Needs and Disability strategic implementation at Appendix 2(iii) To note the plan on a page for Special Education Needs and Disability strategic fit at Appendix 3.(iv) To note that Improvement Development & Action Plans and a SEND outcomes framework will be developed to ensure delivery of the SEND strategy.(v) To approve the proposed arrangements for a SEND parent carer forum in Tameside.(vi) To note the arrangements for the SEND parent carer forum in Tameside and agree that the Director of Childrens Services takes forward a Memorandum of Understanding with Tameside’s parent carer forum.
Corporate Plan:	The report closely aligns with and delivers the priorities contained within Starting Well and Living Well aspects of the Corporate Plan.
Policy Implications:	The strategy ensures Tameside has a clear strategy for SEND in place and fulfils the Local Authority’s statutory duty to ensure access to high quality provision for vulnerable children and their families.
Financial Implications: (Authorised by the statutory Section 151 Officer & Chief Finance Officer)	<p>The funding allocated to the council to pay for special education needs is the High Needs Block element of the Dedicated Schools Grant (DSG).</p> <p>DSG is used to pay for special school places, additional support for both mainstream schools and special schools outlined in Education Health Care Plans (for the education element only). This grant also pays for special education services such as visual and hearing impaired services.</p>

The allocation for 2020/21 is £25m, schools have contributed a further £0.9m from the schools block allocation. The current forecast spend for this support (including recoupment) is £29.7m resulting in a £3.8m in-year overspend with a £0.5m overspend to recover from 2019/20. The SEND strategy is set against this very difficult financial backdrop.

It is important the Council and CCG work jointly in securing the best possible outcomes for our children from our pooled resources across health and care.

Legal Implications:
(Authorised by the Borough Solicitor)

The Children and Families Act 2014 introduced significant changes to the approach to SEND provision by councils by introducing a new statutory duty to ensure that the views, wishes and feelings of children and families are given importance.

In addition the Council also has a duty to ensure that the right support and information is in place to ensure children and families are able to participate in decisions which help to achieve good outcomes for the children and young people. This should be ensured through the SEND strategy.

The strategy should also support facilitate the discharge of all of the Council's the duties under Children and Families Act 2014 particularly sections 27 and 30 of that Act.

Those sections require local authorities to keep their educational and social care provision for children and young people with SEND under review, and to publish and keep under review their Local Offer of provision for 0-25 year olds with SEND.

The strategy must also follow the Code of Practice which provides statutory guidance on duties, policies and procedures relating to the Children and Families Act 2014 and associated regulations. It is therefore important that the strategy is regularly reviewed.

Risk Management:

There is a risk to ensuring effective strategic oversight and delivery of SEND activity and ensuring positive outcomes for children & young people if Tameside do not have a SEND strategy and clear and effective governance in place.

Access to Information:

Background to the development of the strategy can be obtained from Tim Bowman, Assistant Director of Education

Background Information:

The background papers relating to this report can be inspected by contacting Tim Bowman, Assistant Director of Education



Telephone: 0161 342 2050



e-mail: tim.bowman@tameside.gov.uk

1. INTRODUCTION

- 1.1 Tameside Council and its partners including parents & carers are ambitious for all children and young people and are committed to supporting them to achieve their best outcomes. For children and young people with SEND aged 0-25 this requires partners to work together to ensure that there is high quality, integrated and inclusive education and support that is flexible and responsive.
- 1.2 The SEND Strategy 2020-2023 provides the framework for partners to work together to achieve the vision and outcomes for SEND in Tameside. A copy of this is attached at **Appendix 1**. The Local Authority has a statutory responsibility to ensure that there is sufficient high quality provision and to achieve this, the Local Authority needs to work collaboratively with partners and service providers
- 1.3 In addition, SEND demand is set against an extremely challenging financial context in Tameside. There is a need for a strategy to determine priorities with partners that will enable resources across the system to be deployed most efficiently.

2. BACKGROUND

- 2.1 The Children and Families Act 2014, clearly sets out roles and responsibilities for the Local Authority and partners, in ensuring that children and young people with SEND are able to achieve their full potential.
- 2.2 The SEND Code of Practice, under the Children and families Act 2014, required us to implement significant changes to our processes and to the way we work and provide services.
- 2.3 We are required to deliver these services by knowing our children and young people well, by targeting services better and using our resources efficiently
- 2.4 Tameside is the 23rd most deprived local authority in England (out of 317 Local Authority areas), with some areas in the 5% most deprived nationally. There are 54,921 children and young people aged 0-19 (67,400 aged 0-25) in the borough and 1 in 4 live in poverty before housing costs, this rises to 1 in 3 when housing costs are taken into consideration.
- 2.5 Our Joint strategic Needs Assessment (JSNA) helps us understand the needs of our SEND community in more detail and provides us with recommendations that have helped shape our strategic priorities.
- 2.6 The Tameside SEND Strategy 2020 – 2023 describes the collective vision and aspirations for children and young people with special educational needs and provides a framework for partners to collaborate to deliver shared priorities for the next three years.
- 2.7 The purpose of the SEND Strategy is to ensure that those aged 0-25 with special education needs and or disability receive the support and provision they need.
- 2.8 The SEND Strategy aligns with our Corporate Plan and should be considered alongside this.
- 2.9 We have high aspirations for all our children and young people and want to ensure that we deliver the best outcomes for those with SEND. The aim of this strategy is to turn high aspirations for all of our learners with SEND into a reality. All children and young people grow up to become adults and need to be equipped to live in a diverse and challenging society. Whatever their ability, they need to have the opportunity of employment, to be able to take part in their local community, to assess and take appropriate risks, and to live as independently as possible.

- 2.10 The financial context is challenging for local authorities and other partners, however, it is essential that the most efficient and effective use is made of available resources across the system in Tameside.
- 2.11 The SEND Strategy outlines a vision, 5 key outcomes and four Headline Priorities. These were developed with partners and our SEND community. The 4 Headline Strategic Priorities have sufficient flexibility to ensure that different or emerging issues can be incorporated moving forward.

3. VISION, GUIDING PRINCIPLES & HEADLINE STRATEGIC PRIORITIES

- 3.1 The vision for SEND in Tameside is ambitious and aspirational, it stretches beyond the boundaries of the Local Authority to all partners and children and young people with SEND, with or without an EHCP.

We want children & young people with SEND to have the opportunity to be the best they can be and to have choice and control over their support.

- 3.2 To realise this vision, the implementation of the SEND Strategy will be guided by the following principles:

- Work in a spirit of co-production and partnership with parents and their children and young people with SEND, involving them in all key decisions.
- Work in partnership with partner agencies and schools involving them in all key decisions guided by our LISTENing framework.
- Have the highest expectations for children and young people with SEND, ensuring that they are fully included in all educational settings and that their needs are met by high performing local schools.
- Maintain a commitment to Tameside's maintained schools and academies, promoting and championing strong leadership and inclusive practice for children and young people with SEND across all phases, mainstream and special.
- Ensure a rigorous focus on the preparation for adulthood outcomes and life after school.
- Ensure that resources are fairly and consistently allocated according to needs

- 3.3 The strategy aims to achieve 5 key outcomes. We want our children and young people with SEND to be Safe, Happy, Healthy and Ambitious for their future and to Develop Skills for Life.

- 3.4 Based on what our JSNA tells us and in partnership with parent-carers, young people and partners across education, care and health we have developed 4 Headline Strategic Priorities:

- **INCREASING & IMPROVING INCLUSION** of children and young people in mainstream settings ensuring appropriate preparation for adulthood.
- **INCREASING CONFIDENCE** of parents and carers in services and systems across all of the partners in Tameside ensuring appropriate preparation for adulthood.
- **INVOLVING CHILDREN & YOUNG PEOPLE** who have SEND and their families, in decisions about their future and in the shaping, accountability, quality and delivery of services ensuring appropriate preparation for adulthood.

- **IMPROVING ACCURACY & TIMELINESS** with which we identify and assess children's and young people's needs including ensuring appropriate preparation for adulthood.

- 3.5 Strategic leads have been identified to take forward the 4 Headline Priority workstreams.
- 3.6 Each workstream has an Improvement & Development Action Plan (IDAP) that will be used to monitor and track progress towards achieving the identified outcomes.
- 3.7 The SEND improvement Group have developed an Outcomes Framework that will be used alongside the IDAPs to track and monitor progress.

4. GOVERNANCE

- 4.1 It is important that Tameside have a clear governance structure for all SEND activity. Attached at **Appendix 2** is a proposed Governance Chart for the strategic oversight of SEND in Tameside.
- 4.2 The SEND Improvement Group will have oversight of the 4 Headline Priority workstreams. The Joint Commissioning and Preparation for Adulthood Groups will feed into the Headline Priority workstreams and the SEND Improvement Group as required.
- 4.3 In line with Tameside's co-production framework – LISTENing in Tameside - specific elements of the work will involve children, young people and parents to ensure the priorities are delivered in a way that best meets local need.
- 4.4 The SEND Improvement Group will inform the Childrens Improvement Board and the Starting Well Partnership of it's work.
- 4.5 Reports will be provided to the Health & Wellbeing Board as required.
- 4.6 **Appendix 3** illustrates on one page the strategic story for SEND in Tameside.

5. PARENT CARER FORUM

- 5.1 Parent Carer Forums are representative local groups of parents and carers of children and young people with disabilities who work alongside local authorities, education, health and other service providers to ensure the services they plan, commission, deliver and monitor meet the needs of children and families. The SEND Code of Practice actively encourages local authorities to work with parent carer forums.
- 5.2 Parent Carer Forums do this by gathering the views of local families and then working in partnership to highlight where local services, processes and commissioners are working well, or challenge when changes or improvements need to be made.
- 5.3 Forums usually have a steering group of parents who lead this work and listen to the views of other parents in the local area to make sure they know what is important to them.
- 5.4 In Tameside we have a consortium approach to our parent carer forum led by the Charity Our Kids Eyes. A wide range of specialist organisations representing families across a range of needs and disabilities collectively provide a voice for SEND in Tameside.
- 5.5 Co-production is an important principle in parent carer participation. In line with Tameside's co-production framework, LISTENing, our parent carer forums play an integral and equal part

in the decision-making process and are engaged in shaping, developing, implementing and evaluating services and systems.

- 5.6 At a strategic level, partners must engage children and young people with SEND and children's parents and carers in commissioning decisions, to give useful insights into how to improve services and outcomes. To ensure that this voice is captured for SEND strategically in Tameside the Parent Carer Forum voice is across all activity and has a direct voice on the SEND Improvement Group. The governance chart at Appendix 2 sets this out. The Governance chart allows freedom and flexibility across all SEND groups for the parent carer voice to be captured in all activity, in line with the LISTENing framework.
- 5.7 In order to demonstrate commitment to Tameside's parent carer consortium approach, it is proposed that a memorandum of understanding is developed. A memorandum of understanding (MOU) is an agreement between two or more parties outlined in a formal document. It is not legally binding but signals the willingness of the parties to co-operate with each other. The MOU will demonstrate a commitment to our SEND parent carer forum approach in Tameside and establish the parent carer voice within our SEND strategic framework.
- 5.8 Having an appropriate MOU in place would also enable the parent carer forum to access additional DfE support to help establish and grow the forum in Tameside, through for example engagement in parent carer networks and learning from national best practice.

6. CONCLUSION

- 6.1 The implementation of a SEND strategy will provide the basis for planning, commissioning and delivering SEND Services and support by the Council and its partners for children and young people living in Tameside over the next three years. The strategy will ensure the Council continues to meet its statutory duties under the Children and Families Act 2014 and ensure that children and young people in Tameside aged 0-25 with SEND continue to have good outcomes.

7. RECOMMENDATIONS

- 7.1 As set out at the front of the report.

LISTENing

Tameside Special Education Needs and Disabilities Strategy

2020 – 2023



FORWORD

The vision of all partners and services in Tameside, is for every one of the children and young people in the Borough to be safe, healthy, happy, ambitious for their future, and to develop skills for life.

This is a vision for all children, including those with Special Educational Needs and Disability (SEND). We want them all to have the opportunity to be the best they can be, to be happy, and to have choice and control over their support. We are ambitious for every child and young person with Special Educational Needs and/or Disabilities.

We would like to thank the professionals, parents and partners who helped to write this strategy, in particular we would like to thank our friends and colleagues from OKE (Our Kids Eyes) for their invaluable feedback and support.

Leaders in health and care, schools, nurseries and colleges must now continue to work together with young people and their parents or carers to ensure we know what they want us to achieve and the ambitions they hold for themselves. We need to know what the child or young person needs, as early as possible, the best way to meet those needs and the difference we are making.

We are mindful that we are introducing the strategy in what is a very challenging financial context. The demands on our limited resources are great and we must ensure we are both effective and efficient. Our promise to families and young people is that we will always engage honestly with you about how we can meet this challenge. With this strategy we have an opportunity to improve all our services. This is the way we will work with children and young people, and their parents or carers, so they are involved in the decisions so that we provide the right help, at the right time, in the right place to support them to be the best they can be.

Councillor Leanne Feeley
Executive Member Lifelong Learning & Skills

Dr Christine Ahmed, GP
Tameside & Glossop CCG Governing Body
Member & Starting Well Lead

SEND STRATEGY



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INTRODUCTION

We are publishing our new SEND Strategy to ensure that those aged 0-25 with special education needs and/or disability receive the support and provision they need.

The Children and Families Act 2014, clearly sets out roles and responsibilities for the Local Authority and partners, in ensuring that children and young people with SEND are able to achieve their full potential.

The SEND Strategy aligns with our Corporate Plan and should be considered alongside this.

Corporate Plan



Transforming Tameside & Glossop Our People - Our Place - Our Plan For everyone every day



Starting Well

Living Well

Ageing Well

Priorities

1	2	3	4	5	6	7	8
VERY BEST START Very best start in life where children are ready to learn and encouraged to thrive and develop	ASPIRATIONS & HOPE Aspiration and hope through learning and moving with confidence from childhood to adulthood	RESILIENT FAMILIES & SUPPORTIVE NETWORKS Resilient families and supportive networks to protect and grow our young people	WORK SKILLS & ENTERPRISE Opportunities for people to fulfil their potential through work, skills and enterprise	INFRASTRUCTURE & ENVIRONMENT Modern infrastructure and a sustainable environment that works for all generations and future generations	NURTURING COMMUNITIES Nurturing our communities and having pride in our people, our place and our shared heritage	LONGER & HEALTHIER LIVES Longer and healthier lives with good mental health through better choices and reducing inequalities	INDEPENDENCE & DIGNITY IN OLD AGE Independence and activity in older age , and dignity and choice at end of life
Reduce rate of smoking at time of delivery Reduce the number of children born with low birth weight Improve school readiness Children attending 'Good' and 'Outstanding' Early Years settings Take up nursery at 2yrs Promote good parent infant mental health	Reading / writing / maths at Key Stage 2 Attainment 8 and Progress 8 at Key Stage 4 Young people going onto higher education Children attending 'Good' and 'Outstanding' schools Number of 16-19 year olds in employment or educated Proportion of children with good reading skills Promote and whole system approach and improving wellbeing and resilience	Early Help Intervention Reduce the number of first time entrants into Youth Justice Increased levels of fostering and adoption Improve the quality of social care practice Improve the placement stability for our looked after children Reduce the impact of adverse childhood experiences	Increase median resident earnings Increase the working age population in employment Increase the number of people earning above the Living Wage Increase number of enterprises / business start ups Working age population with at least Level 3 skills Increase the number of good quality apprenticeships delivered	Improve air quality Increase the number of net additional dwellings Increase the number of affordable homes Digital inclusion - average download speeds Reduce tonnes of waste sent to landfill and increase the proportion recycled Increase journeys by sustainable transport / non-car Increase access to public transport	Increase participation in cultural events Reduce victims of domestic abuse Reduce the number of rough sleepers / homelessness Improve satisfaction with local community Victims of crime / fear of crime Reduce levels of anti social behaviour Increase access, choice and control in emotional and mental self-care and wellbeing	Increase physical and mental healthy life expectancy Improve the wellbeing for our population Smoking prevalence Increase levels of physical activity 'Good' and 'Outstanding' GPs practices Reduce drug and alcohol related harm	Increase the number of people helped to live at home Reduce hospital admissions due to falls Increase levels of self-care / social prescribing 'Good' and 'Outstanding' social care settings Prevention support outside the care system

Great Place
Vibrant Economy

In particular this strategy supports the Corporate Priorities of:

- Very best start in life
- Aspiration & hope through learning
- Resilient families & supportive networks
- Opportunities for people to fulfil their potential



CONTEXT

The SEND Code of Practice, under the Children and families Act 2014, required us to implement significant changes to our processes and to the way we work and provide services.

We are required to deliver these services by knowing our children and young people well, by targeting services better and using our resources efficiently

Tameside is the 23rd most deprived local authority in England (out of 317 Local Authority areas), with some areas in the 5% most deprived nationally. There are 54,921 children and young people aged 0-19 (67,400 aged 0-25) in the borough and 1 in 4 live in poverty before housing costs, this rises to 1 in 3 when housing costs are taken into consideration.

We have high aspirations for all our children and young people and want to ensure that we deliver the best outcomes for those with SEND. The aim of this strategy is to turn high aspirations for all of our learners with SEND into a reality. All children and young people grow up to become adults and need to be equipped to live in a diverse and challenging society. Whatever their ability, they need to have the opportunity of employment, to be able to take part in their local community, to assess and take appropriate risks, and to live as independently as possible.



OUR VISION

Together, all Tameside partners agreed the guiding principles for developing a successful SEND system. We want children & young people with SEND to have the opportunity to be the best they can be and to have choice and control over their support.

We want to enable Tameside's children and young people to have better education, health and emotional wellbeing outcomes.

We want to ensure that we provide the right service in the right place, at the right time, supporting children & young people to have a good quality of life, live healthily and to achieve their full potential.

The delivery of good and outstanding education to every one of our resident children is a key priority for Tameside MBC.

This is because together with support in their early years and to parents and through addressing poverty, the future life chances of those who are currently children will in large part be determined by their educational outcomes as a means to reducing inequality.

So our focus is not just upon our formal statutory responsibilities, important though those are, but upon providing effective strategic leadership to ensure that all those partners with a role to play are delivering effectively for our children.

OUR OUTCOMES

We will work to enable our children & young people to feel:

1



SAFE



2

HEALTHY

3



HAPPY

4



AMBITIOUS FOR
THEIR FUTURE



5

DEVELOP SKILLS FOR LIFE

and for them to



GUIDING PRINCIPLES

We are committed to the following principles

This will mean we will:

- Work in a spirit of co-production and partnership with parents and their children and young people with SEND, involving them in all key decisions.
- Work in partnership with partner agencies and schools involving them in all key decisions guided by our LISTENing framework.
- Have the highest expectations for children and young people with SEND, ensuring that they are fully included in all educational settings and that their needs are met by high performing local schools.
- Maintain a commitment to Tameside's maintained schools and academies, promoting and championing strong leadership and inclusive practice for children and young people with SEND across all phases, mainstream and special.
- Ensure a rigorous focus on the preparation for adulthood outcomes and life after school.
- Ensure that resources are fairly and consistently allocated according to needs.



OUR VALUES

- We believe that all young people with SEND have the right to lead a normal life and to be part of their community.
- We believe that every child has the right to attend a good local school and that all children should be able to attend a mainstream school unless there is an overwhelming reason why this cannot happen.
- We believe that every child and young person has a right to have their health, social care and education needs met within their local community.
- We will enable the views and wishes of children and young people with SEND and their parents to be heard, and we will work with them to ensure that they have confidence in local providers to meet their children's needs.
- We expect every early years setting, maintained school or academy, further educational college and training provider to make, at least, good provision for children and young people with SEND.
- We expect that every young person will make good progress in their education and development;
 - that they transition smoothly into the next stage of their education and;
 - that they are helped to secure independent living and opportunities for employment as far as possible.
- As an inclusive authority, we do not undervalue our specialist education provision. It is an essential and valued component of our Borough's education system; we will continue to work in partnership with our specialist providers to ensure they provide excellent services for those pupils who are unable to attend mainstream schools.



THE CHALLENGES THAT DRIVE OUR AMBITION

Tameside maintains core statutory responsibilities for SEND and vulnerable pupils which can only be effectively delivered within a wider, whole systems, approach to inclusion within which children's needs are identified early, high quality support is available and schools all see it as their responsibility to meet the needs of children with additional needs. There are significant financial pressures already upon the High Needs Block of the Direct Schools Grant, and an effective inclusion strategy will be key to keeping these under control.

JOINT STRATEGIC NEEDS ASSESSMENT

Our Joint Strategic Needs Assessment (JSNA) looks at the current and future health and care needs of our population to inform and guide the planning and commissioning (buying) of health, well-being and social care services within Tameside.

The JSNA:

- Is concerned with wider social factors that have an impact on people's health and wellbeing, such as housing, poverty and employment.
- Looks at the health of the population, with a focus on behaviours which affect health such as smoking, diet and exercise.
- Provides a common view of health and care needs for the local community.
- Identifies health inequalities.
- Provides evidence of effectiveness for different health and care interventions.
- Documents current service provision.
- Identifies gaps in health and care services, documenting unmet needs.

Our JSNA has six key recommendations as follows:-



JSNA RECOMMENDATIONS

Continue to improve the identification of children and young people with SEND across the system

Although much improved, identification of children and young people with SEND across the system needs to improve further. Commissioners should ensure that systems used by services across the health, social care and education system enable the identification of those with SEND at the earliest opportunity to enable the monitoring of support and outcomes for this population group

Continue to improve the monitoring of outcomes for those with SEND

Although much improved, the continued development of a holistic set of outcome measures for those with SEND at an individual and population level, covering health and social outcomes in addition to educational outcomes would further improve understanding of the needs of this population group. These should be developed collaboratively with partners and include benchmarking where this is feasible.

Continue to improve the monitoring of children and young people during transition to adulthood

While information exists on educational outcomes, further work is required to strengthen information collected on young people with SEND after they leave the school system, limiting the ability to measure success in preparing those with SEND for adulthood.

Ensure commissioning plans reflect the needs of the local population

Ensure that the information in this needs assessment - including the increasing number of children with the most complex needs, the demographics and the most common primary needs - underpins commissioning of services, such as educational psychology services

Continue to improving educational Outcomes for SEND children and Young people

Continue to review Fixed Term Exclusion policies and practice to ensure schools are supported to gain EHCPs for behaviour (SEMH) where this would best support the child or young person.
Continue to review SEND support at key transition points in educational phases – reception intake, KS1 to KS2, secondary transfer, Post 16, and transition to adulthood to ensure needs are continually met.

Incorporate the 'Voice of the Child' across the whole SEND system

Continue to embed a meaningful approach to co-produce the SEND process, support and services with children and young people with SEND and their families across health, education and social care



OUR PRIORITIES

Based on what our JSNA tells us and in partnership with parent-carers, young people and partners across education, care and health we have developed 4 Headline Strategic Priorities:

1. **INCREASING & IMPROVING INCLUSION** of children and young people in mainstream settings ensuring appropriate preparation for adulthood.
2. **INCREASING CONFIDENCE** of parents and carers in services and systems across all of the partners in Tameside ensuring appropriate preparation for adulthood.
3. **INVOLVING CHILDREN & YOUNG PEOPLE** who have SEND and their families, in decisions about their future and in the shaping, accountability, quality and delivery of services ensuring appropriate preparation for adulthood.
4. **IMPROVING ACCURACY & TIMELINESS** with which we identify and assess children's and young people's needs including ensuring appropriate preparation for adulthood.



OUR ENABLERS

In order to achieve our strategic headline priorities we will require the following to act as enablers:

1. **Neighbourhood Working** – to provide a collaborative approach to delivering local services and joined up support for people locally.
2. **Co-production** – to understand the needs of the SEND community and engage them closely in the design and delivery of services.
3. **Resources** – to consider all available means of resources.
4. **Robust Performance Management data** - to measure outcomes and progress.



Neighbourhood
Working

Resources

Co-production

Robust
Performance
Management
data

HOW WILL WE GET THERE

We have developed Improvement & Development Action Plans for each of our Headline Priorities that help us plan & understand what we need to do to get there.

We will JOINTLY COMMISSION the most appropriate services to meet the needs of children and young people in Tameside who have SEND and their families ensuring we have better co-ordination of services and more joint working across all partners in the borough.

Our Joint Commissioning Strategy outlines our approach and what our Joint Commissioning Intentions are and our Joint Commissioning Improvement, Development & Action Plan will be responsible for ensuring delivery of our commissioning intentions.



OUTCOMES

Our SEND strategy sets out a clear direction for the future.

Our outcomes framework aligned to our 4 headline priorities ensures we understand where we are on our journey to achieving our vision. We will use this to tell us what impact our actions are having on our SEND Community.

We also want our families, children and young people to report a positive experience of our SEND systems and support, feel empowered and confident to engage and to make decisions.

The Local Authority and its partners will deliver on these outcomes by monitoring the progress and outcomes of every child and young person to ensure they do their best and achieve well. We will find better ways to understand:

- **Aspirations** - What the child or young person wants to achieve.
- **Identification** - What the child or young person needs, as early as possible.
- **Assessment & meeting the needs** - The best way to meet those needs and
- **Outcomes** - The difference we are making.



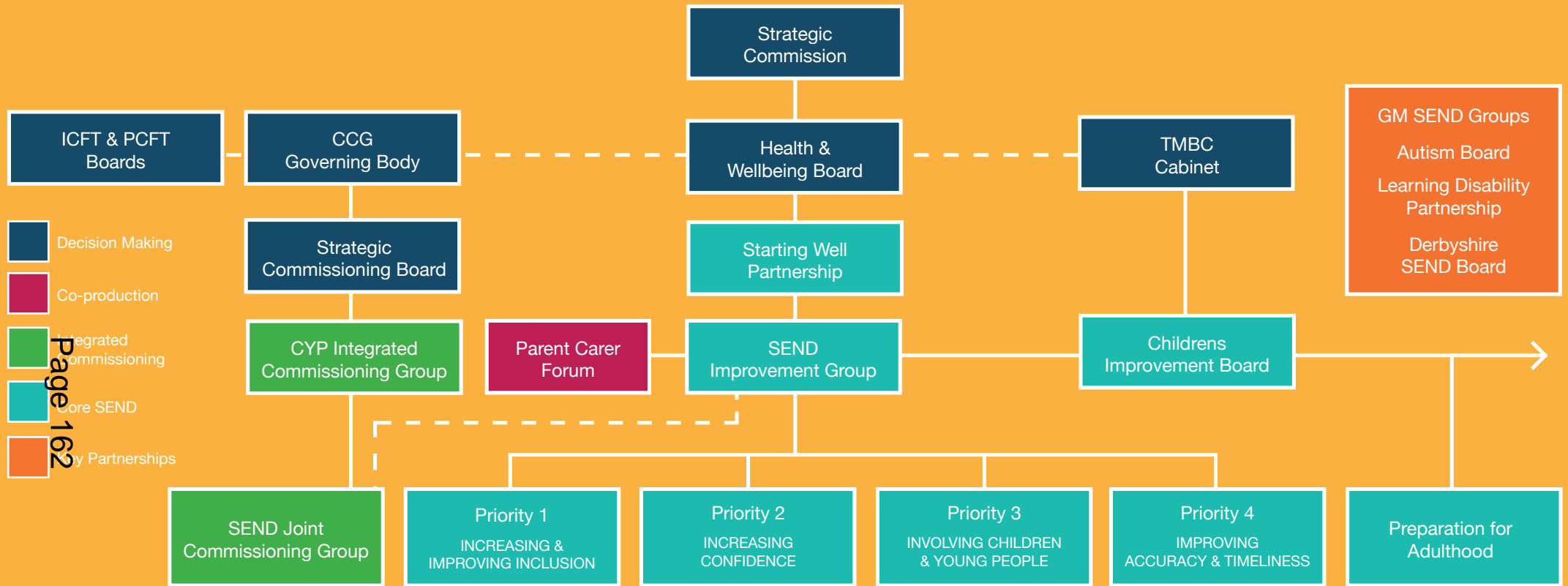
Aspirations

**Assessment
& meeting
the needs**

Identification

Outcomes

GOVERNANCE STRUCTURE



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Voice of the Child/Parent & Carer Voice

LISTENing in Tameside

GOVERNANCE

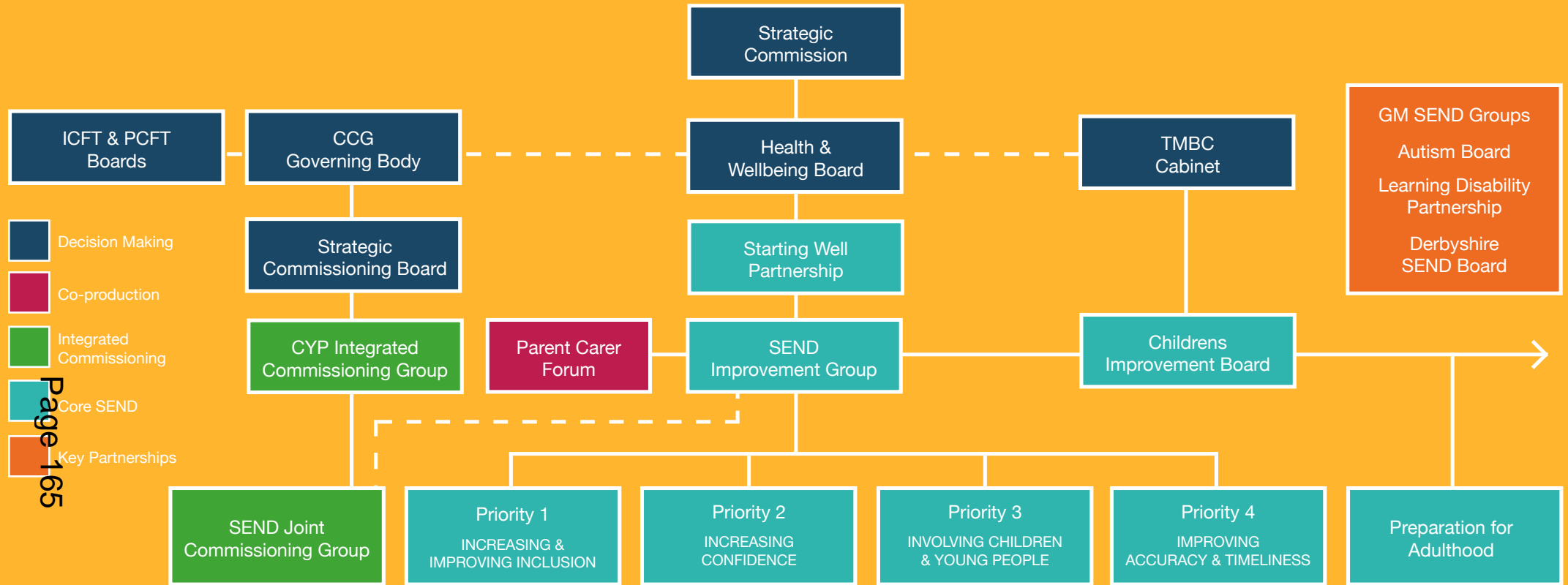
Tameside Special Educational Needs & Disabilities Improvement Group provides the oversight and governance for this Strategy.

They will monitor the progress outlined within our 4 Headline Improvement Development & Action Plans and how we are progressing against the indicators contained within our Outcomes Framework.



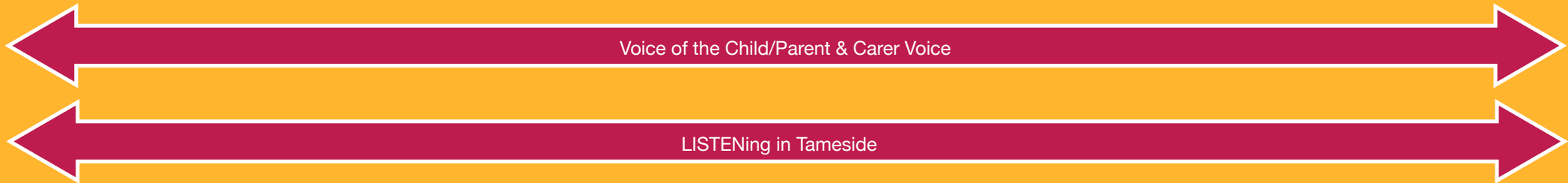
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Governance Structure



- Decision Making
- Co-production
- Integrated Commissioning
- Core SEND
- Key Partnerships

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What is our **SEND** story?

Tameside & Glossop Corporate Plan 2018-25

This is the vision for the future of Tameside. Our people, our place, our plan for everyone in every way.

The Plan has 3 broad themes:

1. Starting Well
2. Living Well
3. Ageing Well

The Corporate Plan has 8 key priorities.

SEND falls into these 4:

1. Very best start in life
2. Aspiration & hope through learning
3. Resilient families & supportive networks
4. Opportunities for people to fulfil their potential

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Headline Priorities

4

The SEND strategy has 4 headline priorities:-

1. Increasing & improving inclusion
2. Increasing confidence
3. Involving children & young people
4. Improving accuracy & timeliness

Our Priorities

Improvement, Development & Action Plans (IDAPs)

IDAP's are the operational action plans that are used to monitor the delivery of the 4 headline priorities and implementation principles. They will help us ensure that every part of the system knows what impact everyone is having on delivering our outcomes and progress with our headline priorities.

Measuring Performance

We have an Outcomes Framework that shows how we're progressing on our SEND journey. The framework is aligned to our 4 headline priorities.



Strategic Commission's Vision for SEND

We want children & young people with SEND to have the opportunity to be the best they can be and to have choice and control over their support.

There are 4 key enablers that underpin our headline priorities:

4

1. Neighbourhood working is seen as an asset
2. Embracing co-production
3. Thinking about resources
4. Robust performance management data

Outcomes for Children & Young People

We want our children & young people to feel:

- Safe
- Healthy
- Happy
- Ambitious for their future

and for them to:

- Develop skills for life



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Agenda Item 9

Report to:	EXECUTIVE CABINET
Date:	30 September 2020
Executive Member:	Councillor Bill Fairfoull- Deputy Executive Leader and Executive Member for Children and Families
Reporting Officer:	Tracy Morris, Assistant Director of Children's Services
Subject:	LOOKED AFTER CHILDREN- 7 SUSTAINABILITY PROJECTS
Report Summary:	To update Board on progress of 7 Sustainability Looked After Children.
Recommendations:	<p>That Executive Cabinet receive this report and:</p> <p>(a) note the financial impact as a result of the agreed revised the timescales for delivery of the projects as a result of the COVID 19 pandemic together with the outcome of the estimated financial modelling on placements as detailed in section 3 and Appendix 2; and</p> <p>(b) receive a further report in December 2020 given the on-going uncertainly caused by the Covid 19 pandemic.</p>
Corporate Plan:	The work outlined sits under the Starting Well Programme and strongly aligns to the Resilient Families and Supportive Networks priority.
Policy Implications:	The report directly links to the Corporate Plan, the Early Help Strategy for Tameside. Furthermore, as the Starting Well Partnership establishes, it is understood Early Help will be a partnership priority.
Financial Implications: (Authorised by the statutory Section 151 Officer & Chief Finance Officer)	<p>The report provides an update on the progress and development of the 7 sustainability projects approved by the Executive Cabinet on 27 November 2019.</p> <p>Section 14 of the report provides supporting contextual budget details for the directorate including an update on the estimated projected expenditure against the £ 2.0 million approved by the Executive Cabinet in November 2019. The estimated favourable variance of £ 0.68 million at outturn is primarily due to recruitment delays. Members should note that the CCG are investing a further £ 0.3 million in posts that will support the Family Intervention Service strand.</p> <p>It was considered that this investment was a necessity as without it, it was feared that LAC numbers would continue to increase to more than 780 children, which would cost the Council a further £5.2m a year. The introduction of the 7 sustainability projects was intended to mitigate this risk and enable the budget to be reduced over the medium term.</p> <p>The 2020/21 directorate budget includes additional investment of £ 6.9 million against placements related expenditure and was approved as part of the budget process.</p> <p>If the sustainability plan were not successful there was a risk that this increased placements budget could overspend again by up to</p>

£5.2m. The Council mitigates such risks by holding a level of general fund balances which will enable it to fund such pressures. As in previous years, the key budget risk relates to placements from both a demand and cost impact. **Appendix 2** provides details of demand assumptions in 2020/21 compared to the related budget alongside 4 scenario's.

Table 2 in section 14.10 provides the estimated additional cost implications of these demand assumptions. These range between £ 2.5 and £ 3.7 million and would be a resource impact on the general reserve.

Members should note that these assumptions are under continual review to understand the implications of covid and associated demand during the current period of the pandemic together with the future year implications on the Council's medium term financial planning. Clearly these assumptions will need revising once we have further details and plans on reductions to demand as the 7 projects progress and the implications of the pandemic are understood.

The expectation is that the Directorate makes all efforts to deliver a balanced budget in 2020/21. The next update on the 7 projects and the financial assumptions and implications will be reported to Members in December 2020.

In addition the directorate budget will continue to be monitored and reported to Members on a monthly basis via the Council and CCG integrated commissioning fund revenue budget reporting process.

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

This report is providing a general update on the progress made to date on the 7 sustainability projects and as Members will note from the financial implications section the main consideration for them when reviewing these projects is currently financial as at this point in these projects there are no direct legal implications arising from the report.

However it would assist Members if the report could explain how covid has delayed the project to date particularly as the service did not suffer a significant reduction in staff due to covid related sickness nor was there an increase in demand on the services through the initial lock down period.

Further whilst it will be a great disappointment to both Members and Officers that there has been a significant increase in the costs associated with these projects together with the Members may now have to consider re appraising the deliverability of all 7 projects particularly in light of the Council's overall financial position.

Alternatively; Members need to be content that the investment in these 7 projects still represents best value for the council and the residents of Tameside.

Therefore robust project management is required to ensure that the council continues to be able to deliver its statutory duties in relation to children and families but also that it does so within budget.

Risk Management:

Each project will be closely managed by a multi-disciplinary implementation team working to a named lead officer, reporting to the Assistant Director and Director of Children's Services. Regular reports will also be presented to the SLT.

Access to Information:

Background to the development of the strategy can be obtained from Tracy Morris, Assistant Director of Children's Services

Background Information:

The background papers relating to this report can be inspected by contacting Tracy Morris, Assistant Director of Children's Services



Telephone: 0161 342 4143



e-mail: tracy.morris@tameside.gov.uk

1. TIMESCALES FOR DELIVERY

1.1 Below is the updated projected timescales for the decision, planning, implementation and anticipated savings of the 7 projects agreed at Cabinet on 20th May 2020.

1.2 It was anticipated prior to COVID that the implementation of the 7 projects, would begin to reduce projected rises of the number of children in our care from September 2020. While exact predictions are difficult to make given the number of variables, success would be measured by the cumulative impact of these measures on local authority numbers and placement mix. Therefore the aim was to:

- Reduced the LAC population to 650 by April 2021.
- Reduced the proportion of residential placements from 16% to 13% by October 2020

1.3 Initial timescales

	Nov 19	Dec 19	Jan 20	Feb 20	Mar 20	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sept 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Apr 21	May 21	Jun 21
1: Early Help			D	P	P	P	P	P	P	P	P	I	I	I	I	I	I	S	S	S
2: Family Support Service	D		P	P	I	I	I	I	I	I	I	I	S	S	S	S	S	S	S	S
3: Team Around School	D	P	I	I	I	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
4: Duty/Locality	D	P	P	P	P	I	I	I	I	S	S	S	S	S	S	S	S	S	S	S
5: Positive Futures	D					P	P	I	I	I	I	I	I	S	S	S	S	S	S	S
6: Fostering	D			P	P	P	I	I	I	I	I	I	S	S	S	S	S	S	S	S
7: Placements	D	I	I	I	I	S	S	S												

1.4 Updated timescales agreed on 20 May in light of the current Covid-19 situation:

	May 20	Jun 20	Jul 20	Aug 20	Sept 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Apr 21	May 21	Jun 21	Jul 21	Aug 21	Sept 21
1: Early Help	P	P	P	P	P	P	P	P	P	I	I	I	I	I	I	S	S
2: Family Support Service	P	I	I	I	I	I	I	I	I	S	S	S	S	S	S	S	S
3: Team Around School	P	P	I	I	I	S	S	S	S	S	S	S	S	S	S	S	S
4: Duty/Locality	I	I	I	I	S	S	S	S	S	S	S	S	S	S	S	S	S
5: Positive Futures	P	P	P	P	P	P	P	P	P	I	I	I	I	S	S	S	S
6: Fostering	P	P	P	P	P	P	P	P	P	I	I	I	I	I	S	S	S
7: Placements	I	I	I	I	I	S	S	S	S	S	S	S	S	S	S	S	S

D = Decision. P = Planning. I = Implementation. S = Cost Avoidance/Savings.

- 1.5 As outlined in the attached slides, each of the project leads has identified their anticipated delays, any planned mitigation and revised timescales and associated risks as a result of the implementation of their project in response to the current Covid-19 situation.
- 1.6 The attached slides give an overview of the revised timescales for each project as identified by the project leads and approved at cabinet on 20 May 2020.

A short summary of the key risk areas/impact of the current Covid-19 situation is as follows:

- **Project 1: Early Help** – Implementation of a co-located early help service may be delayed
- **Project 2: Family Intervention Service** – The key risk is the impact of school closures and resulting limited contact with children and families
- **Project 3: Team Around the School** – Same above – risk associated with school closures and limited contact on ability to deliver interventions effectively
- **Project 4: Duty/Locality Restructure** – Difficulty merging teams during Covid lockdown and the impact on the implementation of the new MASH/Early Help Access Point
- **Project 5: Positive Futures** – key risk is the purchase of Greenwood Avenue as the location for the assessment unit
- **Project 6: Fostering** – key risk is the services does not recruitment sufficient Foster Carers to meet demand.
- **Project 7: Placements Review/Sufficiency Strategy** – Capacity of the system during Covid-19, delay in securing standard placements strategy

- 1.7 The new timeline for The Looked After Children's Sustainability 7 projects as detailed in the chart above is as follows;

1. The Early Help project start date for implementation will move from October 2020 to a start date for implementation of February 2021
2. The Family Support Service project will move the start date for implementation from March 2020 to a start date of June 2020.
3. The Team around the School project started implementation in January 2020 this has partially been achieved however the date for full implementation date will now be July 2020 instead of March 2020.
4. The Duty/Locality project started implementation as scheduled this has partially been achieved however the date for full implementation will move from July 2020 to August 2020.
5. The Positive Futures project start date for implementation will move from June 2020 to January 2021.
6. The Fostering project start date for implementation was October 2020 whilst the project has started and some areas are due to be implemented, the overall start date for implementation will move to February 2021.
7. The Placements project had an implementation start date of December 2019 and whilst implementation has start in a limited way the start date for full implementation will move to May 2020.

2. OTHER ISSUES TO CONSIDER AS A RESULT OF COVID 19

- 2.1 The Local Authority initial experienced a reduction in the numbers of children referred into the service via our Multi Agency Safeguarding Hub arrangements. As detailed in the previous update report there was a 44% reduction in referrals in the first six weeks of lockdown. This was in the main as a result of Schools closing and the impact of Covid 19 on parents/carers taking their children to for health appointments, attending hospital A&E and going to the GP. We have in recent weeks seen a steady increase in the numbers of referrals and to date the referrals are slightly above the normal rate of referral that this time of year.

2.2 We are still unclear what will happen once lockdown ends and children go back to School fulltime in September. It is anticipated that there will be a further increase in referrals as the hidden harm that has occurred during lockdown is reported by children on their return to School. This in turn may lead to an increase in the numbers of Children subject to Child In Need Plans, Child Protection Plans. We have started to see some of the impact of COVID as lockdown has been eased and have seen an increase in the number of looked after children to 722 (21 July 2020) it is very difficult to predict what will happen moving forward as the immediate external pressures around Covid turn into more long term impacts around the economy. However what is clear is that we are now starting to see the impact with child protection cases escalating in Pre Proceedings via the Public Law Outline. This is when as a Local Authority we believe that there is sufficient evidence to warrant Care Proceedings but the parent(s) are given a final chance to make the improvements the Local Authority are suggesting for example in relation to their lifestyle, their parenting and to themselves as individuals. The issues of concern are clear set out by the Local authority and the parents will have access to Legal advice and representation. The Local Authority will give the parent(s) a timescale of up to 12 weeks for them to start to make improvements and up to 26 weeks to evidence sustained changes.

Examples of the concerns that could affect the parent's ability to care for their child could include:

- The parent's drug and/or alcohol abuse
- State of parent's mental health
- Neglect issues

2.3 The number of children's cases currently in pre proceedings is 92 as opposed to 70 in January 2020 an increase of 22. In a number of these cases domestic violence is a key feature. In Tameside we have in the last six weeks seen an increase in the number referrals/contacts into the service in relation to domestic violence. Nationally the thinking predicts that we will see an emerging pressure in this area in September – December 2020 and into 2021.

2.4 We have also in the last 2-3 weeks (21 July 2020) seen an increase in the number of applications to the courts to instigate care proceedings. This will inevitably lead to a rise in Looked after Children.

2.5 If the predicted increases continue to happen then despite all the work we are doing to reduce the number of Children Looked After via the 7 Sustainability Projects, then the target of a reduction in the number of Children Looked After to 650 by April 2021 may not be achieved and the cost avoidance and savings attached to the 7 sustainability project will not be fully realised.

2.6 Another factor for consideration is that during the recent months the Greater Manchester courts have been undertaking hearings virtually and have taken a cautious approach to final contested hearings and a number these hearings have been adjourned. The Greater Manchester Courts have just started to implement a hybrid model, this approach will hopefully start to address some of the backlog in relation to final contested hearings however the impact of adjourning the hearings has led to a backlog in the Court system which is leading to delays in cases concluding. The Manchester Courts have adopted this approach to ensure that parents and other interested parties are able to engage fully with the proceedings and to prevent future potential challenge to decisions via appeals. This has impacted on the timescales for cases to be concluded the effect of this will be to delay children achieving permanence via adoption, Special Guardianship Orders and by the discharge of care orders. We are unsure at this time the full impact of this on our Looked After Children numbers but it will mean that some children remain Looked After for longer than anticipated with the subsequent financial costs for the Local Authority and the regrettable long term emotional costs for children of not achieving permanence in a timely manner.

- 2.7 The financial implication in relation to the issues above is difficult to quantify however what is certain is that the current projection of a reduction in the numbers of children looked after to 650 by April 2021 and the subsequent savings attached to this reduction will not be realised.
- 2.8 Whilst Covid 19 initially impacted on the progress of some aspects of the 7 projects resulting in some slippage in the timescales. It is promising to note that revised timescales for the 7 projects are all on track with no further slippage predicted at this time. As demonstrated in the power point at set out appendix one

3. CURRENT SITUATION

- 3.1 Tameside's Looked After Children's 7 Sustainability Projects were developed as a response to the following challenges.
- Reduce the need for local authority care. This will be done by strengthening prevention work and improving children's progress through care. Families require more practical support earlier to prevent cases from escalating
 - Stabilise the existing LAC cohort. We currently have too many expensive placements and too many that are placed out of borough. We can stabilise placements by ensuring there is appropriate support and respite provision for both families on the Edge of Care and fostering placements nearing placement breakdown. This will include therapeutic support and support for families so that children can remain with them safely.
 - Step down those children for whom it is safe and appropriate to do so. Too many children remain in care for too long and only leave at the age of 18. This will be through improved care/permanency planning and a range of step-down options: e.g. Special Guardianship Orders or fostering.
- 3.2 Despite the impact Covid 19 we have continued to address the challenges and to work towards implementation of the 7 projects below is a summary of the work we have completed and that we have continued to progress during Covid 19 alongside other work streams we have developed in addition to the 7 projects to address the challenges;

4. EARLY HELP

- 4.1 Each School and Early years setting has a named key worker in the Local Authority who are operating as a team across Early Help and Education. Daily communication is made by the key worker to all schools and settings to ensure that they are open and able to offer places to all our children and young people identified as vulnerable and children of key workers. If the School has any concerns about a child The Neighbourhood Co-Ordinator/Early Help Assessment Advisor will triage the case, this will include checking ICS, assessing what the concern is, liaising with the child Social Worker Tameside Families Together (key worker) where needed, and agreeing actions. This could mean possibly contacting the family to see if they require any additional support and if there are any concerns from the family. This model of support has now been very successful and we have provided support to 349 families and 764 children. We have now developed our offer for Schools reopening in September as follows.
- 4.2 The COVID-19 request for service (Education vulnerable process) will now be weekly contact until October half term. Verbal consent is accepted until end of term (December 2020), this will ensure referrals can be dealt with quicker and easier during the current circumstances
- 4.3 September this is likely to mean no Team Around the School dates will have been booked for the first term, the offer will be:

- 4.4 Upon schools re-opening schools will book their Team Around the School dates for January onwards
During the months of September and December we propose two options which each school can agree with The Neighbourhood Co-ordinator:
- 4.5 *Option 1: Each neighbourhood has a virtual 2 hour slot every two weeks.*
Each school can have a diary invite to their neighbourhood drop in but they will also be able to link with a NB Co-Ordinator outside of this arrangement. These drop-ins will be in conjunction with the Early Help advisor who should be available during these times. If required a Social Worker can be called in or a Tameside Families Together worker if further discussion is needed.
- 4.6 *Option 2: We tier the schools to save on resources.*
Once schools re-open we are tasked with setting up an academic year of Team Around the School meetings for over 80 schools and providing support with the expected increase in referrals.
We suggest that creating a tiered approach will help us identify the schools most in need. Red tier could be offered a weekly call by the co-ordinator to discuss cases and support as well as the ability to use monthly drop ins and if and when safe to do so a neighbourhood co-ordinator can go into school with the Early Health advisor and support.
Amber schools will be offered the ability to use a monthly drop in via skype to discuss cases and will obviously have access to the co-ordinators via phone when required.
Green schools will be told they can ring the co-ordinators with any concerns as normal.
The schools will be tiered based on amount of Child Protection/Children in Need, EHAS and how much support they have needed throughout COVID.
- 4.7 From November we plan to return to business as usual with Schools to access the Early Help offer through the normal routes. However this will be reviewed and an enhanced level of support to individual Schools will be offered if necessary.
- 4.8 We have launched the new Tameside MBC Early Help website, which provides information, advice and support for professionals and families available at www.tameside.gov.uk/earlyhelp/neighbourhoods
- 4.9 The response since the website launch in April 2020 to date has been incredible with **14,057 hits**. These total number of web page hits are an overall number for the web pages (Early Help /Neighbourhoods, Service information Directory, Family Intervention Service, Special Educational Needs and Disabilities Information Advice and Support Service.
- 4.10 The numbers of hits are a reflection that the online platform is being received and utilised well with people continuing to access services and information where relevant and families.
- 4.11 Our first ever Virtual Partnership webinar in June was attended by 167 professionals and again the website was promoted and the video of the Partnership Event was uploaded for more professionals to see.
- 4.12 Here is a breakdown of the **14,057** number below:
- The Early Help/Neighbourhood Web pages - **5,821 hits**.
 - The Service Information Directory web pages - **2,567 hits**
 - The Service information Directory offers wide range of information about Children's centres, Activities, Youth Clubs, Toddler Groups, Welfare Benefits, Schools/Education and much more.
 - Family Information Service web pages - **5,015 hits** a
 - Family Information Service offers a broad range of information and support around nursery places, 2-year funding, Play/Pre-school groups, childcare, financial support and more.

- Special Educational Needs and Disabilities Information Advice and Support Service web pages - **654 hits**
- 4.13 Special Educational Needs and Disabilities Information Advice and Support Service and its aims to encourage and develop partnership between children, young people, parents/carers, schools, the local authority and all other partners who are involved in working to identify, assess and meet the special educational needs of children and young people.
- 4.14 The launch of the website has enabled access to a wide range of information for both families and professionals.
- 4.15 In addition to the Early Help/Neighbourhoods website, we have an existing GROW website for Early Years. This can be accessed via this webpage link: <https://www.gotogrowtameside.co.uk/>
- 4.16 The Grow website helps gives information, support and advice to families with children under 5 years. The website includes lots of information around the groups run at the Children's Centres, information and advice from local Health Visitors, Midwives, Early Years Worker.
- 4.17 Recent figures for June 2020 totals to **3, 401 hits**.
- 4.18 There is also a Facebook GROW page and this can be accessed via this link: <https://www.facebook.com/growintameside/>
- 4.19 This platform is to send out posts which include activity ideas, story time videos, rhyme time videos, 'how to' activity videos, BBC Tiny Happy People information, weaning information, virtual baby groups/little learners/communication groups/motor skills groups, celebrations and events information. This has been a vital resource since lockdown for families.
- 4.20 Since March 2020 to date, we have had:
- **335 posts**
 - **4,085 post likes**
 - **1,802 comments**
 - **2,205 post shares**
 - **565,731 post reach**
 - **72,327 views across 78 videos posted**
- 4.21 There is also a Successful Families Facebook Page which was introduced to support families with children 0-19years. https://www.facebook.com/Successful-Families-in-Tameside-10577381117630/?ref=py_c
- 4.22 This platform has videos, helpful information and guidance around a range of areas including Early Years, Parenting, Parental Conflict, Domestic Violence and have specific slots in place for multi-agency teams such as: Youth Service, Healthy Young Minds, Adult Education and Voluntary Sector Organisations.
- 4.23 The work we are doing at an Early Help level to support families at the earliest opportunity will ensure that we not only achieve positive outcomes for Children and Families. But we will also prevent cases escalating through services. The impact of the work will be a long term reduction in the need for higher tier, statutory interventions, including bringing children into care.

5. TEAM AROUND THE SCHOOL

- 5.1 Since the start of the Team around the School in September 2018 to June 2020
- 5.2 449 Families have been discussed at a Team around the school meeting which equates to 783 Children. Of those 783 children only 23 have been referred through to Children Social Care.
- 5.3 85 have been referred to an Early Help Panel with 426 Families being supported at a much earlier stage.
- 5.4 There are now 84 Schools undertaking Team around the Schools which are now happening virtually we have also developed Team around the School + for to work with the Pupil Referral Units being able to identify the need to support children sooner, the medium-term impact is expected to be a reduction in the need for higher-tier, statutory interventions, formal Early Help interventions, Child in Need support and for children to come into care. It is also anticipated that there will be an increase in stepping down of cases, a reduction in cases being stepped up, and a reduction of repeat referrals into the service.

6. FAMILY INTERVENTION SERVICE

- 6.1 The implementation of the Family Intervention Service has started and we have seen an increase in the number of families receiving support from the Family Intervention workers from 120 allocated cases pre Covid 19 to 300 plus cases allocated to family intervention workers to date with plans for that to increase further. The workers have now moved virtually to the new line management arrangement, planning is currently underway with HR colleagues to issue new contracts to staff and working towards implementing the new rotas and 7 day working by 1st September 2020.
- 6.2 The CCG has been able to commit to funding the psychological therapy components of the Family Intervention Service. The service manager and commissioners are working with Healthy Young Minds to finalise expectations regarding how the service will operate and are developing a Service Specification with clear outcome and performance measures. This will ensure that comprehensive information will be available to show impact and inform future investment requirements. Staff recruitment will commence in the near future.
- 6.3 It is anticipated that the impact of implementing this will be a medium-term reduction in the need for higher-tier, statutory interventions, including the need for children to be admitted into care. With on-going support for families earlier on, we will see more stepping down of cases and a reduction in step-ups/ escalation of cases. Finally we will see a reduction in the rate of repeat referrals into the service, because families will be able to access support more easily.

7. EDGE OF CARE SERVICE

- 7.1 From 01/04/20 – 30/06/20 the Edge of Care Service has
- Worked with 149 children
 - 40 at Child in Need level
 - 52 at Child Protection level
 - 29 at Children in Care level
 - 28 at Child Protection/Public Law Outline level
- 7.2 Of the 29 that the Children Looked After that the Edge of Care Service has worked with
- 5 Children where subject to Interim Care Orders placed at home with parents.
 - 8 children were supported to maintain their placement

- 16 Looked After Children were supported and rehabilitation home to parents or family

7.3 During the period 01/04/20 – 30/06/20

- The involvement with 64 children has ended of these
- 10 became Children Looked After
- 4 were rehabilitated to the care of family
- 4 placements were stabilised
- 44 Children did not become Looked After and remained in the care their parents

8. RESTRUCTURE OF DUTY / LOCALITY

8.1 The implementation of the new structure is underway with the teams moving towards virtual teams alongside this we are developing a virtual training offer to up skill some staff. One of the key drivers for this was to improve the service we offer to Children and Families and provide stability by reducing the number of social worker involved in children and families lives. Not only is this positive in term of increasing the quality of our service and ensures families do not have to tell their stories multiple times. It also reduces the amount of drift on cases and which ensures children gain permanence at the earliest possible opportunity which is positive and in the best interests of children but also brings with it saving in terms of placement costs and cost avoidance. It is of note in that the number of children who have experienced more than 3 changes of social worker has reduced to 39.9% from a previous high of over 50% this remains a focus for improvement.

8.2 The restructure will go live on 7 September 2020.

9. POSITIVE FUTURES (RESPITE AND ASSESSMENT UNIT)

9.1 Progress had been made with the planned purchase of a property (Greenwood Ave) which was to be the assessment unit. Unfortunately this sale has now fallen through which is a huge disappointment and will have a significant impact on the progress of this strand of the Sustainability Project. We have recommenced our search for a suitable property in Tameside we will review the timeline for this, once a property has been identified.

9.2 The refurbishment of St Lawrence Road has been completed and the property is now ready to be handed over to the service.

9.3 Once the registered manager has been recruited the registration process with OFSTED can commence. It is anticipated that St Lawrence Road will be operational at the end of October with no clear date now for when the Assessment Unit will becoming operational given the very recent set back with the sale of the property at Greenwood Ave having fallen through. I would that it is noted that whilst the St Lawrence Road part of this strand of the project is on track, the timeline for this strand of the project is at risk in relation to the establishment of an Assessment Unit given the number of factors at play.

9.4 The objective to implementing this model is to prevent placement breakdown, and allow children who are at risk of being brought into care to safely remain at home. The model will work alongside the existing Edge of Care and Family Support Service. The target recipients of this model will be children and young people aged 11 and over.

9.5 Respite Unit:

- Will provide up to 72-hour short breaks – planned and emergency
- This is an alternative option to admitting a child into care, and instead stabilise their circumstances and support them
- Children will be allocated a key worker who will remain attached throughout the outreach work and post-respite break

- Speech and language, psychological and police (prevent criminalisation) support will also take place here

9.4 Assessment Unit:

- Will comprise of 1 emergency and 3 assessment beds for a period of up to 12 weeks, integrated with key workers as above.
- This will reduce the number of out-of-area placements, improve initial assessment and planning and will help retain connections with family and community.

9.5 There will be better decisions and oversight of support for the child/young person, with a clear focus on stepping down cases safely. This makes the children/young people involved less likely to remain in expensive, out of area placements and more likely to be supported through fostering placements.

10. FOSTERING SERVICE IMPROVEMENT

10.1 The key priority is to:

- Increase the number of foster carers approved by Tameside that meets the needs and demographics of our looked after children population
- Increase the number of children with more complex needs placed with Tameside approved Foster Carers
- Implement a revised foster carer offer to support retention of foster carers and to support the offer to more children being placed with Tameside approved foster carers.

10.2 We have to date

- Recruited to all fostering management posts and social work vacancies on a permanent basis. No temporary cover through agency staff as of the 07.06.2020
- Continued work with children's systems team round extracting data around compliance and performance within the fostering service.
- Introduced a Performance & QA framework within the fostering service to manage and monitor performance.
- There is now a monthly compliance report that is produced to ensure service is compliant with regulations and minimal standards. Also enables KPI's to be monitored and challenged.
- A weekly regulation 24 report that highlights those in and out of regulation. Provides service and management oversight.
- Review of the offer to foster is now drawing to a conclusion and draft paper was made available on week of 29.6.2020. This included review of payments to carers alongside what the support offer is.
- Work around foster carer payments is underway with Payroll Service. Katie Sherriff is leading and all payment forms will move into ICS rather than continue with paper.
- A Marketing and recruitment budget for 2020/21 has been agreed
- Previously agreed additional resource has evolved from a standalone Special Guardianship Order support team to a Discharge from Care/SGO support team. This includes 4 family intervention worker's that will work across both the fostering service and the discharge/SGO support team. Will support placement stability and transitions to SGO's. This has been resourced from within existing capacity.
- Two successful recruitment campaigns in March 2020 and May/June 2020. Increase in initial enquiries, resulting in new assessments of prospective carers.
- Fostering service now manage own enquires and expression of interest's.
- The dedicated business support team is now in place and is already making a positive impact.

10.3 We are working on

- Embedding signs of safety practice model into the fostering service.
- Recruiting to the post of the marketing and recruitment officer.

- Delivering face to face virtual training to foster carers via Zoom.
- Business support team implementing process and systems to support and improve the fostering service.
- Next recruitment campaign in August 2020 that will target those who have worked at home during lock down and want to continue to do this by being a foster carer
- Consider the outcome of the foster carer offer project and progress chosen recommendations.
- Re-launch of permanence strategy to ensure plans of permanence in relation to SGO and Long Term Fostering.
- Establishing a permanence panel to monitor and review children's plan and support safe discharge of care orders and reduce Looked After Children numbers.

10.4 Future plans

- Establish a 24 hour/365 days a year helpline for foster carers to access out of office hours.
- Launch the 'foster carer offer' that will support recruitment of new carers and retention of existing foster carers.
- Recruitment strategy targeting foster carers specifically older children and siblings to reduce use of external placements.
- Consideration for a 'therapeutic fostering scheme' for children that are identified as complex to prevent them being placed in residential setting.
- The dedicated business support team is now in place and is already making a positive impact.

11. CARE LEAVERS

11.1 Weekly meetings are taking place to urgently progress the expansion of the Transition Support Service under the existing agreement for a further 10 dispersed supported bedsits. Local availability of suitable one bed tenancies has led to delay, however, Social landlord Moss care St Vincent have delivered two tenancies to a very high standard . A further property on the same street has been identified for development, with planning permission pending that will create a further two tenancies. A larger property has been identified with plans being drawn up for conversion into a further six tenancies, four of which will be identified for our Care Leavers alongside two older peer support tenants. This would also provide for a new team base for our Transition Support Service with the potential for improved facilities that would support our independence skills training offer. Plans are also under way to expand the currently agreed 10 units to 17.

11.2 We are continuing to engage our partners across both the commercial and social housing sector in seeking the additional properties. A planned sufficiency review is proposed that will model our care leaver move on accommodation needs for the next 5 years. This will include proposals to increase our Supported Lodgings offer. Essentially, focus remains on reducing the substantial overspend created by Care Leavers remaining in high cost placements without timely access to suitable move on accommodation.

11.3 Work has been continuing in partnership with the 10 Greater Manchester Local Authorities under the banner of the recently established GMCA Care Leavers Trust. Of late the focus has been on the core aims of the project; Free public transport for all Care Leavers, a partial offer to Care Leavers seeking access to Education, Employment and Training (EET) opportunities has been secured via the Princes Trust, a wider offer remains pending a GM Transport review with the request made for care leavers to be identified as a concessionary group. There has also been progress on developing a GM wide data set and in also seeking to agree a consistent minimum financial entitlement offer across Greater Manchester. Tameside's existing comprehensive Local Offer already meets the vast majority of the minimum expectations being sought. Further core objectives of the Greater Manchester joint work includes securing mentoring for all Care Leavers, access to free prescriptions,

improved access to mental health services as well as access to greater EET opportunities, linking in with the national Care Leaver Covenant scheme. The 100% Council Tax discount is now available for all care leavers up to the age of 25 and in line with our extended Corporate Parenting duties, this offer is matched for all our Care Leavers living across the 10 Greater Manchester Local Authorities.

- 11.4 A recent meeting with the Greater Manchester Youth Network (GMYN) has led to an external funding bid that if successful will support the recruitment of two full time staff by GMYN to be based in the Leaving Care team.

12. PLACEMENTS REVIEW & SUFFICIENCY

- 12.1 The revised Commissioning and Brokerage service has been establishing the foundations of proper commissioning, contracting and quality assurance processes including; implementation of a monitoring framework, contracts/placement agreements, a listening coproduction framework, and a single point of entry for all placement requests to take greater control of decision making.
- 12.2 A multi-agency placement panel has been established since January a finance rep attends this meeting. The service has been working with finance to deliver a step change in the cost modelling of placements.
- 12.3 A data dashboard has been drafted to bring together to align key finance, performance and commissioning indicators to increase scrutiny. Developing work streams include a desktop review and attendant action plan focused on all commissioned placement in Independent Fostering Agency placements and Residential Provision; actions are wide but include a focus on ensuring all placements are in receipt of appropriate discounts, and reviewing the continued requirement for additional services commissioned, as well as identification of agreed performance
- 12.4 We have completed a successful rapid pilot of the 'Deep Dive' approach from No Wrong Door and adapted for Tameside, which started in late April and is now moving to an extended trial with a view to full implementation across all residential placements. Deep Dives are to be focused on ensuring we achieved permanence for young people and barriers are removed to ensure more of our children are in family environments.
- 12.5 Emergent work is to focus on transition, care leavers and constructive links to internal fostering services. Market development work is starting with a focus on increasing the number of our children living in Tameside.
- 12.6 Continuous improvement work on the new foundations established for the service remains important. We have worked with the CCG who have established a new Children and Young Person's Individual Commissioning Manager to support the developments outlined above, plus the Transforming Care agenda, and work with all partners to commission services as appropriate to meet needs.
- 12.7 The intended impact of this will be a medium-term reduction in the need for residential placements for Looked After Children. This will bring us more in line with our statistical neighbours in terms of placement make-up. It will improve the matching of placements to children's needs. It will increase the availability of step-down placement options. Quality Assurance of cases will reduce readmission and future long-term costs. Finally it will contribute to reducing the number of Looked After Children in Tameside.

13. LOOKED AFTER CHILDREN'S SERVICE

- 13.1 There is a significant work being undertaken in support of and alongside the Looked After Children's 7 Sustainability Projects within the Looked After Children's Team.
- 13.2 To support the priorities in the 7 projects (Placement sufficiency) we have developed and the implemented a placement tracking panel which has the function of considering all new requests for placements for children coming into care, placement change requests and also any requests for increase in care packages. This has been in place since January 2020 and continues to develop and strengthen its function. The learning from the first 4 months of this panel that we need to ensure the children we are looking after are, in the right placement with the legal order that supports a long term plan for children.
- 13.3 We are starting to achieve this by using the data in a much more sophisticated way. This will support how we reduce the numbers of looked after children as we can target the right children to exit care safely. We are trying to achieve this in a number of ways.
- 13.4 We have moved some existing resource from within the Looked after Childrens Service to create a Discharge from Care team. This team will be dedicated to progressing applications for discharges of care orders for children looked after where it is safe to do so. The support is also part of the team remit where an Special Guardianship Order is made.
- 13.5 We are developing a permanence panel this will be starting in September. This is a panel that will track and make decisions about children who are already looked after and what their plan of permanence is. Permanence is defined as needing to have 3 elements, physical permanence (Placement) emotional permanence (attachment to a primary care giver) and legal permanence (the correct legal order to support the plan). This panel will be the place where the newly established Discharge Team will be a part of so that they can pick up children quickly to progress the discharge of their care orders to either SGO or no order if those children are placed at home with parents.
- 13.6 There is work being developed across the service with the social work teams about understanding permanence and this is being done as part of a review of the permanence policy and also some direct work with teams to strengthen the practice of achieving permanence at the earliest opportunity. This work needs to be embedded before the work of the panel can be fully effective. We are however working hard to create the right environment for practice to develop.
- 13.7 Part of this is to understand the likely outcomes for children currently in care proceedings. We are now in a position where we can oversee the numbers of children in care proceedings and what the predicated outcome from court will be. We are starting to track those children where it is predicated that at the end of proceedings they will have a care order, that will mean they will continue to be looked after, or they will end on a different type of order that results in them ceasing to be looked after. Having this oversight now allows us to look at the different types of orders and placements combined so we can start to challenge the planning decisions for children and ultimately inform future practice.
- 13.8 We are developing an Integrated Looked After Children's Health and Wellbeing Team and - a task and finish group has been established to bring together resources in the Council, ICFT and Pennine Care to create an integrated team. This will ensure a coordinated support offer, focused on early identification of health and wellbeing needs and close working with foster carers and providers to meet the needs and thereby improve outcomes.
- 13.9 We believe that by having all these key elements functioning that we will be able to reduce the numbers of children who are looked after and reduce the costs to the Local Authority. These will not be quick fixes as the critical part to all of the above is building the infrastructure and the right conditions to grow practice. Once embedded the long term

outcomes for Looked After Children will be significantly improved and overall numbers of Children In care will be reduced and the cost to Local Authority will also be reduced.

14. FINANCIAL IMPLICATIONS

- 14.1 A sum of £ 2.0 m recurrent investment was approved by the Executive Cabinet on 27 November 2019 to support the 7 key sustainability initiatives from 2020/21, together with a further £ 0.3 m investment via the CCG for posts that will support the Family Intervention Service strand.
- 14.2 This report also provided details of the potential increased demand based on current year intelligence. This has resulted in an additional £ 6.9 m budget increase to the directorate budget in 20/21. The business case for this investment was based up facing costs of up to £5.2m in addition to the placement budget provided if LAC numbers continued to increase at their former trajectory, to more than 780 children in care. The investment in the sustainability projects was aimed at mitigating this risk. The Council manages such risks through its reserves and contingencies. 14.3 There was also further investment of £ 1.8 m allocated to finance potential additional cost implications of pay increments and inflation, external legal fees, regional adoption inter agency fees, and systems related improvements. This resulted in total additional investment of £ 10.7 m in 2020/21.
- 14.3 The £ 2.0 m relating to the 7 sustainability projects as outlined in this report has been allocated to the various strands as set out in **table 1**. The table also provides an initial estimation of the projected cost against this investment in 2020/21. The estimated variations are primarily due to recruitment delays.

Table 1

Project	£'000		
	2020/21 Investment	Forecast 2020/21 Expenditure	Variation
Early Help Service	0	0	0
Family Intervention Service	524	383	(141)
Team Around School	70	41	(29)
Duty / Locality Team Reconfiguration	0	0	0
Positive Futures (Respite / Assessment Unit)	569	251	(318)
Fostering Service Review	193	13227	(616)
Placements Review (Incl Leaving Care posts)	633	510	(123)
TOTAL	1,989	1,312	(677)

***Additional £0.3 m CCG investment in Family Intervention Service not included in the above table.**

- 14.4 As in previous years, the key budget risk relates to placements from both a demand and cost impact. **Appendix 2** provides details of demand assumptions in 2020/21 compared to the related budget alongside 4 scenario's.
- 14.5 **Scenario 1** represents a growth in the numbers of Looked After Children until September based the profile of children who have come into the care of the Local Authority from 30/03/20 to 10/05/20. During this period we have seen over 42 % of children placed with Foster Carers this includes Connect Carers who are usually members of the child's extended family who have been assessed by the Local Authority as safe to care for the child

or children and who are then considered Local Authority Foster Carers and are paid and supported by the Fostering service in the same way other Foster Carers are. However they are only approved to care for the specific child or children they are connected to. 30% of children remained placed with their parents; this happens when the court issues an Interim Care Order which gives the Local Authority shared parental responsibility with the parents but does not approve the children being removed for their parents care pending a further hearing. The remaining 28% were placed in some form of residential or supported lodgings provision.

- 14.6 **Scenario 2** represents a growth in the number of Looked After Children to 743 weighted towards Connected Carers. The other factor in this scenario includes a reduction in the number of Looked after Children as a result of the care orders they are subject to being converted to a Special Guardianship Order. A Special Guardianship Order is when the person or persons who have been caring for a child make an application to the courts to discharge the care order and grant a Special Guardianship Order which means the child is no longer Looked After and that the Special Guardian is granted parental responsibility for the child. This does not produce any cashable savings as the Special Guardian is entitled to an allowance which is comparable to the Local Authority Fostering rate. It does however produce some savings for the Local Authority in terms of Social Worker, and IRO time and the associated cost of Local Authority involvement in a child's life it is also linked to much better outcomes for children.
- 14.7 **Scenario 3** predicts growth in the number of Looked After Children weighted towards a growth in the number of children placed with Connected Carers and no Special Guardianship Order Conversions.
- 14.8 **Scenario 4** is based on the number of Looked After Children remaining on the current trajectory and the number of children looked after remaining at 718 for the rest of the financial year. We are still unclear what will happen once lockdown ends and children go back to School but it is anticipated that there will be an increase in referrals as the hidden harm that has occurred during lockdown is reported by children on their return to School. This in turn may lead to an increase in the numbers of Children subject to Child In Need Plans, Child Protection Plans and an increase in the Number of Children who are Looked after by the Local Authority. The figure of 718 Children Looked After is the least likely of the 4 scenarios to be achieved.
- 14.9 The estimated variance of each scenario compared to the budget allocation is summarised in table 2.

Table 2

2020/21 Placements Budget - £ 34.109 m	Level of Risk Reserve required (£ m)
Scenario 1 - Growth to Sept assumed on placement profile since COVID outbreak	3.7
Scenario 2 - Growth to 748 weighted towards connected carers + 3rd quarter reduction in LAC converted to SGO's NO COST BENEFIT	2.3
Scenario 3 - Growth weighted towards connected carers / no SGO conversions	2.3
Scenario 4 - Continue current trajectory and hold at approx 718 LAC full year	2.5

- 14.10 The change in forecast costs of each scenario when comparing between periods 3 and 4 is predominately due to an increase in the number of external residential placements which has increased the costs for all of the scenarios.
- 14.11 Additional analysis of forecast total expenditure by placement type and age banding, together with related volumes will be included in future monitoring reports to provide further context on where the related forecast cost increases or reductions are arising between

reporting periods. It is envisaged that this additional analysis will be included by the period 6 (30 September 2020) revenue budget monitoring report.

- 14.12 If the service is unable to reduce its total placements to around 650 by the end of the financial year, there will be a further budget pressure which will need to be funded in 2021/22 financial year, as the sustainability projects will not have delivered to plan, and thereby increasing the level of savings and efficiencies required to balance the overall Council budget to fund the higher than expected placement numbers. Members will be updated on the likely financial impact in 2021/22 as part of the month 6 revenue monitoring report.

15. RECOMMENDATION

- 15.1 As stated on the report cover.

Looked After Children (LAC) population 7 sustainability projects

July 2020



Headline summary of project position

PROJECT	RAG	RISK AREA
1. Early Help		Co-located team might be delayed until early 2021
2. Family Intervention Service (FIS)		Impact of school closures and lockdown on contact with families
3. Team Around the School		Impact of school closures and lockdown on contact with families
4. Duty/Locality Teams		Difficulty merging teams; impact on MASH/EH access point
5. Positive Futures (Respite / Assess)		Purchase of Greenwood Ave
6. Fostering		
7. Placements Review / Sufficiency		Capacity of system during Covid; delay

1 – EARLY HELP & PREVENTION AT A NEIGHBOURHOOD LEVEL

Create multi-disciplinary neighbourhood teams providing wrap around support for children and families

Key elements:

- **Colocation of EHAP/ MASH/ SPOE**
- Creation of 4 neighbourhood teams in localities- social care, health, police, schools and voluntary sector working in partnership.
- Support provided in communities building on local assets, driven by local intelligence and woven into the neighbourhood.
- Providing wrap around support to prevent escalation.
- Safer, smarter, stronger model.
- Estates driven.

Resources:

Four neighbourhood hubs

Other:

Multi agency development and implementation Group/Board

Impact:

Longer term reduction in need for higher tier/statutory interventions, including care

1. Early Help – Timeline & key milestones

	Nov 19	Dec 19	Jan 20	Feb 20	Mar 20	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sept 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Apr 21	May 21	Jun 21
1: Early Help			D	P	P	P	P	P	P	P	P	I	I	I	I	I	I	S	S	S

Date	Activity	On/Off
Apr 20	MASH/EH Access Point co-location meeting to take place between CSC, estates, health & police	on
May 2020	Meeting with partners and FM, agreed staffing and service need FM to scope building and email options	on
June 2020	To assess each option and agree a building	on
July 20	Develop an implementation plan base on agreed building for Front door	on
1 st July 2020	Co-location of EHAP and SPOE at St Peters agreed	on

1. Early Help – Progress & risks

Progress – key points

- Much of this project relies on physical co-location of staff – integration of the MASH and bespoke neighbourhood models.
- The aim was to have a co-located of EHAP team by September and a plan for colocation of teams earliest January-Feb 2021 dependent on the situation (COVID).
- In terms of mitigation, we are looking at how we can work in a co-locate way virtually over the next few months. Hopefully will be less duplication, better relationships and processes. The main impact is on timescale; about 3-6 months. However we will be in a good position by the time we can implement because of opportunity for shared working.
- The EHAP and SPOE are working to be co-located through July 2020
- Work is being done around recovery planning and aligning ‘bubbles’ with EH/ CSC and Health aligned together in the bases of CC to build capacity at Denton for the Tameside Access Point co-location

Risks – issues & barriers

- We are still in the position to plan for co-location however health partners in particular have been moved onto different duties. Some roles have changed and been redeployed and taken back into acute setting to deal with Covid. The last meeting was cancelled by partners because they had been pulled into their business continuity plans. Meetings need to be reinstated now to bring back on line – initially planning within children’s is happening
- ICFT are undertaking service review and the lead for HV and SN is being changed . Meetings arranged with new lead to update on planning with health to co locate

1. Early Help – Impact & evaluation

Metric	Now	RAG
TFT Early Help episodes (No. Open)	732	G
Open CSC cases with Early Intervention work taking place (lead and non-lead combined %)	30.3	G
EHAs currently open (all agencies)	686	G
Contact (12 month rolling rate)	1976	G

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	£	Voice & feedback
Budget		Children’s Co-Production Framework to report on child’s voice and feedback
Spent		
Savings		

2 – FAMILY INTERVENTION SERVICE

Establish a Family Support Service to provide practical support and diversionary work to prevent admissions – de-escalating risk, across the continuum of need

Key elements:

- Currently offer is Early Help and Edge of Care leaving a gap at Child in Need, Child Protection and LAC.
- New model to provide a broader offer across the continuum of need, from tier 2 through to tier 4, with a focus on ongoing not in/out support
- Support from 8am till 8pm on weekdays, and at weekends as well
- Same worker will support family when / if they move up or down the continuum
- Practical help – e.g. take people to appointments. Do with, not to.
- Family Group Conference model extended across service/levels of need.

Resources:

£ 800,000

Other:

Project Management
HR
Finance
Work Force Development
Estates

Impact:

Medium term reduction in need for higher tier/statutory interventions including Care. Increased step down, reduced step up, reduced

2. Family Intervention Service Update

	Nov 19	Dec 19	Jan 20	Feb 20	Mar 20	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sept 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Apr 21	May 21	Jun 21
2: Family Support Service	D		P	P	I	I	I	I	I	I	I	I	S	S	S	S	S	S	S	S

Date	Activity	On/Off
March 2020	Consultation completed	Consulted
March 2020	All actions completed and implementation plan drafted - Rota cycle agreed - Flexible working arrangements reviewed and agreed against new model	ON
4/12/2020	Presentation to staff completed but not presented – this has been emailed out to all staff and Unions	completed
March – July 2020	Recruitment started April SFIW / CP PM appointed Mapping of skills, Development and training required to widen the Early Help offer from Universal to LAC. Secondment to CSE team from FIW Recruited completed	Completed
May 2020	Move the line management of CP FIW to EH/EY & Neighbourhoods	On
June 2020	Discussions with HR to issue all staff new contracts completed and all staff received contracts – all need to be returned by end of July and new way of working implemented Sept 2020	ON



2. Family Intervention Service – Progress & risks

Progress – key points

- Project is at the point of implementation September 2020
- Recruitment has continued - policies, procedures and rotas. Implementation is delayed – previously aiming for a date of 1 June for implementation – this is delayed till September
- We aren't yet at the 7-day working arrangements this will be in place September
- Final details for rotas now communicated via email to all staff and team meetings - a timeline reviewed and has been communicated
- EHAP and pathways continued no change, just working from home, will be a delay on implementing the SPOA into the EHAP but we are utilising the 2 neighbourhood staff aligned differently to provide additional support to respond to mental health in young people and as a support for advice for all staff due to COVID-19
- Continuing with virtual meetings; SPOE going live July 2020 and colocation at St peters and even virtually – FIW have taken the role of duty and completed this practically through the COVID 19 response which has enabled a understanding of expectations through the service redesign
- The Relationship between CSC and Early Help has developed due to COVID 19.

Risks – issues & barriers

Presentation emailed to staff and HR and Unions all completed and now implementation Sept 2020

Co Location of teams to support the success of this and some virtual co working and meetings

Current challenge: families are at home where access has reduced them; there are RA and some face to face now and a plan around retuning to school – crucial to get model established and rota in place for Sept to support increase in demand through coming out of lockdown and working closely with CSC



2. Family Intervention Service – Impact & evaluation

Metric	Now	RAG
% All Open Cases with TFT FIW Intervention - Lead & None Lead Combined	30.3	G
Social care cases with family intervention (No)	120	A
Re-referral within 12 months of a previous referral (%)	21.9	A
Rolling 12 month of cases stepped down from TFT to Universal Services	86	A
Rolling 12 month of cases stepped up to CSC	32	R

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	£	Voice & feedback
Budget	800,000	Children's Co-Production Framework to report on child's voice and feedback
Spent		
Savings		

3 – TEAM AROUND THE SCHOOL

Speed up and enhance the role out the current Team Around the School model to all schools, colleges and nurseries (including PVIs)

Key elements:

- Enables schools to confidently support children and families preventing escalation and providing the right support at the right time
- Well established and well received by secondary schools- preventing the need to move into statutory services and improving outcomes for children and families
- Current plan is to have 60 schools on stream by December 2019
- Roll out to all schools, with a focus on getting more primaries on board.
- Also moving into pre school – supporting the very youngest.
- Investment needed to speed up the roll out/fully embed in schools through co-ordinator roles.

Resources:

£ 50,000

Other:

HR

Finance

Impact:

Medium term reduction in need for higher tier/statutory interventions, formal Early Help, Child in Need, including Care.

Increased step down, reduced step up, reduced repeat referrals.

3. Team Around the School - Update

	Nov 19	Dec 19	Jan 20	Feb 20	Mar 20	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sept 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Apr 21	May 21	Jun 21
3: Team Around School	D	P	I	I	I	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S

Date	Activity	On/Off
March 2020	Traditional style Team Around meetings are not currently happening	On
March 2020	Momentum of the roll out has been affected	On
April 2020	The NC/EHAAs are working with EWO's and the Quality Team to meet the needs of children that schools/settings and colleges deem vulnerable	On
April 2020	NC/EHAAs work closely with the EHAP, CSC and extended EH offer to provide support	On
March 2020	Recruitment to new posts – this has been delayed due to COVID/now taken place	ON
May 20	Jobs out to advert / Interviews June to appoint mid August/ appointments complete and start dates agreed	ON
May 20	Development of a PRU TAS to support our most vulnerable/running successfully weekly with good commitment from partners. Funding bid on-going to support the development of this. More work to be done now with the PURU's in September to develop the TAS inline with the offer	On going weekly
May 20	Some school continuing to have their TAS – this is done virtually Some mini TAS taken place – part of the plan to build back better and support schools	On-going
May 20	Plans in place to support schools when they return using the TAS model and using the NH cord to do virtual support sessions – lots of TAS booked in from September onwards	On-going
May/ Jun 20	Development of Family Group Conference model in Early Intervention and link to TAS first one taken place – really positive and three referrals to FGC from this	On Going
July 20	TM for EHAP and NH teams leaves – plans in place to replace this role and develop offer further with quality and EHM and EHA online with the introduction of a PM role to support this	



3. Team Around the School – Progress & risks

Progress – key points

Currently no TAS meetings in usual format are taking place as schools restricted and delivering differently . However schools are continuing to be supported on an ongoing basis – discussions about vulnerable children. So the pace of work hasn't stopped but is continuing in a different way. Some virtual TAS have been action on school requests supported by a virtual team

The NC/EHAAs are working with EWO's and the Quality Team to meet the needs of children that schools/settings and colleges deem vulnerable

NC/EHAAs work closely with the EHAP, CSC and extended EH offer to provide support

All Schools/colleges were contacted by email as the lock down was announced offering direct support from the NC (which has been well used)

Colleges have all been contacted as they are not featured within the Vulnerable COVID 19 process our offer of support has been gratefully received and we have supported students as a result of our efforts

We will continue to monitor current situation remain flexible and adapt to changing situations and continue to offer service and promote that EH services are still available through the use of Facebook, Twitter, Newsletters for professionals, Early years teams, EYQIT, HYM and TFT

Induct (2)3 new Neighbourhood coordinators once appointed planned

TM for EHAP and NH teams leaveing– plans in place to replace this role alongside developing role of Nco and EHAA and building capacity with a PM role (temp) to support implementation and EHM implementation and quality and increase in EHA

Risks – issues & barriers

Traditional style Team Around meetings are not currently happening

Schools do not currently have contact/access with all families that would ordinarily present as needing support at and early help level

Some schools are closed or if open the staff member identified to lead on Team around are not readily available

Using the team around approach as a pathway from the EHAP or panel is not currently an option

Momentum of the roll out has been affected, diarised meetings will need to be re arranged meaning that introduction of the team around approach to new schools/ setting will be delayed

3. Team Around the School – Impact & evaluation

Metric	Now	RAG
Number of settings engaged in TAS	80	G
Contacts received – EHAP and TAS (No in month)	281	G
Contacts referred to CSC (% of contacts)	28.8	A
Number of EHAs completed in TAS settings		

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	£	Voice & feedback
Budget	50,000	Children’s Co-Production Framework to report on child’s voice and feedback
Spent		
Savings		

4 – DUTY / LOCALITY RESTRUCTURE

Stage 1. Restructure the duty and locality teams to remove a step in the process
Stage 2. Move to true locality working with teams based in each of the four neighbourhoods holding a neighbourhood based cohort / caseload

Key elements:

- Closely aligned with Early Help neighbourhood model
- Aim is to reduce the number of changes of social worker children experience
- Four locality plus four duty teams currently centrally located, will merge and move out to locality in longer term
- Current arrangement = referral received at MASH, passed to Duty teams for assessment, then to Locality Team for intervention then to LAC team.
- Removes one handoff by combining duty and locality team functions.

Resources:

£ – £ 0 (costs in longer term)

Other:

Current base is Denton Centre.

Offices required in all four neighbourhoods.

Project Management

Estates

HR

Finance

Work Force Development

Impact:

Improves continuity of worker, builds relationships, reduces reassessment and enables better management oversight.

Supports more effective case management for Children in Need, Child Protection and LAC, which in turn enables and supports cost avoidance and savings.

4. Restructure of Duty/Locality - Update

	Nov 19	Dec 19	Jan 20	Feb 20	Mar 20	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sept 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Apr 21	May 21	Jun 21
4: Duty/Locality	D	P	P	P	P	I	I	I	I	S	S	S	S	S	S	S	S	S	S	S

Date	Activity	On/Off
July/Aug	Preparation work ongoing	On
August	Training to be undertaken	On
9 Sept	Go live date – teams merged, duty workers in Neighbourhood Children’s Centres	On



4. Restructure of Duty/Locality – Progress & risks

Progress – key points

The projects has progressed as much as it can given the Covid situation:

- From 20 April we can start back on the implementation process, looking at going to virtual teams before we can go to physical
- A lot of the legwork can be done virtually – some teams can start in new process without being in localities. We can move to this model after ironing out initial issues and delivering training.

Risks – issues & barriers

- The difficulty will be in merging teams, staff development and training, although the possibility of virtual training is being explored.
- Another pressure is with the Early Help Module going live as this will shape the front door and MASH.

4. Restructure of Duty/Locality– Impact & evaluation

Metric	Now	RAG
Children subject to 3 or more changes of social worker in the last 12 months (%)	44.8	R
Assessments within timescale of 45 working days (%)	76.2	A
CP statutory visits within timescale (%)	92.7	A
CIN reviews taking place within timescale (%)	73.6	A

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	£	Voice & feedback
Budget	N/A no budget required	Children's Co-Production Framework to report on child's voice and feedback
Spent		
Savings		

5 – POSITIVE FUTURES (RESPITE / ASSESSMENT)

Deliver a respite / short break facility, an assessment unit and emergency/short break fostering, supported by an outreach team/key workers. Objective to prevent placement breakdown, and to allow children to remain at home and avoid admission into care. Works alongside Edge of Care and Family Support Service – target 11years plus.

Key elements:

Respite

- Up to 72 hour short breaks – planned and emergency
- Provides an alternative to taking a child into care to stabilise and support
- Key worker allocated and remains attached doing outreach work post-respite break.
- Speech and language; psychology and police (prevent criminalisation)
- Assessment with family, and further support through fostering service

Assessment

- 1 emergency and 3 assessment beds for up to 12 weeks, integrated with Key workers as above
- Reduces out of area placement and keeps connection with family and community
- Better decisions and oversight- clear focus on step, down less likely to remain in expensive out of borough placements, support through fostering

Resources:

£ – £ 560K

Other:

Project Management
Estates
HR
Finance
Work Force Development

Impact:

Medium term reduction in need for higher tier/statutory interventions including Care.
Increased step down, reduced step up, reduced repeat referrals.
Reduces number of 11 year plus entering Care

5. Positive Futures (Respite/Assessment) - Update

	Nov 19	Dec 19	Jan 20	Feb 20	Mar 20	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sept 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Apr 21	May 21	Jun 21
5: Positive Futures	D					P	P	I	I	I	I	I	I	S	S	S	S	S	S	S

Date	Activity	On/Off
To be agreed	Prepare planning application for when the sale has been completed	
April/May	Recruit to Registered Managers post and Residential staff Team	On
October 2020	Start work to change purpose to assessment Centre	On
May/June	Refurbishment of St Lawrence Road	On
October 2020	Registration of assessment centre and short break unit with Ofsted	On
Sept 2020	Recruitment of staff team	On

5. Positive Futures – Progress & risks

Progress – key points

- Planning application is progressing for Greenwood Avenue (submitted on 30 June 2020) sale agreed subject to planning – determination for planning date is 25 August 2020)
- Recruitment to managers posts is progressing – new job descriptions completed and are with HR for QA and oversight on the grade. Interviews are projected to be August 2020
- Review of staff structures and roles to take place in August 2020 to confirm propose and job descriptions
- Work on St Lawrence Road has now completed and is ready for occupancy
- Work on Greenwood Avenue has not yet started as the sale needs to be completed
- Meeting has taken place with Robertsons re garage renovations to convert to an office
- Starting now to map out pathways of referrals to the service and also practice expectations and review points to ensure the function and purpose of Positive Futures is maintained (right children, right service and plan delivered in timescales for statement of purpose)

Risks – issues & barriers

- Paul Batho: Awaiting confirmation of completion date for purchase – dependent upon vendor who is moving abroad – chasing for confirmation
- Planning objections
- Not recruiting to management posts
- Delays in registration with Ofsted

5. Positive Futures – Impact & evaluation

Metric	Now	RAG
Occupancy rate (once launched)		

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	£	Voice & feedback
Budget	560,000	Children's Co-Production Framework to report on child's voice and feedback
Spent		
Savings		

6 – FOSTERING SERVICE IMPROVEMENT

Increase the number of foster carers through a new model tailored to current need, cohort demographics and an enhanced payment and support model. Increase number of children with more complex needs fostered in Tameside

Key elements:

- A modernised, fit for purpose fostering offer which keeps Tameside children in Tameside
- New recruitment and retention model
- Targeted recruitment for specialist foster carers (retainer payments)
- Change cohort mix to better match need and LAC demographics
- Work with businesses / partners – e.g. IKEA – with a buddy scheme
- Foster friendly businesses (recruitment from the staff – local placements)
- Out of hours support from Family Support Service incl. weekends. Plus access to Positive Futures
- Potential bid to Lottery fund for step/step down fostering model and looking at a collaboration across GM for Mockingbird model

Resources:

£ – £ 150,000

Other:

Communication Team

Impact:

Increased number of Tameside carers for Tameside children. Increased number of children with more complex needs fostered in Tameside. Supports delivery of placement sufficiency – see No 7 below.

6. Fostering - Update

	Nov 19	Dec 19	Jan 20	Feb 20	Mar 20	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sept 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Apr 21	May 21	Jun 21
6: Fostering	D			P	P	P	I	I	I	I	I	I	S	S	S	S	S	S	S	S

Date	Activity	On/Off
Jan 2020	Submission of bid for Lottery funding required to implement Step Up Step Down fostering model to be completed	On
April 2020	Recruit to dedicated business support in fostering service. All posts recruited too and workers in post as of July 2020	completed
March 2020	Recruited to permanent Team Manager vacant post. Start date the 01.06.20	completed
April 2020	Review of offer to foster carers in progress. Report completed and recommendations to be reviewed in August 2020	On
July 2020	Recruit to dedicated fostering recruitment/marketing officer. Interviews arranged for week of 27.7.20	On
April 2020	Data Cleanse of Fostering Register. To be completed by end of April 2020. Complex work and over 200 records to review.	Completed
July 2020	Recruitment to all Management and Social Work vacancies.	Completed
July 2020	Training and Development of foster carers. Training plan from being developed to go live for the period of September 2020 – March 2021. Two year training plan for 21/22 – 22/23 to start in October 2020.	On
July 2020	SGO/Discharge of care team in fostering service. Recruitment to permanent practice manager completed. One SW recruited too pending HR checks and interviews other vacancy in August 2020. Interviews for 2x Vacant FIW's July 2020.	On



6. Fostering – Progress & risks

Progress – key points

- Dedicated business support team is now in place and is already making a positive impact. All other recruitment now complete in terms of managers and SW's. Marketing and recruitment advert has now closed with 16 applicants – interviewing 8 in the next 2 weeks. Reporting and data cleanse complete. Fostering offer review complete – final report due for consideration and presentation at CLT August 2020
- Recruited to all fostering management posts and social work vacancies on a permanent basis. No temporary cover via agency staff as of 07.06
- Review of the offer to foster is now drawing to a conclusion and draft paper was made available on week of 29.6.2020. This included review of payments to carers alongside what the support offer is.
- Work around foster carer payments is underway with Payroll Service. Katie Sherriff is leading and all payment forms will move into ICS rather than continue with paper.
- Introduced a Performance & QA framework within the fostering service to manage and monitor performance.
- There is now a monthly compliance report that is produced to ensure service is compliant with regulations and minimal standards. Also enables KPI's to be monitored and challenged
- Positive foster carer recruitment campaign led by comms, successful open evening at Village Hotel with a number EOI's. Number of enquires being followed up currently.
- Previously agreed additional resource has evolved from a stand alone SGO support team to a Discharge from Care/SGO support team. This includes 4 family intervention worker's that will work across both the fostering service and the discharge/SGO support team. Will support placement stability and transitions to SGO's
- Two successful recruitment campaigns in March 2020 and May/June 2020. Increase in initial enquiries, resulting in new assessments of prospective carers.
- Fostering service now manage own enquires and expression of interest's. This will be enhanced by the new business support team that has now been recruited too
- Marketing and recruitment budget for 2020/21 has now been agreed at £40,000
- Children Business Link Team now in post and improving systems and process. This will improve effectiveness and compliance.
- Delivering face to face virtual training and support groups to foster carers via Zoom. This is the impact of COVID-19 and they way we support foster carers.

Risks – issues & barriers

- Impact on recruitment to foster carers due to COVID-19. Next recruitment campaign in August 2020 that will target those who have worked at home during lock down and want to continue to do this form being a foster carer
- Consider the outcome of the foster carer offer project and progress chosen recommendations. The impact of COVID-19 may have impact on recommendations that have cost associated to it. i.e. increase foster carer allowances.
- Re-launch of permanence strategy to ensure plans of permanence in relation to SGO and Long Term Fostering. Delay due to COVID -19 but now on track for implementation for September 2020.
- Establishing a permanence panel to monitor and review children's plan and support safe discharge of care orders and reduce LAC numbers – Delayed due to COVID-19, but on track for implementation September 2020

6. Fostering – Impact & evaluation

Metric	Now	RAG
Number of Tameside foster carers	206	R
Number of children fostered	436	R
Looked After Children placed within Tameside (%) – private/local authority	56.2	A
Looked After Children in private provision (%) – in and out of borough	28.0	R
Proportion of children with 3 or more placements in the last 12 months (%)	8.4	G
Children fostered in long-term placements (%)	25	R

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	£	Voice & feedback
Budget	150,000	Children’s Co-Production Framework to report on child’s voice and feedback
Spent		
Savings		

7 – PLACEMENTS REVIEW & SUFFICIENCY

Review all placements to ensure children are in the right placement, at the lowest possible cost for shortest possible time – whilst at all time maintaining safeguarding duty.

Key elements:

- Management review of all LAC placements by end of 2019.
- Tackling drift and delay
- Multi-agency panel looking at cases with view to move to permanence
- Managed market – brokerage and QA (key to sufficiency plan) local and GM wide
- QA reduces readmission and future long term costs
- Additional business support for decision tracking to ensure actions followed up
- Maximise placed with parents and Special Guardianship Orders (with review post discharge)
- Earlier allocation of Personal Advisors (PAs)

Resources:

£ – £ 630,000

Other:

Business support capacity

Impact:

Medium term reduction in need for residential placements for LAC. Move closer towards statistical neighbour placement demographics. Improved matching of placements to child's needs. Increased availability of step down placement options. Reduced number of LAC.

7. Placements Review - Update

	Nov 19	Dec 19	Jan 20	Feb 20	Mar 20	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sept 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Apr 21	May 21	Jun 21	
7: Placements	D	I	I	I	I	S	S	S													

Date	Activity	On/Off
6 th Jan 20	Establish multi professional Placement Tracking Panel	On
1 st April 20	Develop Contract Monitoring framework	On
Mid Feb 20	Data cleanse	Off
Feb 20	GM work re 'Placing closer to home' & Brokerage review commenced.	Off
1 st April 20	Permanence - SGOs & discharge of Care Orders, placement with parents.	On



7. Placement Review – Progress & risks

Progress – key points

- First 6 months of placement panel reviewed and improvements implemented. Additional panels being held to ensure all existing placements have been considered by September 20. Linking to permanence workstream.
- Mandate and process agreed for brokerage team to chase actions between panel, August onward
- Improvement work on brokerage team continuing- focus on quality of IPA now timeliness improved:
- Monitoring pilot to complete July 20;
- Further refinement of decision making; HoS told which placements were not chosen. Further amendments to comply with legislation implemented
- Desktop review of placements ongoing with detailed analysis of cost and delivery focusing on key provider.
- Deep Dive pilot expanded until November. Reviewed all under 10 in residential and has accountable forward actions with deadlines. Reporting into HoS and AD level
- LISTENing signed off, and audit of existing commissioning brokerage performance underway.

Risks – issues & barriers

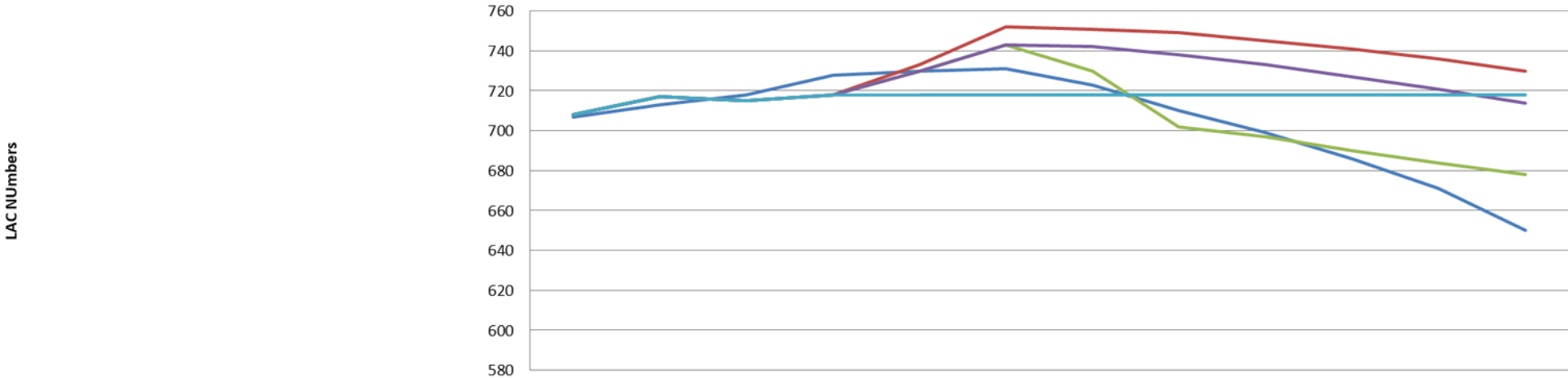
- Incomplete data/inaccurate data continues to be held on ICS / Management review data cleanse is delayed. Process redesigned and delegated to supervision action July 20.
- Unable to renegotiate long term fostering fees due to drift in ICS cleanse;
- No more capacity in the market; needed fostering growth internal and external impact by Covid.
- Delivery of other related strands is delayed; capacity of system during Covid
- Transitions crossing wider than Childrens services.
- GM Brokerage Review and Placing Closer to Home impacted by C19. Mitigation includes cross border working explored with Oldham and a focus in July Tameside Provider forum. Mitigation on brokerage review has focused on local implementation of recommendations

7. Placements Review – Impact & evaluation

Metric		Now	RAG
Number of placements reviewed (service to provide)			
Cost measure – e.g. external placements Via Claire Shields tracker. To be included in placements dashboard from August			
Quality of placement? Would suggest QA activity is the best measure. Will begin reporting post July pilot completion			
	£	Voice & feedback	
Budget	630,000	Children's Co-Production Framework to report on child's voice and feedback	
Spent			
Savings			

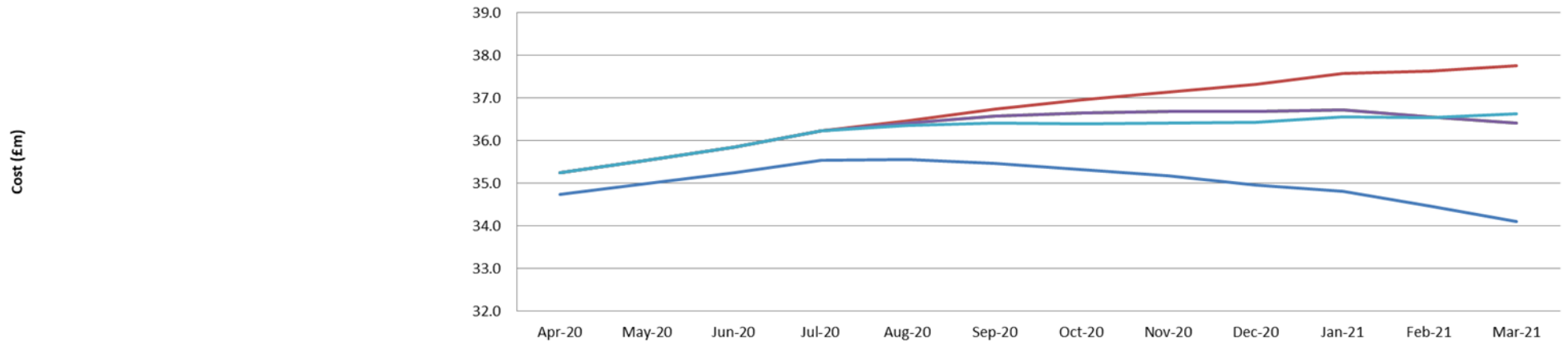
APPENDIX 2

Looked After Children Scenarios (Volumes)



	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
— Budgeted Profile	707	713	718	728	730	731	723	710	699	686	671	650
— Scenario 1 - Growth to Sept assumed on placement profile since COVID outbreak	708	717	715	718	733	752	751	749	745	741	736	730
— Scenario 2 - Growth weighted towards connected carers + 3rd quarter reduction in LAC converted to SGO's	708	717	715	718	730	743	730	702	697	690	684	678
— Scenario 3 - Growth weighted towards connected carers / no SGO conversions	708	717	715	718	730	743	742	738	733	727	721	714
— Scenario 4 - Continue current trajectory and hold at approx 718 LAC full year	708	717	715	718	718	718	718	718	718	718	718	718

Looked After Children Scenarios - Cost (£m)



	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
Budgeted Profile	34.7	35.0	35.2	35.5	35.5	35.5	35.3	35.2	35.0	34.8	34.5	34.1
Scenario 1 - Growth to Sept assumed on placement profile since COVID outbreak	35.2	35.5	35.9	36.2	36.5	36.7	37.0	37.1	37.3	37.6	37.6	37.8
Scenario 2 - Growth weighted towards connected carers + 3rd quarter reduction in LAC converted to SGO's	35.2	35.5	35.9	36.2	36.4	36.6	36.7	36.7	36.7	36.7	36.6	36.4
Scenario 3 - Growth weighted towards connected carers / no SGO conversions	35.2	35.5	35.9	36.2	36.4	36.6	36.7	36.7	36.7	36.7	36.6	36.4
Scenario 4 - Continue current trajectory and hold at approx 718 LAC full year	35.2	35.5	35.9	36.2	36.4	36.4	36.4	36.4	36.4	36.6	36.5	36.6

Report to:	EXECUTIVE CABINET
Date:	30 September 2020
Executive Member:	Councillor Oliver Ryan – Executive Member (Finance and Economic Growth)
Reporting Officer:	Jayne Traverse – Director of Growth
Subject:	DISPOSAL OF COUNCIL OWNED LAND & PROPERTY
Report Summary:	This report concerns an updated policy for the disposal of Council owned land, including increased transparency, plus a list of proposed assets that the Council is seeking to declare surplus to Council requirements in order to progress a sale or transfer.
Recommendations:	<p>That Executive Cabinet be recommended to:</p> <ul style="list-style-type: none">(i) To note that all land and property disposals shall be presented to Executive Cabinet for a decision.(ii) Executive Cabinet to approve the revised policy for the Disposal of Council Owned Land as attached at Appendix 1.(iii) To agree for the Council to declare the named assets surplus to Council requirements as attached at Appendix 3.(iv) To note that all assets specified have been subject to a Ward Member Consultation process in conjunction with the Executive Member Finance and Economic Growth.(v) To agree all reasonable and necessary expenditure in relation to the preparation and disposal of each named asset which accounting regulations allow to be recovered via its capital receipt. The expenditure shall be capped at a maximum of 4% of the gross capital receipt value with all cost details included within the site specific disposal report presented at Executive Cabinet.(vi) To note that a separate policy document on Community Asset Transfers is being produced and shall be presented to a future Executive Cabinet.
Corporate Plan:	The proposed measures shall contribute to delivering corporate priorities – housing, economic growth and employment opportunities.
Policy Implications:	This report is accompanied by an updated policy for the disposal of Council owned land.
Financial Implications:	Revenue implications of maintaining surplus assets
(Authorised by the statutory Section 151 Officer & Chief Finance Officer)	<p>The Council currently spends £6.395m per annum on its land and building assets. Of this £0.511m per annum is currently been spent on assets that are empty or utilised, either on security and safety or business rates. Clearly if these assets are declared surplus and disposed of, they would release a revenue saving to the Council that can be spent on key priorities or to contribute to balancing the budget.</p> <p>When the Council set its budget for 2020/21 it reported a budget shortfall of £19.7m that needed to be closed by the start of the 2021/22 financial year. This was prior to the Covid 19 pandemic, with pressures for 2021/22 now likely to be even more. Efficient</p>

use of our land and buildings will therefore play an important part in closing this gap.

Site preparation and disposal costs

The incidental revenue costs of asset disposals (such as marketing and legal costs) can be offset against the capital receipt up to a maximum limit of 4% of the gross capital receipt (on an asset by asset basis). Where significant additional costs are anticipated or required (such as demolition and site clearance costs), these costs will need to be met from either existing revenue budgets or additional budget approvals, which will result in additional financial pressures in the short to medium term. If site preparation activity is deemed to enhance the future value of the site, then such additional costs may be financed from capital resources. This will minimise the short term revenue budget pressures but places further demands on the financing requirements of the Capital Programme.

Implications for Financing the Capital Programme

The Council maintains a three year Capital Investment Programme, which currently covers the period 2019/20 to 2021/22. This was originally established in October 2017 and is updated quarterly during the year.

A critical source of funding required to finance the Capital Programme is Capital Receipts from the sale or disposal of Council owned land and buildings. Other sources of finance available include Government Grants, Borrowing, Capital Reserves and Revenue financing (although due to increasing pressures on revenue budgets, this is no longer viable in many cases)

The original Capital Programme agreed in 2017 was predicated on £57m of capital receipts. This is proving to be challenging to achieve and, together with other factors including Covid-19, has resulted in the Council's capital programme ambition becoming unsustainable. There have also been a number of major additions to the programme over the last 3 years which were identified as high priority and required funding from capital receipts.

As at the end of June 2020 the Capital Programme had a total value of £111.9m including both fully approved (£66.8m) and earmarked schemes (£45.1m). The Approved schemes currently in the capital programme require £18.9m (£19.6m if Denton Pool demolition is approved at this meeting) of corporate resources. The Council has capital reserves of £14.6m. This leaves a shortfall of £4.3m (£5m if Denton Pool demolition approved) which needs to be funded from the proceeds from the sale of surplus assets. In addition, corporate funding would also be required to finance at least £33m of the Earmarked schemes, all of which were previously identified as a priority and subject to future business cases. Many of these schemes will be unable to progress until additional capital receipts are generated.

Legal Implications:
(Authorised by the Borough Solicitor)

It is good practice to keep the disposals policy updated in order to set out the its broad objectives for the Council's property, serve as a catalogue of the assets and setting out clearly the principles on which decisions to dispose or indeed not to dispose will be will be made.

In addition such a policy support the transparency agenda and should also serve the council well in driving value for money in all property transactions

When dealing with disposals there several pieces of legislation, State Aid and various financial regulations which the council must comply with in order for it not to be acting ultra vires.

One of the most important of these is Section 123 of the Local Government Act 1972 which requires Council's to achieve '*the best price reasonably obtainable*'. This not only applies to sales but also leases over 7 years. A council can be found in breach of section 123 if it has '(i) failed to take proper advice; (ii) failed to follow proper advice for reasons that cannot be justified; or (iii) has followed advice that was so plainly erroneous that in accepting it the local authority must have known, or at least ought to have known, that it was acting unreasonably.'

However there are circumstances where the council will not be in breach if the land sale will help to secure the improvement of the economic, social or environmental wellbeing of the local area, and the undervalue is only up to £2m less than market value. Over £2m undervalue and consent from the Secretary of State is required. Clearly in those circumstances the Council will need to evidence what the market value is believed to be and what economic, social or environmental wellbeing has been achieved that overrides this financial loss to public purse. Members need to be satisfied that the policy reflects their position as at paragraph 15.4 as drafted: *The return from any disposal is to be maximised unless there are overriding factors identified in the Corporate Plan or otherwise agreed by the Executive Director of Growth or Executive Member.*"

Other pieces of legislation relate to matters include the sale of public open space, freehold revisions, allotments and State Aid and similarly require care to ensure that the Council is at all times compliant.

Members will note the recommendation seeking authority to agree the necessary expenditure in order to dispose of the surplus sites and for that expenditure to be recovered by way of capitalisation capped at 4%. Members will need to be content that appropriate processes are exercised to ensure that such expenditure is reasonably incurred and managed especially for any sites where the costs may exceed what can be recovered via the capitalisation and they have appropriate oversight of this budget.


This policy should serve as a guide for officers and Members in order for the council to be confident that it is acting in accordance with its powers. It is therefore essential that there has been detailed engagement with Members. It is also advisable that the policy is reviewed regularly by Members.

Risk Management:

The Council is likely to encounter risk relating to finances, growth and increasing health and safety matters relating to void properties should it be unable to dispose of surplus assets efficiently. Should the Council be unable to carry out disposals, the current and future Capital Programme cannot be funded.

Background Information:

The background papers relating to this report can be inspected by contacting Mathew Chetwynd – Estates Business Manager

 Telephone: 0161 342 5500

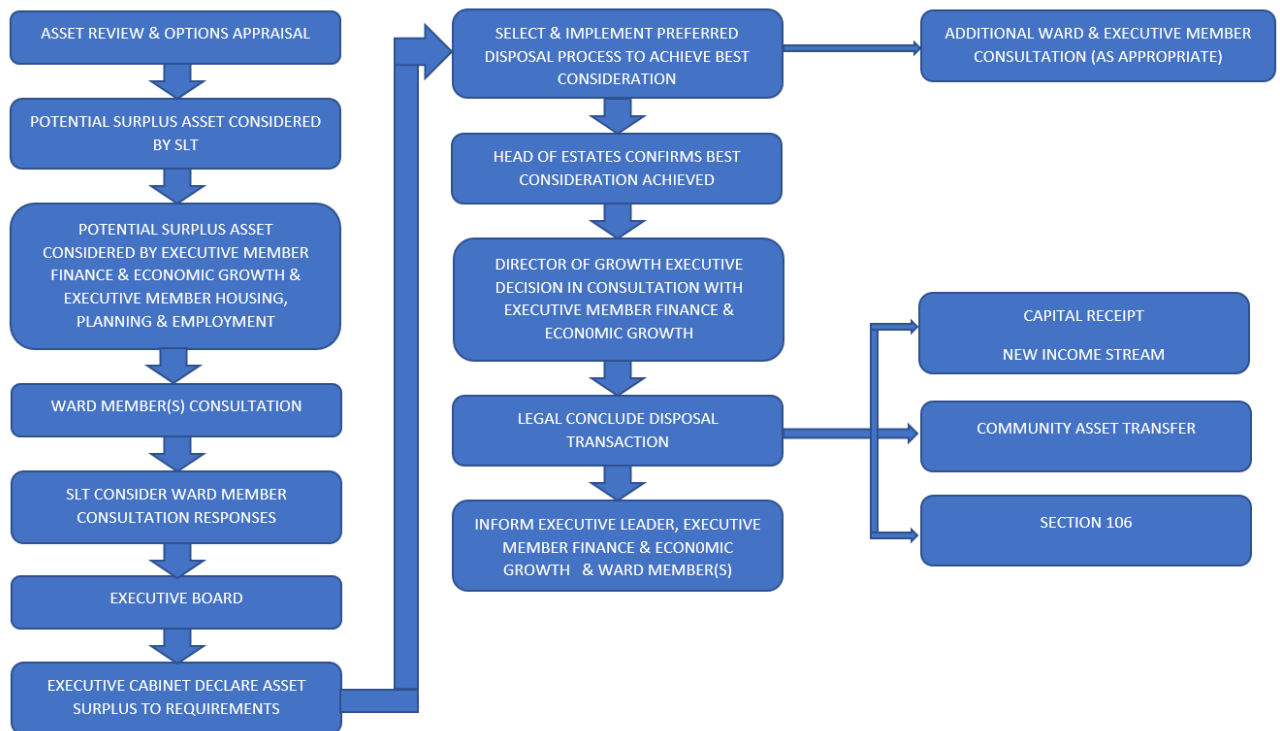
 e-mail: mathew.chetwynd@nhs.net

1. INTRODUCTION

- 1.1 This report sets out the updated policy for the disposal of Council owned land, including increased consultation and transparency using Ward Members as a conduit to the local community. This report also brings forward a list of sites to declare surplus, every site has been subject to consultation with the relevant ward members.
- 1.2 The Council has adopted a Strategic Asset Management Plan (SAMP) to ensure that the Council and CCG land and property assets contribute pro-actively to the delivery of the organisations priorities.
- 1.3 The SAMP directs and informs the actions and priorities of the Council and CCG's Strategic Property Service (SPS) to ensure that the asset portfolio is consistently aligned with corporate priorities, providing value for money with management of the portfolio in accordance with industry standards, benchmarked against comparable peers and aligned with the Corporate Financial Strategy and Capital Programme. This strategic and integrated approach to management and investment of the corporate portfolio will ensure that the asset base remains fit for purpose. The SAMP will also inform investment, disinvestment, development and disposal decisions. The Asset Management Policy Aims which form the basis for all property decisions/ reviews have been defined as:-
- **Asset Management Policy Aim 1:**
Cost effective delivery of the Council and CCG's services and Corporate Plan.
I.e. operational estate, capital programme, compliance, resilience, school basic need, cost, transport, modern ways of working,
 - **Asset Management Policy Aim 2:**
Enabling Inclusive;- Economic Growth, Housing Growth, Employment Growth, Regeneration and Strategic Connectivity, whilst protecting Council historic/cultural assets.
 - **Asset Management Policy Aim 3:**
Maximising the opportunities that are available through the adoption of 'one public estate', public sector reform and unified public services, including Integrated Health and Social Care.
 - **Asset Management Policy Aim 4:**
Developing growth of financial income from commercial/non-operational activities.
 - **Asset Management Policy Aim 5:**
Maximising Social Value through the commissioning of property projects and property services.
 - **Asset Management Policy Aim 6:**
Enabling/ achieving the objectives of the 5-Year Environmental Plan for Greater Manchester.
- 1.4 The SAMP report included a timeline of :-
- Executive Cabinet - Disposals Strategy and 1st Tranche of surplus sites report (Subject to consultation findings).
 - In September 2020 - Instigate Asset Management Working Group and Asset Management Officer Groups.
 - In September 2020 - Commission "Portfolio Review" of alternative site uses and valuations across the estate.

- By 2 October 2020 – All services/ Directorates Leads to complete Service Directorate Asset Management Plan's for all Services of the Council/ CCG.
 - By 4 December 2020. – Complete review of all SDAMP's and advise Asset Management Working Group on the proposed way of meeting the short term identified service needs. (Interim Operational Accommodation Strategy to enable service changes post Covid19)
 - February 2021 – Executive Cabinet requested to approve the 2021-2022 Asset Management Action Plan.
 - By 4 March 2021. All SDAMP's and Corporate Landlord (Land and Property) SLA's are signed off by Directorate Management/ Leadership Teams and the Asset Management Working Group.
 - March 2021; Portfolio review completed.
 - April 2021; Accommodation Strategy 2021-2023 to AMWG. (Longer Term)
- 1.5 The Disposal Policy proposed in this report will provide further guidance and detail the Council's transparent approach to the review and disposal of its Land and Property interests. The policy does not apply to CCG and NHS property interests, which are held under different legal arrangements.
- 1.6 The Council has a legacy portfolio of property assets, many of which are no longer fit for purpose and/or are not in the right location to support efficient and accessible public services. Therefore, surplus property assets are required to be sold to generate capital receipts to reinvest into Council priorities as set out in the Corporate Plan.
- 1.7 As part of a more strategic approach to property asset management, an initial schedule of key surplus property assets that could be disposed of have been identified and consulted on with respective ward members in conjunction with the Executive Member (Finance and Economic Growth).
- 1.8 This schedule combined with other assets that have previous been declared surplus have an estimated capital receipt value of between £15m and £20m; the receipts from which can then be used to support the Council's Financial Strategy and support delivery of its priorities, as defined by the Corporate Plan. These disposals will also remove the revenue/management costs and avoid backlog maintenance costs of these assets.
- 1.9 The Corporate Policy for Disposal of Council Owned Land was last updated on 10 July 2017. This policy is still current; however a number of areas require updating to include specific asset categories, to reflect changes in the approach to valuation, the management of a disposal and a process for consulting with relevant Ward Members prior to sites being considered surplus to requirements by Executive Cabinet.
- 1.10 This revised policy enables the following considerations which improves on the process and transparency of the disposals process:
- Member's wishes and community aspirations are discussed and considered.
 - Disposals are carried out in order to best meet Council objectives based on best value for money or best consideration to community use and the wider benefits.
 - A robust process of valuation is adopted for each asset considered for disposal.
 - Adequate control measures are put in place for the future development of each surplus land sale carried out and consulted on with members to demonstrate the financial impact any restrictions may have.
 - A fair and transparent process which has been set out and included within policy which provides the opportunity for Council officers to consult with members throughout stages

of the disposal process in addition to any consultation that shall be undertaken via the statutory planning process. The following flow chart sets out the process that the Council shall follow when undertaking a disposal:



1.11 In determination to increase public transparency, the addition of a schedule of assets declared surplus to Council requirements, prior to any disposals being carried out shall be published once the assets have been considered by Executive Cabinet.

1.12 The initial proposed September 2020 list of assets for declaring surplus to requirements have been formulated based on the following criteria:

- The rate of deterioration of a number of empty property assets is significant and it shall either require a substantial fund to continue to maintain the properties in a safe condition or to demolish, unless a sale could be achieved. These properties have been identified as being either unlikely to contribute towards a wider strategy under continued council ownership or are considered surplus to Council requirements.
- A number of land assets have previously been subject to market testing, preparatory work or have long been earmarked for disposal due to the capital receipt that they are expected to achieve. These property assets are no longer required for Council purposes and are therefore considered to be surplus to Council requirements.

1.13 In light of the financial effects of the COVID-19 pandemic, there is a requirement to accelerate the process for identifying assets to declare surplus to Council requirements. This relates to the requirement for raising capital receipts to support Council priorities and the likelihood that the Council shall no longer require some of its operational property and land holdings due to services that no longer require a traditional office function as new and innovative ways of working are introduced. Therefore it is anticipated that future asset lists to declare surplus to Council requirements shall be significantly larger and shall be consulted on more frequently in the future.

1.14 In order to accelerate this process, the Strategic Property Service is in the process of undertaking an organisation wide asset mapping exercise whereby 3,000 assets are being

appraised with a view to compile an initial pipeline of circa 500 assets that can be prioritised for declaring surplus to requirements. It is intended for this process to be completed by March 2021 in conjunction with an operational property service review. Once this work has been completed, the pipeline and service review can be presented to Members for consultation in order to develop a strategy which shall be presented to Executive Cabinet in its respective phases.

- 1.15 In order to progress disposals by Community Asset Transfer (CAT) the Council shall present a CAT Policy to a future Executive Cabinet which details the process, criteria and Council/Tenant obligations for a CAT to be considered. It is important for Executive Cabinet to agree this prior to any transfers to ensure that there is no expectation for Council resources to be used for the ongoing repair and maintenance of assets once they have been divested for use by Community Associations.

2. LAND ASSETS FOR DISPOSAL CONSIDERATION

Land at Morningside Close, Droylsden – 0.47 acres.

- 2.1 The parcel of land was previously used for adopted parking and is now heavily overgrown with substantial vegetation and a number of trees which require remediation. The site is likely to attract both community and residential interest.

Land at Fern Lodge Drive, Ashton Under Lyne – 1.86 acres.

- 2.2 The site is a former industrial reservoir that was infilled and passed to the Council under a Section 106 agreement. The retention of this site requires constant management and is regularly subject to fly tipping. A disposal of the site shall reduce the Council's liability in maintaining the site and it shall bring it into use.

Land at Old Road, Hyde – 1.26 acres.

- 2.3 This site was previously occupied by the former Flowery Fields Infant School and is adjacent to the current Flowery Fields Primary School academy and a fishing pond. The site is likely to attract both community and residential interest.

Land at Bennett Street, Hyde – 3.47 acres.

- 2.4 The site is a large parcel of vacant land located adjacent to the Flowery Fields Railway Station. The site has multiple access routes which adjoin derelict residential properties in parts. The site is likely to attract residential interest.

Land at Yew Tree Lane, Dukinfield – 3.51 acres.

- 2.5 The site is a parcel of land adjacent to a golf club and is overgrown with vegetation requiring remediation. The adjacent residential developments suffer from severe parking issues which is further compounded by the nearby leisure facility. The site is likely to attract residential interest, however it is likely that a low density scheme would need to be considered with provisions and a transport plan agreed specifically to ease parking issues and congestion for the surrounding area.

Land Adjacent to Manchester Road, Audenshaw – 296 m2.

- 2.6 The land is a retained access strip of circa 2 to 5 metres wide in parts which relates to historic land sales and the demolition of a former school. There is no longer a meaningful purpose for the Council to retain this land and it is regularly subject to fly tipping. An adjacent proposed development has requested if this land could be considered for sale to enable them to incorporate it into their planned housing scheme and offer enhanced garden space. Should the Council retain this land adjacent to the proposed development, it shall likely become landlocked and present difficulties in access and maintenance.

Land at Hattersley Former District Centre, Hattersley – 1.49 acres.

- 2.7 The site is the former Hattersley District Centre and forms a part of the regeneration work being progressed in partnership with Onward Homes. Joint proposals have been developed in order to progress a residential scheme in combination with an Extra Care facility. Further technical work is required in order for a scheme to progress, however the Council is seeking to declare the land surplus to Council requirements as a part of the scheme progression.

3. BUILDING ASSETS TO DECLARE SURPLUS TO REQUIREMENTS

Concord Suite – Droylsden

- 3.1 The Concord Suite is a municipal complex developed in the early 1970's for Droylsden Council. The complex is part of a larger shopping centre and has retail units located on the ground floor with four storeys of internal accommodation above, making it in effect a floating freehold asset. The building has a large function hall extended behind the tower facing towards the rear parking. The upper floors of the property are now vacant following relocation of Council services. However, the majority of the ground floor is let to multiple tenant arrangements with head leases expiring in 2092. The building roof also holds a tenancy with two telecommunications operators for transmitters and associated equipment, however recent changes to legislation shall likely result in the reduced income from the operators.

The Council has previously commissioned reports in order to consider future schemes for the building, however the cost of refurbishing the building and putting the significant space back into use has been cost prohibitive. Therefore the Council seeks to declare the asset surplus to Council requirements in order to progress further feasibility studies with a view to carrying out a disposal, subject to a suitable proposal.

Taunton Sunday School – Ashton-under-Lyne

- 3.2 The site was acquired by the Council following closure of the former business occupier with a view to redevelop the site and to retain control over its future use. The site has remained vacant since 2015 and has been subject to vandalism and deterioration due to the building's age. Following a storm in 2019, the Council placed screens over the windows to assist in protecting the building's fabric which has had a detrimental effect on its appearance. The site is likely to attract community and residential interest.

Hippodrome – Ashton-under-Lyne

- 3.3 The Hippodrome is a historic asset formally leased by the Council from 1975 until it was acquired in 1983. The Council operated the Hippodrome as a functioning Theatre via a provider until its closure in 2008 and the building has remained vacant since. The building condition has deteriorated over time and the structural frame and interior requires a significant capital investment in order for it to be restored for any meaningful use. Areas of the interior architecture have a listed status which complicates any future use and repair of the building. The site is likely to attract significant interest from community groups, however the Council shall need to ensure that interested parties demonstrate the longer term financial and social sustainability of proposals.

Denton Former Baths – Denton

- 3.4 Following completion of the new Denton Wellness Centre, the former Denton Pool was closed and possession of the asset reverted to the Council under the terms of the lease with Active Tameside. The Council is now seeking to declare the site surplus to Council requirements with a view to undertaking an eventual disposal, subject to the appropriate governance and costs relating to a demolition of the site. The most likely alternative use for the asset is for residential development as although it adjoins the retail square, it is in effect separated by lack of direct road access and it fronts open greenspace, making it a desirable asset for residential development as a part of a wider scheme with adjacent Council assets, or via a housing provider as an independent scheme.

4. VACANT PARK ASSETS TO DECLARE SURPLUS TO REQUIREMENTS FOR COMMUNITY ASSET TRANSFER

4.1 The Council owns a number of empty park buildings such as former pavilions, club houses, changing rooms and toilet blocks. Most of these buildings have been vacant for some time which has resulted in deterioration or vandalism which presents health and safety and maintenance liabilities. The Council has made previous attempts to bring the assets back into use with local community groups or sports clubs, however the costs of restoration has limited interest. The Council now proposes to undertake an extensive marketing exercise to invite expressions of interest from community groups and associations to make use of the following buildings:

- Cheetham Park Buildings – Stalybridge
- Garden Street Football Changing Rooms – Hyde
- Egmont Street Football Changing Rooms – Mossley
- King George’s Football Changing Rooms – Audenshaw

4.2 Park buildings are likely to attract public interest and the Council will consider all suitable applications subject to the financial sustainability of the proposal. Should a suitable proposal be accepted, a disposal is likely to be considered via a community asset transfer or a long lease for a nominal consideration. Should there be a lack of interest or no suitable proposals received, then the Council may need to seek governance in order to carry out demolition of the building.

5. RECOMMENDATIONS

5.1 As set out at the front of the report.

Tameside Metropolitan Borough Council

Corporate Policy: Disposal of Council Owned Land

September 2020

Policy Document Revisions

Corporate Policy – Disposal of Council Owned Land	25 March 2015
Corporate Policy – Disposal of Council Owned Land	10 July 2017
Corporate Policy – Disposal of Council Owned Land	30 September 2020

Corporate Policy: Disposal of Council Owned Land Contents:

1. Aims of this Policy
2. Asset Disposal Consultation Process
3. Determination of Surplus Land and Process
4. Meaning of Disposal
5. Meaning of Best Consideration
6. Means of Identifying Surplus or Under-Used Land
7. Disposal Criteria for Open Space
8. Disposal Criteria for Amenity Land
9. Disposal Criteria for Commercial Properties
10. Disposal Criteria for Allotments
11. Community Asset Transfer
12. Disposal Criteria for Operational Property
13. Disposal Criteria for Residential, Rentcharge and Long Lease Interests
14. Marketing Strategy
15. Valuations
16. General Means of Disposal
17. Timing of Disposals and Due Diligence
18. Site Inspection Responsibilities
19. Financial References
20. General Consent and Legal Powers Section 123
21. State Aid
22. Public Procurement
23. Fees and Other Charges
24. Legal Advice and Searches
25. Planning, Building Regulations and Restrictive Covenants
26. Vehicular Access
27. Obligations and Related Complaints
28. How to make Property and Land Enquiries
29. Land Transfer Process and Stamp Duty Land Tax Buyer's Liability
30. Processing Applications

Appendix 1: Disposal Checklist and Guidance Notes

Appendix 2: Interpretation

Appendix 3: Disposals Schedule – Current List of Proposed Assets for Declaring Surplus

CORPORATE POLICY

Disposal of Council Owned Land

1. AIMS OF THIS POLICY

- 1.1 The Council had adopted a Strategic Asset Management Plan (SAMP) to ensure that the Council's property assets contribute pro-actively to the delivery of the organisation's priorities.
- 1.2 The SAMP directs and informs the actions and priorities of the Council's Strategic Property Service (SPS) to ensure that the asset portfolio is consistently aligned with corporate priorities, providing value for money with management of the portfolio in accordance with industry standards, benchmarked against comparable peers and aligned with the Corporate Financial Strategy and Capital Programme. This strategic and integrated approach to management and investment of the corporate portfolio will ensure that the asset base remains fit for purpose.
- 1.3 The SAMP will also inform investment, disinvestment, development and disposal decisions.
- 1.4 This Disposal Policy will provide further guidance and detail the Council's approach to the review and disposal of Land and Property.
- 1.5 Government Policy is that local authorities dispose of surplus and under-used land and property wherever possible. The Council has fairly wide discretion to dispose of its assets (such as land or buildings). When disposing of assets, the Council is subject to statutory provisions, in particular to the overriding duty, under section 123 of the Local Government Act 1972, to obtain the best consideration that can be reasonably obtained for the disposal subject to certain exceptions contained in the General Disposals Consent (England) 2003.

2. ASSET DISPOSAL CONSULTATION PROCESS

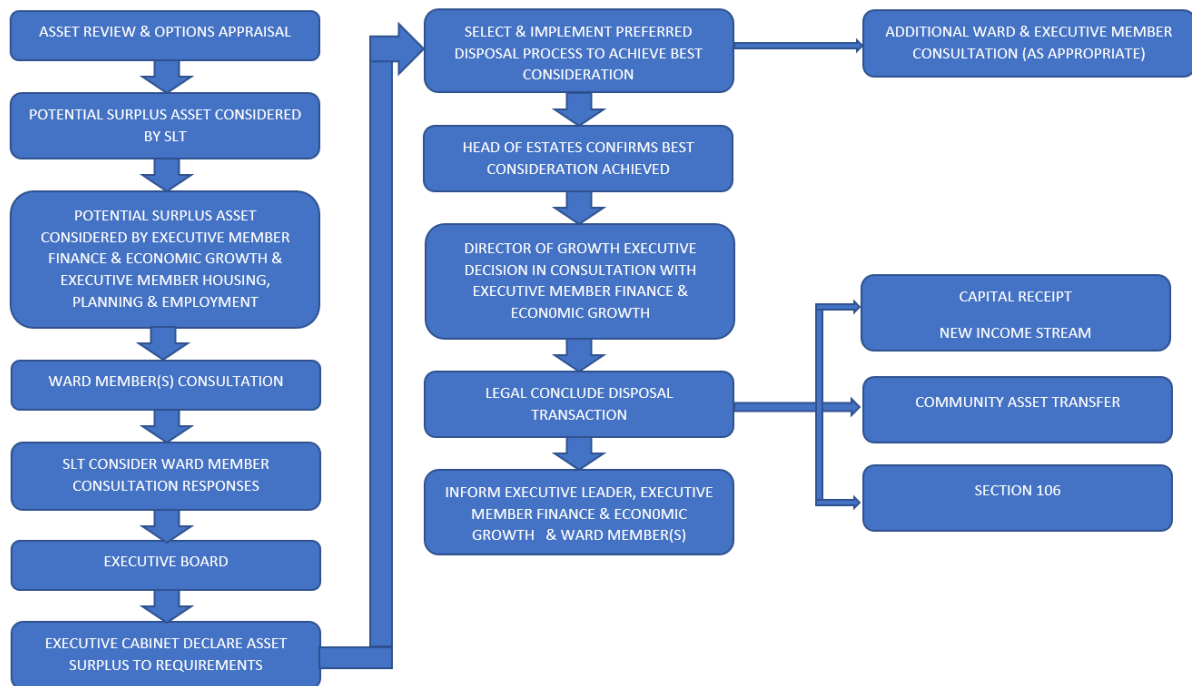


Figure A. Process for declaring an asset surplus to Council Requirements

- 2.1 The Director of Growth selects and implements the preferred disposal process for disposing of any assets that are considered surplus to Council requirements as outlined in Figure A.
- 2.2 Each asset disposal is treated on its own merits and nothing in this Policy will bind the council to a particular course of action in respect of a disposal. Alternative methods of disposals not specifically mentioned in this Policy may be used where appropriate (such as Joint Ventures), subject to obtaining the necessary authority.
- 2.3 This policy sets out the adopted procedure for the disposal of surplus and under-used assets. For ease of reference, Appendix 1 contains a Disposal Checklist which outlines the internal technical process of disposal. Appendix 2 contains definitions and the form that applications must take.
- 2.4 The policy and process adopted ensures that requests to purchase Council owned assets are dealt with in a fair, consistent and transparent manner. Any person who may have an interest in purchasing land will have the opportunity to do so in circumstances no less favourable than anybody else. The policy and process distinguishes between requests for the purchase of small areas of land that may be considered for sale by private treaty and from larger areas with development potential that should be sold on the open market.
- 2.5 Although this Policy will normally be followed, there will be occasions where the procedure may need to be changed, particularly for larger, more complex land sales and/or where the council is aiming to deliver wider benefits such as regeneration programmes.
- 2.6 The purpose of this document is to make the Council's Land Disposal Consultation Process and Disposal Policy transparent and open. It is intended for use by Council Officers, the Council's partners and to inform developers and members of the public.

- 2.7 The Asset Disposal Consultation Process excludes assets in the categories of residential freehold reversionary interests, rent charge interests and long lease interests except for the exclusions outlined in section 13.3.

3. DETERMINATION OF SURPLUS LAND AND PROCESS

3.1 The 'Surplus Test'

Land shall be deemed surplus to the Council's requirements where:

- It makes no contribution to the delivery of the Council's services, strategic or corporate objective,
- An alternative site has been identified that would be more cost effective in delivering the Council's services, strategic or corporate objectives,
- It has no potential for strategic or regeneration/redevelopment purposes in the near future,
- It will not contribute to the provision of a sustainable pattern of development, and
- It will make no contribution to protecting and enhancing the natural, built and historic environment, including making no contribution to helping improve biodiversity.

Under the MHCLG's Local Government Transparency Code 2015 the Council is required to publish details of land it has declared surplus.

3.2 The 'Under Used Test'

Land is considered to be under-used if:

- Part of the site is vacant and is likely to remain vacant for the foreseeable future,
- The income being generated from the site is consistently below that which could be achieved from:
 - Disposing of the site and investing the income,
 - An alternate use,
 - Intensifying the existing use
- Only part of the site is being used for service delivery and this could be delivered from an alternative site, and
- It makes no contribution to protecting and enhancing the natural, built and historic environment, including making no contribution to improving biodiversity.

- 3.3 In the case of open spaces, amenity areas, park buildings and similar sites, the under-used test should also consider the 'community value' of the asset, which would include visual amenity and not be limited solely to income generation or whether the site is vacant.

4. MEANING OF DISPOSAL

- 4.1 Disposal under this Policy means any freehold disposal by sale or exchange of Council owned land (including buildings) and for any by granting a lease of more than seven years. Leases of seven years or less as a short tenancy are exempt from the statutory requirement to obtain best consideration.

- 4.2 For confirmation, disposal is said to take place at the time of completion and not exchange.

5. MEANING OF BEST CONSIDERATION

- 5.1 'Best Consideration' means achieving maximum 'value' from the disposal, not just the maximum price. Disposal at less than market value must contribute to the 'promotion or improvement of the economic, social or environmental wellbeing of the area' as outlined under The General Power of Competence (GPC) which replaces the wellbeing powers in England that were provided under the Local Government Act 2000.
- 5.2 The Council is in the position of a trustee in relation to the land that it holds on behalf of the community and has a statutory duty to sell land at the best price that can reasonably be obtained. The Council will only be able to demonstrate that it achieved the best consideration by obtaining an appropriate valuation of the land. See section 15 below.

6. MEANS OF IDENTIFYING SURPLUS OR UNDER-USED LAND

- 6.1 Surplus land may be considered for disposal through the following methods:
- Following approval of an Asset Strategy in which assets have been identified as no longer meeting the requirements of Council services.
 - Following the identification of development opportunities where Council assets could be divested in order to progress a development.
 - Following the direct approach of an interested party.
 - Where the asset is no occupied by a service or tenant.
 - Where the management of the asset is considered suitable for community ownership.
 - Where an asset presents a liability for the Council.

7. DISPOSAL CRITERIA FOR OPEN SPACE

- 7.1 Open Space includes parks, playing fields and informal open spaces which under Section 336(1) the Town and County Planning Act 1990 (adopted by the LGA) are defined as land laid out as public garden, or used for the purposes of public recreation, or land which is a disused burial ground.
- 7.2 Assets in this category are considered to be valuable community assets, enhancing the quality of environment. There will be a general presumption against declaring these assets as surplus unless there are specific unique circumstances presented, such as for the regeneration of the area.
- 7.3 In these circumstances under statute the Council has to advertise the disposal of land designated as 'public open space' in a local newspaper for two consecutive weeks and the Council has to review any objections as the response may be material to the disposal decision. Public response may be an important factor in any determination by the Secretary of State of an application for specific consent to the disposal.

8 DISPOSAL CRITERIA FOR AMENITY LAND

- 8.1 Amenity land is an asset which is valued locally for its visual importance and contribution. Certain rights, environmental or economic conditions may preclude the sale of amenity land such as:
- The land is subject to rights of way over it.
 - The land is a landscaping feature of the local environment or designated public open space.
 - Sale of the land would incur additional costs for the Council (e.g. re-siting lamp posts) unless the applicant is willing to finance the additional costs and for these costs to be paid in advance.
 - The land has been identified for future regeneration or development by the Council.
 - Following a request to purchase amenity land, a review identifies future regeneration or development opportunities for the Council.
 - There are management or other issues that would cause inconvenience to the Council if the land was to be sold.
- 8.2 Approaches from private individuals to buy Council owned amenity land to benefit their existing residential property will be considered where:
- There is a broader community or residential benefit to the disposal, rationalisation of small land parcels, cessation of misuse, fly tipping.
 - There are management/financial issues e.g. the land is costly to maintain.
- 8.3 Where the Council considers there is development potential and agrees to a disposal, the valuation will reflect this. Where appropriate an overage clause may be applied and/or restrictive covenants placed on any future development.
- 8.4 The Council as landowner may enter into a development agreement. This may involve the granting of a lease for the whole site and there may need to be a tendering exercise that complies with EU regulations.
- 8.5 Amenity land disposals can be by private treaty, but the land may be of interest to parties other than the applicant so in these circumstances the Council will dispose of the land on the open market.

9 DISPOSAL CRITERIA FOR COMMERCIAL PROPERTIES

- 9.1 The Council holds a portfolio of commercial properties which are held solely for the purpose of income generation. There will be a general presumption against the disposal of assets held for income generation unless the disposal supports a capital receipt benefit that is considered greater than its rental yield.

10 DISPOSAL CRITERIA FOR ALLOTMENTS

- 10.1 Where the Council has statutory allotments, disposals can only occur in accordance with Section 8 of the Allotments Act 1925.
- 10.2 Disposals by the Council have to take regard of the Secretary of State's guidance on allotment disposal, namely that the allotment in question is considered surplus to requirements due to the lack of interested tenants.

11 COMMUNITY ASSET TRANSFER

- 11.1 A Community Asset Transfer (CAT) is where the management and/or ownership of public assets are transferred to Community Groups. This is one of the options available to Tameside Metropolitan Borough Council to help maximise community benefits from assets owned by the authority that are now surplus to its requirements. A CAT can give local people and communities the opportunity to take greater control of assets in their local area.
- 11.2 A CAT usually relates to transferring a piece of land, property or other asset to a voluntary or community organisation; which in return commits to providing community benefits. The CAT can be by way of a long-term lease (25 – 99 years) at less than the market value or the freehold transfer of the asset. Short tenancies may be considered (to ascertain the viability of a group); if viability is proven a full business case will be required to support the longer lease or freehold transfer going forward.
- 11.3 Critical to any Community Asset Transfer is a Community organisation's business plan and financial strength coupled to their ability to contribute to the Council's policies and targets.
- 11.4 The Council has a separate Community Asset Transfer policy document which details the process to follow and how to submit an application.

12 DISPOSAL CRITERIA FOR OPERATIONAL PROPERTY

- 12.1 An operational property that the Council no longer has a requirement for will be assessed against the below criteria. This will allow the Council to consider the merits and benefits of each opportunity.
- **Type of Asset** – land or buildings and its current usage.
 - **Utilisation** – its level of usage and how it is occupied.
 - **Energy Performance Certificate** – how much investment is required in order to meet specific energy performance standards.
 - **Condition** – how much capital and revenue resources are required in order to maintain building condition standards.
 - **Occupation Costs** – the cost of operating the asset benchmarked against alternative asset options for the equivalent usage.
 - **Best Use Value** – the use of the asset for community purposes considered against a capital receipt or revenue income.
 - **Good Neighbour** – the impact of the asset and its use to neighbouring commercial or residential parties.
 - **Cost to Vacate** – decommissioning and relocation costs.
 - **Other** – factors appropriate to the unique circumstances of the property.

13 DISPOSAL CRITERIA FOR RESIDENTIAL, RENTCHARGE AND LONG LEASE INTERESTS

- 13.1 The Council holds a number of residential and long lease hold interests; these include but are not limited to:
- **Reversionary Interest** – the Council is the freeholder of a long residential ground lease to which the resident makes an application to acquire. (The

Council does not own the residential dwelling build on the Council freehold land in most cases).

- Tripartite Agreements – a property agreement between three parties, where the Council is one of the parties to the agreement.
- Long Lease Interest – the Council leases an asset for 7 years or longer.
- Rentcharge – An annual sum paid by a tenant to a third party who normally has no other interest in the property.
- Covenants – conditions on how land is used, developed, altered or restricted.

13.2 The Council shall generally undertake a disposal for all properties within these asset categories where there is interest from the existing occupier or owner. There may be circumstances where the Council may be obligated to undertake a disposal under the Leasehold Reform Act 1967 or under the terms of a former development agreement.

13.3 Assets within this category shall generally be disposed of by Private Treaty without marketing with the exception of the following circumstances:

- Where the interest relates to part of a wider development.
- Where the disposal would be to a party who has no current interest in the property.
- Where the disposal affects more than one residential party.
- Where the property interest is detached from the main dwelling.

13.4 In all circumstances the Council reserves the right to assess each enquiry on a case by case basis to ensure that there is no detrimental effect to the Council or to any other party.

14 MARKETING STRATEGY

14.1 The Council will generally determine the appropriate marketing strategy for the disposal of surplus land in order to achieve best value.

15 VALUATIONS

15.1 The Council will comply with the legal requirements for obtaining a valuation of the assets it intends to dispose of.

15.2 For property transactions of a substantial value or that are generally considered to be complex in nature due to their unique circumstances or form a part of a wider scheme, the Council shall commission a detailed independent valuation known as a Red Book Valuation. Red Book valuations are carried out by RICS Registered Valuers and are required to comply with the RICS Valuation Global Standards November 2019. The Council shall commission Red Book Valuations where it is deemed appropriate and in all circumstances where a property transaction is expected to exceed £5,000,000 as a best practice.

15.3 Before disposing of any interest in land for a price which may be less than the best consideration reasonably obtainable, the Council will ensure that a realistic valuation of that interest is obtained, following the advice provided in the Technical Appendix to 'Circular 06/2003 Local Government Act 1972 General Disposal Consent (England) 2003 disposal of land for less than best consideration that can reasonable be obtained'. This will apply even for disposals by means of formal tender, sealed

bids or auction and irrespective of whether the Council considers it necessary to make an application to seek the Secretary of State's specific consent. By following this procedure, the Council will be able to demonstrate that it has adopted a consistent approach to decisions about land disposals by carrying out the same step by step valuation process on each occasion. Supporting documents will provide evidence, should the need arise, that the Council has acted reasonably and with due regard to its fiduciary duty. This can be achieved by following the process set out in Appendix 1.

- 15.4 The return from any disposal is to be maximised unless there are over-riding factors identified in the Corporate Plan or otherwise agreed by the Executive Director of Growth or Executive Member.

16 GENERAL MEANS OF DISPOSAL

- 16.1 The Council will comply with Statute and Government Guidance in order to carry out a disposal and will carry out a valuation appropriate to the circumstances of the disposal.

- 16.2 The Council will select the disposal strategy that best meets its objectives.

- 16.3 Appendix 1 sets out the disposal checklist guidance for the Council to follow in relation to any property disposal.

- 16.4 The Council shall generally undertake disposals via the following methods:

- Private Treaty – Private Treaty enables potential buyers to agree to buy at an asking price or submit an offer to purchase. If several interested parties are introduced to the Council, those parties will be invited to submit offers to ensure that the Council receives the optimum price. This method of disposal is often used for residential and low value transactions.
- Tender – When the Council disposes of a property by formal or informal tender, the sale will be advertised with a deadline by which prospective purchasers must submit their bid. This method of disposal shall be used in most transactions undertaken.
- Exchange of Land – Where the Council exchanges a land interest with another party in order for the Council meets its corporate objectives. This method of disposal is often used for Infrastructure Development.
- Public Auction – the sale of property where any interested party can bid against another until a highest bid is achieved. This method of disposal is in most circumstances is the preferred method once all other methods have either been discounted. In certain circumstances this method of disposal may also be the only likely method to achieve a disposal where there are unique circumstances surrounding an asset.

17 TIMING OF DISPOSALS AND DUE DILIGENCE

- 17.1 The timing of any marketing/disposals will need to be considered against the background of the current market conditions, potential for the site value to increase in the future, whether there is a need to raise capital receipts and current planning policies.

- 17.2 It is important that the Title is reviewed. Once surplus land has been identified the title is reviewed to identify whether there are any title issues, which may impact upon the disposal process.
- 17.3 If the land is subject to restrictive covenants, these may limit or restrict its use or the extent to which development can be carried out on it. Whether these are a concern will depend upon the likely use of the land following disposal, particularly where surplus land is being sold for re-development. A restrictive covenant against a certain type of development may have a significant adverse effect on the land value. Where appropriate the Council may require the use of an overage clause.
- 17.4 If it is needed an application can be made to the Lands Tribunal under section 84 of the Law of Property Act 1925 for the release or modification of restrictive covenants in some circumstances.
- 17.5 In certain circumstances so as to protect the Council's interests the Council may wish to retain an access strip or a strip of land to ensure best consideration is obtained.
- 17.6 It is important to establish the nature of any rights of way or other easements benefitting the land so that if any are missing they can be addressed accordingly. As well as access rights, the property may benefit from rights to run services over adjoining land, rights to light, rights of support or other property specific rights. It is also useful to check whether the land is subject to any rights which might adversely affect the proposed disposal and subsequent development, for example, public or private rights of way or rights of support.
- 17.7 Where the Council is retaining land, the Council may wish to retain rights over the adjoining lands that it is disposing off to facilitate future development and current land use.
- 17.8 The Council shall impose such conditions, covenants or restrictions upon a disposal as it is considered necessary and appropriate to protect its interests and or the amenity of the area.
- 17.9 The Borough Solicitor shall negotiate the most advantageous legal terms and conditions to the Council with the applicant and is authorised to enter into a contract with the applicant on behalf of the Council.

18 SITE INSPECTION RESPONSIBILITIES

- 18.1 Site inspections should be carried out by prospective buyers to establish what specific ground or building conditions exist. For example; drainage, boundary, contamination, structural or asbestos related problems. This shall reduce the likelihood of any complaints received by the Council following the completion of a disposal.

19 FINANCIAL REFERENCES

- 19.1 The Council shall obtain financial references where it is deemed appropriate to mitigate against risk to a transaction in relation to potential delays in completion or abortive costs.

19.2 The Council shall obtain financial references in most circumstances when undertaking a long lease disposal in order to assess the financial risk of the tenant and in order to determine whether to apply a rent deposit or to seek a guarantor to the transaction.

20 GENERAL CONSENT AND LEGAL POWERS SECTION 123

20.1 The Council will comply with Statute and Government Guidance in order to carry out disposals.

20.2 The most important consent is the General Disposals Consent 2003 which underpins the disposal of Council owned land. The General Consent has been issued to provide Local Authority's autonomy to carry out their statutory duties and functions and to fulfil such other objectives as considered necessary.

20.3 The Council though must have regard to Section 123 of the Local Government Act 1972. The Council is required to achieve the 'best consideration reasonably obtainable' when it is disposing of land. Section 123 imposes a duty on the Council to achieve a particular outcome (namely the best price reasonably obtainable): it is not a duty to conduct a particular process (e.g. to have regard to particular factors).

20.4 If the Council seeks to dispose of land or buildings at an under value. It is a requirement to seek the consent of the Secretary of State for Communities and Local Government should the market value exceed £2,000,000.

21 STATE AID

21.1 All land disposals need to comply with the European Commission's State Aid rules. When disposing of land 'at less than best consideration', depending on the nature of the transaction, the Council may be 'subsidising' the purchaser. Where this occurs, the Council must ensure that the nature and amount of subsidy complies with the State Aid rules, particularly if there is no element of competition in the disposal process. Failure to comply with the rules means that the aid is unlawful, and may result in the benefit, with interest, being recovered by the Member State (the UK) from the recipient. The Council may be required to obtain specialist legal advice dependent on the complexity of the transaction.

22 PUBLIC PROCUREMENT

22.1 The applicability or otherwise of the public procurement rules will depend on the particular nature of the transaction, how it is structured and its detailed provisions. As a general rule, the risk will be higher the more the Council specifies its requirements for any full development and conversely will be lower the more the Council is willing to take a 'hands off' approach. The Council must therefore give due consideration to the possibility of public procurement rules applying to any particular disposal of land and obtain case-specific legal advice before entering into any agreement.

23 FEES AND OTHER CHARGES

- 23.1 It is expected that all fees will be reasonable and proportionate to the transaction. Each party will usually be responsible for their own respective fees. However there may be occasions when the Council will require the buyer to pay the Council's fees in addition to their own.
- 23.2 Fees will normally include a minimum of surveyors' fees, legal fees, search fees and administration fees. The Council shall periodically review its fee schedule and there is no limitation on the amount of fees charged.

24 LEGAL ADVICE AND SEARCHES

- 24.1 The Council cannot provide a buyer with legal advice. Purchasers should seek independent legal advice and should rely on their own surveys and searches.

25 PLANNING, BUILDING REGULATIONS AND RESTRICTIVE COVENANTS

- 25.1 Planning consent may be required for a change of use or development of the land, or for other matters such as fencing and boundary treatment. It is likely that land not previously used for garden purposes, building extensions or parking etc. will need planning consent for a change of use. The purchaser is responsible for finding out if planning consent is required and should contact Tameside Council's Planning Service.

26 VEHICULAR ACCESS

- 26.1 If the Purchaser is proposing to access the land across the public highway, Tameside Council's Highways Service should be contacted in the first instance.

27 OBLIGATIONS AND RELATED COMPLAINTS

- 27.1 Most land and property transactions are not a statutory process and there is no obligation on the Council to dispose of land unless the Council is contractually bound by an existing agreement. All transactions will be considered on a case by case basis. Should a complaint arise out of this process, then the Council's standard complaints process should be followed.

28 HOW TO MAKE PROPERTY AND LAND ENQUIRIES

- 28.1 All land and property enquires should be made in writing to the Estates Team at estates@tameside.gov.uk or via post to the Estates Service, Ashton Old Library, Old Street, Ashton-Under-Lyne, OL6 7SG.

29 LAND TRANSFER PROCESS AND STAMP DUTY LAND TAX BUYER'S LIABILITY

- 29.1 The Purchaser is liable for Stamp Duty and Land Tax unless another party shall be liable under the terms of the agreement. Parties to a transaction should seek their own financial advice.

30 PROCESSING APPLICATIONS

- 30.1 When processing an application all officers will ensure that they consider and comply with the Disposal Checklist attached at **Appendix 1**.
- 30.2 Land which has been declared surplus to Council requirements shall be progressed for disposal following consultation and procedure as set out within this policy. A list of assets to be progressed for disposal shall be updated according to the Council's requirements and shall be published as **Appendix 3: Disposal Schedule** to this policy document.

APPENDIX 1

DISPOSAL CHECKLIST

(See guidance on following pages)

Question		Response	
		Yes	No
1.	Is the Property held under the correct powers?	Proceed to 2	Seek legal advice
2.	Does the transaction fall within General Consent exemptions?	Proceed to 4	Proceed to 3
3.	Does the transaction fall within General Consent exclusions?	Proceed to 4	Proceed to 4
4.	Are there any other special considerations?	Proceed to 5	Proceed to 6
5.	Have the provisions of the special considerations been complied with?	Proceed to 6	Comply with provisions and proceed to 6
6.	Does the Council have a valuation?	Proceed to 7	Obtain valuation then proceed to 7
7.	Is the transaction at an undervalue?	Proceed to 8	Proceed to 10
8.	Is the undervalue less than or equal to £2m?	Proceed to 10	Proceed to 9
9.	Has a Specific Disposal Consent been obtained?	Proceed to 10	Obtain Consent then proceed to 10
10.	Is the Council granting assistance, directly or through resources?	Proceed to 11	Proceed to 18
11.	Does the assistance give an advantage to one or more undertakings over others?	Proceed to 12	Proceed to 18
12.	Does the assistance distort or have the potential to distort competition?	Proceed to 13	Proceed to 18
13.	Does the assistance affect trade between Member States?	Proceed to 14	Proceed to 18
14.	Can the transaction be redesigned so that any of the elements in 10 to 13 do not apply?	Seek legal advice	Proceed to 15
15.	Is the assistance less than €200k over 3 years?	Following communication procedure and proceed to 18	Proceed to 16
16.	Does the assistance fit into the GBER exemptions?	Proceed to 18	Proceed to 17

17.	Has approval been obtained?		Proceed to 18	Obtain approval and proceed to 18
18.	Proceed with transaction			

DISPOSAL CHECKLIST GUIDANCE

1. Is the Property held under the correct powers?

It is the responsibility of the authority to satisfy itself that the land is held under powers which permit it to be disposed of under the terms of the 1972 Act and, if not, to take action to appropriate it (for example, under section 122 of the 1972 Act). In this regard, authorities are reminded that the terms of the Consent do not extend to proposals to dispose of land under section 233 of the 1990 Act, for which specific consent is still required. Nor does the Consent apply to the disposal of land held under powers derived from the Housing Act 1985, upon which authorities should seek advice from LAH 5 Division in the Housing Directorate, ODPM, Zone 2/D2, Eland House, Bressenden Place, London, SW1E 5DU.

2. Does the transaction fall within General Consent exemptions?

The grant of a tenancy for a term not exceeding seven years or the assignment of a term which, at the date of assignment, has less than seven years to run is exempt and can be granted at an undervalue.

3. Does the transaction fall within General Consent exclusions?

Consent may not be required in the following circumstances:

- 3.1 The local authority considers that the purpose for which the land is to be disposed is likely to contribute to the achievement of any one or more of the following objects in respect of the whole or any part of its area, or of all or any persons resident or present in its area:
 - 3.1.1 The promotion or improvement of economic well-being;
 - 3.1.2 The promotion or improvement of social well-being;
 - 3.1.3 The promotion or improvement of environmental well-being; and
- 3.2 The difference between the unrestricted value of the land to be disposed of and the consideration for the disposal does not exceed £2,000,000 (two million pounds).

4. Are there any other General Consent special considerations?

It is the responsibility of the authority to undertake any further procedures which may be necessary to enable it to dispose of any particular area of land. For example, sections 123(2A) and 127(3) of the Local Government Act 1972 and section 233(4) of the Town and Country Planning Act 1990 ("the 1990 Act") require a local authority wishing to dispose of open space under those powers to advertise its intentions in a local newspaper for two consecutive weeks and to consider objections. Authorities should carry out these procedures before making any final decisions about disposal as the public response to the notices may be material to any such decision. It could also be an important factor in any determination by the Secretary of State of an application for specific consent.

5. Have the provisions of the special considerations been complied with?

Having considered question 4 the Council must ensure that any special considerations are complied with before finalising any transaction.

6. Does the Council have a valuation?

- 6.1. The Council should obtain a valuation in instances where it believes a transaction might be at an undervalue – it is advised that valuations are obtained in any event. Circular 06/03: Local Government Act 1972 general disposal consent (England) 2003 disposal of land for less than the best consideration that can reasonably be obtained contains requirements which must be satisfied in any valuation.
- 6.2. For the purposes of Section 123 a disposal includes the sale of a freehold, granting a lease, assigning any unexpired term of a lease and the grant of an easement. It may also extend to the grant of an option to purchase a freehold or to take a lease. Section 123 does not apply to the grant of a short term tenancy of less than seven years or an assignment of an existing term with no more than seven years to run.
- 6.3. The District Valuer's opinion is that an independent valuation is required if there is the potential for the land to be disposed of at an undervalue. If a market test has been carried out and the land is not being disposed of at an undervalue then it is for the Authority to decide whether an independent valuation is required as a part of their own internal process.
- 6.4. Public authorities are free to adopt their own policy on valuation, however as a guidance to best practice Homes England carry out a Franking Valuation (valuation review) for any land disposal in excess of £5,000,000.

7. Is the transaction at an undervalue?

If the consideration for a transaction is less than the best value of the land in question, then there is an undervalue.

8. Is the undervalue less than or equal to £2m?

The General Consent permits disposals at an undervalue provided the difference between the best value and the actual consideration is £2m or less. Only if the difference is more than £2m will the matter need to be referred to the Secretary of State.

9. Has a Specific Disposal Consent been obtained?

If the difference between best value and actual consideration is more than £2m then the Council will need to apply to the Secretary of State for approval. Section 11 in particular of the Circular 06/2003 Local Government contains guidance on making such applications.

10. Is the Council granting assistance, directly or through resources?

The interpretation of State resources is broad, including tax exemptions; Lottery funding and the EU Structural Funds over which the state has significant control are all included.

11. Does the assistance give an advantage to one or more undertakings over others?

- 11.1 An "undertaking" is any organisation engaged in economic activity.
- 11.2 This is about activity rather than legal form, so non-profit organisations and charities and public bodies can all be undertakings, depending on the activities they are involved in.
- 11.3 Support to an organisation engaged in a non-economic activity isn't state aid, e.g. support to individuals through the social security system is not state aid.
- 11.4 This can also include operators and 'middlemen' if they benefit from the funding.

- 11.5 “Economic activity” means putting goods or services on a market. It is not necessary to make a profit to be engaged in economic activity: if others in the market offer the same good or service, it is an economic activity.
- 11.6 An “advantage” can take many forms: not just a grant.
- 11.7 Grant, loan or tax break, but also the use of a state asset for free or at less than market price. Essentially, it is something an undertaking could not get in the normal course of business.

12. Does the assistance distort or have the potential to distort competition?

If the assistance strengthens the recipient relative to its competitors, then the answer is likely to be “yes”. The “potential to distort competition” does not have to be substantial or significant: it may include relatively small amounts of financial support and firms with modest market share.

13. Does the assistance affect trade between Member States?

The interpretation of this is broad: it is enough that a product or service is tradable between Member States, even if the recipient does not itself export to other EU markets.

14. Can the transaction be redesigned so that any of the elements in 10 to 13 do not apply?

Complying with the state aid rules can add time to your project and mean that you are limited in the size of award you can make. Can you use other mechanisms to achieve your goal?

15. Is the assistance less than €200k over 3 years?

- 15.1 A useful approved EU mechanism for state aid is the de minimis regulation, based on the Commission’s view that small amounts of aid are unlikely to distort competition.
- 15.2 The De Minimis Regulation allows small amounts of aid – less than €200,000 over 3 fiscal years – to be given to an undertaking for a wide range of purposes.
- 15.3 If you use this mechanism, you do not need to notify or get approval, but records of aid granted must be kept and all the rules of the de minimis regulation must be followed.
- 15.4 The State Aid Manual (Department for Business Innovation & Skills July 2015) gives more detail and standard text for communications.

16. Does the assistance fit into the GBER exemptions?

- 16.1 The General Block Exemption Regulation (“GBER”) is a useful mechanism. It provides a simple way of providing assistance for a range of aid measures considered not to unduly distort competition.
- 16.2 If you use this mechanism, you do not need prior approval, but you must notify the Commission using the online system (SANI) within 20 working days of giving the aid.
- 16.3 It is important to meet the terms and maximum aid amounts set out in the regulation. 16.4 These are different for each of the 26 areas it covers. The most relevant areas are:
- 16.3.1 Aid for Environmental Protection
 - 16.3.2 Aid for Research, Development and Innovation
 - 16.3.3 Aid to Disadvantaged and Disabled Workers

- 16.3.4 Regional Aid
- 16.3.5 Risk Capital Aid
- 16.3.6 SME Aid
- 16.3.7 Training and Employment Aid

17. Has approval been obtained?

Follow regulations for obtaining approval.

18. Proceed with transaction

Proceed with transaction but keep under review.

APPENDIX 2

INTERPRETATION

“Amenity Land”	Land which is valued locally for its visual importance and contribution.
“Applicant”	A party who has directly or indirectly (via an agent) expressed an interest whether formally or informally in purchasing Land.
“Application”	An application by an Applicant for the Disposal of Surplus Land which must include a plan showing the area which is subject to the request and details of the proposed use of the Land together with any other information considered appropriate to enable a fully informed decision to be made by the Council. The request may be rejected if insufficient information has been given and the Applicant may be asked to resubmit their Application with the relevant information.
“Best Consideration”	The Council is a trustee and needs to obtain best consideration.
“Circular 06/2003 Local Government Act 1972”	Circular 06/2003 Local Government Act 1972 general disposal Consent (England) 2003 disposal of land for less than best consideration that can reasonable be obtained.
“Community Asset”	A community centre, hall, village hall, community or sports pavilion.
“Community Asset Transfer”	The transfer of a piece of land or building from public ownership to community ownership.
“Community Organisation”	<ul style="list-style-type: none">a) A party that is independent of the Council and whose governing board or committee includes a majority of community representatives of people living in the Borough; orb) One or more of the Council’s public sector or voluntary sector partners whose objective is to provide a social or community benefit.
“Community Ownership”	A Community Asset owned or managed for the benefit of the community aimed at bringing people from different backgrounds together.

“Corporate Policy Review”	A review and recommendation to allow Decision Makers to make informed business decisions.
“Disposal”	To sell either the Council’s freehold interest in Land; or to grant at a premium a leasehold interest to a buyer with the Council retaining its freehold interest in the land; or to enter into an agreement to give effect to this (including granting an option or right of pre-emption).
“Formal Tender”	Offers that are invited giving a firm closing date. Offers received are to be submitted in sealed envelopes and not opened on receipt but opened together at a published date and time.
“Informal Tender”	A process whereby offers are invited without necessarily giving a firm closing date. As offers are received, they are opened as they are received. Bidders may be invited to increase their bids, possibly having been informed that a higher bid has been received following a closing date for initial bids. The invitation to submit further bids shall be subject to a final bid closing date. Should a higher bid be received after the final bid closing date the Council makes its position clear that in this event any higher offer being received before completion of the sale, the Council may be obliged to consider it.
“Land”	Land owned by the Council, which may or may not have any building or buildings or other structures erected on it.
“Open Space”	As defined under Section 336(1) the Town and County Planning Act 1990 (adopted by the LGA as land laid out as a public garden, or used for the purposes of public recreation, or land which is a disused burial ground.
“Private Treaty”	Negotiations that are carried out between the Council (or its agents) and the prospective buyer (or their agents) privately, normally without a limit on the time within which they must complete the negotiations.
“Public Auction”	A process whereby a sale is conducted in public through an appropriate auction house with the sale proceeding to the highest bidder.
“Special purchaser”	A buyer who has a special reason for paying more than the market value, for instance if the land is adjoining their existing property or a buyer who has a special reason for paying more than the market provides the only viable option to a buyer in relation to the project or scheme they are pursuing which requires them to acquire the Land.

“State Aid”	An advantage given by the Council benefiting particular industrial sectors or individual undertakings and which may affect or distort competition.
“Strategic Asset Management Plan (SAMP)”	A Strategic Asset Management Plan (SAMP) is a document that specifies how the organizational objectives are to be converted in to asset management objectives.
“Surplus Land”	See Section 3 of Policy “the Tests”; essentially land which falls into any of the following categories: <ul style="list-style-type: none"> a) Retention of the Land would not meet the Council’s corporate aims and objectives; b) There is no justification for retaining the Land; c) The Land is surplus to the Council’s requirements; or d) Management of the Land is suitable for community ownership.
“Surplus Test”	Test to determine land is surplus to operational requirements of the Council.
“The State Aid Manual”	The State Aid Manual (Department for Business Innovation & Skills July 2015).
“Under Used Test”	Test used for sites, where only part of site is in use, allowing site to be split and Under Used Area identified for disposal.
“Undervalue”	Disposal at less than market value and where such disposal: <ul style="list-style-type: none"> a) Secures the promotion or improvement of the economic, social or environmental well-being of Tameside Metropolitan Borough pursuant to the Council’s “General Power of Competence (GPC)”; and b) Is subject to voluntary conditions which have a direct or indirect monetary value to the Council.
“Valuer”	A suitably qualified surveyor acting on behalf of the Council.

EQUALITY IMPACT ASSESSMENT

Subject / Title	Corporate Policy: Disposal of Council Owned Land
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Team	Department	Directorate
Estates Services	Strategic Property	Growth

Start Date	Completion Date
November 2019	July 2020

Project Lead Officer	Mathew Chetwynd
Contract / Commissioning Manager	Mathew Chetwynd
Assistant Director/ Director	Jayne Traverse

EIA Group (lead contact first)	Job title	Service
Mathew Chetwynd	Estates Business Manager	Strategic Asset Management
Alison Lloyd-Wash	Head of Environmental Development	Environmental Development
Gregg Stott	Assistant Director	Investment, Development and Housing Growth
Julie Burke	Head of Major Programmes	Investment, Development and Housing Growth
Patrick Nolan	Head of Major Programmes (Housing)	Investment, Development and Housing Growth
Nicola Marshall	Greenspace Development Manager	Operations and Greenspace
Nick Sayers	Head of Operations and Greenspace	Operations and Greenspace
Beverley Stephens	Finance Business Partner	Financial Management

PART 1 – INITIAL SCREENING

An Equality Impact Assessment (EIA) is required for all formal decisions that involve changes to service delivery and/or provision. Note: all other changes – whether a formal decision or not – require consideration for an EIA.

The Initial screening is a quick and easy process which aims to identify:

- those projects, proposals and service or contract changes which require a full EIA by looking at the potential impact on, or relevance to, any of the equality groups
- prioritise if and when a full EIA should be completed
- explain and record the reasons why it is deemed a full EIA is not required

A full EIA should always be undertaken if the project, proposal and service / contract change is likely to have an impact upon, or relevance to, people with a protected characteristic. This should be undertaken irrespective of whether the impact or relevancy is major or minor, or on a large or small group of people. If the initial screening concludes a full EIA is not required, please fully explain the reasons for this at 1e and ensure this form is signed off by the relevant Contract / Commissioning Manager and the Assistant Director / Director.

1a.	What is the project, proposal or service / contract change?	An updated Corporate Policy on the Disposal of Council Owned Land (and Buildings).
1b.	What are the main aims of the project, proposal or service / contract change?	Government Policy is that local authorities dispose of surplus and under-used land and property wherever possible, subject to certain conditions. The Council has adopted a Strategic Asset Management Plan (SAMP) to ensure that the Council land and property assets contribute pro-actively to the delivery of the organisation priorities. The SAMP informs investment, disinvestment, development and disposal decisions. The Disposal Policy provides further guidance and details the Council approach to the review, consultation and disposal of Land and Property.

1c. Will the project, proposal or service / contract change have either a direct or indirect impact on, or relevance to, any groups of people with protected equality characteristics?				
Where there is a direct or indirect impact on, or relevance to, a group of people with protected equality characteristics as a result of the project, proposal or service / contract change please explain why and how that group of people will be affected.				
Protected Characteristic	Direct Impact/Relevance	Indirect Impact/Relevance	Little / No Impact/Relevance	Explanation
Age			✓	Disposals are based on a property being declared surplus to Council requirements. This process involves the service users determining space occupied within a
Disability			✓	
Ethnicity			✓	
Sex			✓	
Religion or Belief			✓	
Sexual Orientation			✓	
Gender Reassignment			✓	

Pregnancy & Maternity			✓	property surplus to their operational requirements and therefore not required for future service delivery.
Marriage & Civil Partnership			✓	

Group (please state)	Direct Impact/Relevance	Indirect Impact/Relevance	Little / No Impact/Relevance	
Mental Health			✓	Disposals are based on a property being declared surplus to Council requirements. This process involves the service users determining space occupied within a property surplus to their operational requirements and therefore not required for future service delivery.
Carers			✓	
Military Veterans			✓	
Breast Feeding			✓	

Are there any other groups who you feel may be impacted by the project, proposal or service/contract change or which it may have relevance to?
(e.g. vulnerable residents, isolated residents, low income households, those who are homeless)

Group (please state)	Direct Impact/Relevance	Indirect Impact/Relevance	Little / No Impact/Relevance	Explanation
N/A	N/A	N/A	N/A	N/A

Wherever a direct or indirect impact or relevance has been identified you should consider undertaking a full EIA or be able to adequately explain your reasoning for not doing so. Where little / no impact or relevance is anticipated, this can be explored in more detail when undertaking a full EIA.

1d.	Does the project, proposal or service / contract change require a full EIA?	Yes	No
			✓

1e.	What are your reasons for the decision made at 1d?	The Council previously had an agreed Asset Disposals Policy. This Policy replaces the previous version. The Policy relates to the disposal of land and buildings which have been declared surplus to Council requirements. Therefore assets that have been declared surplus to Council requirements have been subject to a prior consultation process before being agreed for disposal.
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APPENDIX 3

Corporate Policy Disposal of Council Owned Land

September 2020 Disposal Schedule

A schedule of assets to be progressed for disposal shall be updated and published accordingly once Executive Cabinet has declared them surplus to Council requirements. The following list of assets are published as **Appendix 3** to the Corporate Policy: Disposal of Council Owned Land.

- 1.1 Morningside Close Land, Droylsdon – 0.47 acres
- 1.2 Fern Lodge Drive Land Ashton Under Lyne – 1.86 acres
- 1.3 Old Road Land, Hyde – 1.26 acres
- 1.4 Bennett Street Land, Hyde – 3.47 acres
- 1.5 Dukinfield Golf Club Land, Dukinfield – 3.51 acres
- 1.6 Land Adjacent to Manchester Road, Audenshaw – 296 m2
- 1.7 Land at Former Hattersley District Centre – 1.49 acres
- 1.8 Concord Suite, Droylsden
- 1.9 Taunton Sunday School, Ashton
- 1.10 Tameside Hippodrome, Ashton
- 1.11 Denton Old Baths, Denton
- 1.12 Cheetham Park Building, Stalybridge
- 1.13 Garden Street Football Changing Rooms, Hyde
- 1.14 Egmont Street Football Changing Rooms, Mossley
- 1.15 King George's Football Changing Rooms, Audenshaw

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Report to:	EXECUTIVE CABINET
Date:	30 September 2020
Executive Member:	Cllr Gerald Cooney – Executive Member (Housing, Planning and Employment)
Reporting Officer:	Jayne Traverse - Director of Growth
Subject:	LOCAL DEVELOPMENT SCHEME AND AUTHORITY'S MONITORING REPORT UPDATE
Report Summary:	<p>This report seeks approval to publish an updated Local Development Scheme (LDS) and Authority's Monitoring Report (AMR) for 2018/19.</p> <p>The LDS sets the planning documents, which are to be prepared for the Borough; details the subject matter and geographical area to which each relate; if they are to be prepared jointly and the timetable for their preparation.</p> <p>Once published the LDS is monitored alongside a number of other matters through the AMR.</p>
Recommendations:	<p>That EXECUTIVE CABINET be recommended to agree:</p> <ul style="list-style-type: none">(i) To publish and bring into effect in accordance with the date of this decision the updated LDS.(ii) To the publication of the 2018/19 AMR.
Corporate Plan:	<p>Community engagement is an essential part of the Corporate Plan, ensuring that the residents of Tameside, its communities and businesses are involved in shared decision making. An up to date LDS helps to ensure the Borough's communities and other interested parties are aware of and able to keep track of progress of plan making activities. The AMR is the tool by which the performance of the current adopted plan, its policies and progression against the timetable to review it are recorded.</p>
Policy Implications:	<p>An updated LDS is required to comply with requirements relating to their timely revision, under Section 15 of the Planning and Compulsory Purchase Act 2004 (as amended). The LDS is not policy in itself but a work programme by which new policy intends to be developed. Similarly the Authority's Monitoring Report, while not policy in itself is prepared to comply with regulatory requirements.</p> <p>The approval of any plans or documents identified within the LDS will remain, at the appropriate time, decisions for Executive Cabinet and in some instances Full Council.</p>
Financial Implications: (Authorised by the statutory Section 151 Officer & Chief Finance Officer)	<p>If an updated Local Development Scheme (LDS) and Authority's Monitoring Report (AMR) for 2018/19 is not published there is a risk that the local community and stakeholders will not be able to keep track of plan making activities and be unaware of the opportunities to be involved in the plan making process. This may lead to a lack of the involvement that is essential for developing effective planning policy. There may be more successful challenges to planning</p>

decisions. An increase in the number of successful appeals would have an adverse financial implication on Planning fee income.

The budget for planning fee income is substantial at £698,050 for 2020/21 and any reduction in income would have a negative effect on the overall Council budget.

Legal Implications:
(Authorised by the Borough Solicitor)

As noted in this report, the preparation and maintenance of a Local Development Scheme is a legal requirement, together with the requirement to publish Authority Monitoring Reports at least annually.

While the 2018-2019 AMR brings the Council's monitoring position up to date, it is not ideal that monitoring information has not been published in a consistent way since 2014 and as required by the legislation. The risks and implications arising from this should be kept under review.

Risk Management:

There are a number of risks associated with the failure to publish an up to date LDS and AMR, namely:

- Failure to comply with requirements relating to the timely revision of LDS and AMR.
- Communities and interested parties (including the Planning Inspectorate) not being aware or able to keep track of progress of plan making activities.
- Failure to comply with requirements relating to preparing Development Plan Documents in accordance with published LDS.

Background Information:

The background papers relating to this report can be inspected by contacting Jeff Upton.



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1. INTRODUCTION

- 1.1 The Planning and Compulsory Purchase Act 2004 (as amended) requires all local planning authorities to prepare a Local Development Scheme (LDS) which principally sets out the timetable for preparing planning policy documents, and for this to be revised at such time as considered appropriate. Additionally it requires that Development Plan Documents are prepared in accordance with it. Furthermore the Act also requires the preparation and publication of monitoring information through Authority Monitoring Reports (AMR).

2. UPDATE

- 2.1 The Council's most recent LDS came into effect on 10 January 2017 and sets out a programme for both the Greater Manchester Spatial Framework (GMSF) and the Tameside Local Plan. That LDS clearly shows the production of the Local Plan following the key stages of production of the GMSF to allow the Local Plan to reflect the policy content developed at the sub regional level and provide the appropriate context. Performance against that timetable is measured within the Authority's Monitoring Report.
- 2.2 This revised LDS is required to bring up to date the intended programmes for both the GMSF and Tameside Local Plan. A revised programme, proposed for the GMSF, recently published through the Greater Manchester Housing, Planning and Overview Scrutiny Committee on 29 July 2020, is now incorporated into the Councils LDS. Since the previously approved LDS, publication the GMSF did not occur as had been envisaged within the timescales set out. Instead, a further period of consultation on a draft plan occurred between January and March 2019 to re-examine the issues of the scale and distribution of development and potential changes to Green Belt boundaries. And more recently, there has been the need to reflect on the impacts of the global Coronavirus pandemic, in particular the impact which the availability of resource to complete work has had and the need reflect on government guidance on social distancing.
- 2.3 It is therefore timely to refresh the Council's LDS to ensure the Borough's communities and interested parties are aware of and able to keep track of progress of plan making activities and ensure that Development Plan Documents are prepared in accordance with the timescales set out. The updated timetable for the GMSF and Tameside's Local Plan is considered to represent a realistic and practical approach to preparing these documents but will continue to need to be monitored carefully. Additionally the revised LDS seeks to provide greater detail as to the current and intended planning frameworks for the Borough, comparative to the LDS it replaces. Amongst other matters it also updates the position on the production of Supplementary Planning Documents and removes a chapter relating to public participation to avoid confusion as this is a matter considered through the Councils Statement of Community Involvement.
- 2.4 The role of the Authority Monitoring Report is to show progress with local plan preparation, report any activity relating to the duty to cooperate, any information collected which relates to indicators in the plan, and any policies which are not being implemented. The Council has historically prepared a single monitoring report. The last time it prepared such a report was in 2013/14. Amendments brought about through the Localism Act 2011 afford the Authority a degree of flexibility to prepare its AMR in a series of individual monitoring reports. This means the Council is not duplicating monitoring activities and can readily publish information as this becomes available. There is a requirement in section 35 of the Planning and Compulsory Purchase Act 2004 (as amended by the Localism Act 2011) to report on monitoring activities at least every 12 months and for a report to begin with the end of the period covered by the authority's most recent report. While the authority has not published a single AMR since 2013/14 much of the supportive background data and information is contained within other monitoring documents such as those associated with employment, housing and Brownfield Land Register monitoring. This monitoring report seeks to establish

a new baseline position from which monitoring activities can be taken forward as required by the legislation.

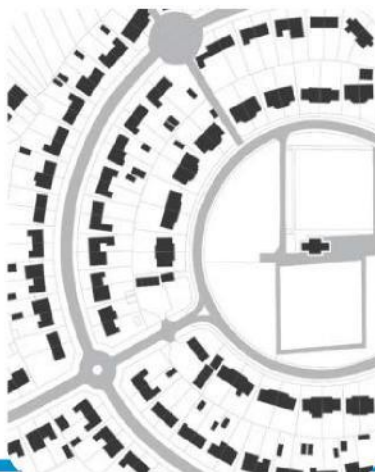
3. RECOMMENDATION

3.1 Recommendations are as set out at the front of the report

Local Development Scheme



Tameside Metropolitan Borough Council
Local Development Scheme
September 2020



Introduction

The Planning and Compulsory Purchase Act 2004, as amended, requires local planning authorities to prepare, maintain and publish a Local Development Scheme (LDS). The purpose of the LDS is to inform the public about the current planning policies for Tameside as well as to set out timescales for preparing new policy so that people are aware of the timetable and opportunities to be involved in the plan making process.

The Council prepared its first LDS in 2007, and issued updates in 2009, 2010, 2011, 2012 and 2017.

This 2020 LDS, which supersedes the most recent version, sets out a work programme for the Council over the period 2020 – 2024.

Tameside's local planning framework

Current development plan

The following documents currently form Tameside's adopted Development Plan Documents:

- Saved policies from the Tameside Unitary Development Plan 2004 (saved from 27 September 2007);
- Greater Manchester Joint Waste Development Plan Document (adopted April 2012);
- Greater Manchester Joint Minerals Development Plan Document (adopted April 2013); and
- Policies Map.

Saved Unitary Development Plan policies

Tameside Council adopted its Unitary Development Plan (UDP) on 17 November 2004. Under the provisions of the Planning and Compulsory Purchase Act 2004 and following approval from the Government Office for the North West on 18 September 2007, Tameside Council 'saved' the policies in the UDP, securing their continued use, until such time that they are replaced. Since then some of the saved UDP policies have been replaced following adoption of the Greater Manchester Joint Waste Development Plan Document and the Greater Manchester Joint Minerals Development Plan Document. Details of the saved and replaced UDP policies can be found within the Authority's Monitoring Report.

Supplementary Planning Documents

Six Supplementary Planning Documents (SPDs) currently provide further detail to the policies within the Unitary Development Plan. Since the publication of the last Local Development Scheme a character based SPD has been prepared and adopted for a specific area of the borough, Haughton Green.

Other Planning Documents

Tameside's current planning framework also includes its Statement of Community Involvement, which sets out how and when the Council will involve people in preparing and revising planning documents and making decisions on planning applications. The scale and nature of the participation typically varies according to the stage and type of document being produced, or the application being considered, more detail to which is given within the Statement of Community Involvement.

Neighbourhood Plans

Tameside Council currently has no adopted neighbourhood plans as defined under the Localism Act 2011.

The Proposed Development Plan for Tameside

This section of the LDS sets out the key milestones and intended content in the preparation of emerging planning policies. The main priority for the Council over the period of this LDS is the adoption of the Greater Manchester Spatial Framework and to review and replace any remaining UDP policy content through a new Local Plan. The need for further planning policy may be identified in the future, which will be incorporated into reviews of this LDS.

Greater Manchester Spatial Framework

The ten Greater Manchester authorities are working on the production of a joint plan titled 'Greater Manchester's Plan for Homes, Jobs, and the Environment' – the Greater Manchester Spatial Framework (GMSF). The GMSF will provide the overarching framework to strategically manage sustainable growth and development across the conurbation over the next twenty years or so.

Principally, the GMSF will identify the housing numbers and employment floorspace needs and associated infrastructure requirements, as well as identifying the key allocations and broad opportunity areas where this growth should be focused. Further information on the preparation process for the GMSF can also be found on the GM Consultation hub page.

Local Plan

The Tameside Local Plan (once adopted) will replace the remaining saved policies of the UDP which have not already been replaced by other Development Plan Documents prepared and adopted across Greater Manchester. The UDP had previously been reviewed with the aim of replacing it with a Core Strategy and Development Management Policies Development Plan Document by 2014/2015. This timetable was however superseded due to the collaborative work being undertaken by all of the Greater Manchester authorities on the GMSF.

It is the intention of the Council to prepare its plan in conformity with the GMSF, tracking its production but allowing a significant enough gap to be able to incorporate its policy direction as this emerges. The Tameside Local Plan will at a local level set out a complementary vision, strategy and range of policies to the GMSF to guide development in the borough.

The intention is that the Local Plan will set out broad locations and specific allocations of land for different purposes and through designations show areas where particular considerations will apply, alongside overarching and criteria based policies, all to be taken into account in development management decision making.

Work on the Council's Local Plan commenced in 2017 with consultation and an Integrated Assessment Scoping Report. Following on from this the Council commenced the production of several pieces of evidence to inform future policy content.

Policies Map

The purpose of the Policies Map is to spatially reflect development plan policies across Tameside in accordance with adopted Development Plan Documents. The current policies map (which was adopted at the time of the adoption of the UDP), was updated when the Greater Manchester joint waste and minerals Development Plan Documents were adopted and will be updated again on adoption of the GMSF.

Supplementary Planning Guidance and Documents

In addition to the Local Plan, local authorities can prepare Supplementary Planning Documents (SPDs) to add further detail to and aid in the interpretation of existing policy. They can be used to provide further guidance for development on specific sites, or provide guidance on particular issues. New SPDs may be developed against 'saved' policies of the Tameside UDP or against new policies, once they are adopted, contained in either the GMSF or Local Plan.

However, once existing policies are superseded, the SPD which relate to them will no longer be treated as material planning guidance, as the policy basis for them will have been removed. New SPDs will therefore need to be prepared to reflect the new policy framework within the GMSF and Local Plan.

It is not currently considered a priority to develop new SPDs until the GMSF and new Local Plan are in place.

Schedule of Proposed Local Development Documents							
Document	Status	Coverage	Consultation	Publication	Submission	Examination	Adoption
Greater Manchester Spatial Framework	Development Plan Document	Greater Manchester	Consultation on Second Draft GMSF January – March 2019	November – December 2020	June 2021	October 2021	July 2022
Tameside Local Plan	Development Plan Document	Tameside	Regulation 18 Notification January – March 2017 Integrated Assessment Scoping Report Consultation April 2017 Issues and Options 1 st Draft Plan Autumn 2021 Preferred Options 2 nd Draft Plan Autumn 2022	Autumn 2023	Winter 2023	Spring 2024	Winter 2024
Policies Map	Development Plan Document	Tameside	The Policies Map will be developed in line with the timescales of other DPD. It will be amended and incorporate relevant policies as necessary upon adoption of DPD.				

APPENDIX 2

Authority's Monitoring Reports

Tameside Local Development Scheme Monitoring Report 2018 - 2019

Introduction

This report has been prepared to meet the requirements of Regulation 34 (1) of the Town and Country Planning (Local Planning) (England) Regulations 2012. It provides details of progress against the timetable set out in Tameside's Local Development Scheme (LDS) and covers the period 1 April 2018 to 31 March 2019.

Documents Specified within the LDS

Tameside Council's seventh Local Development Scheme was updated and adopted by the Council in December 2016, covering a three year period to 2019.

This sets out two development plan documents including:

- Greater Manchester Spatial Framework
- Local Plan

Progress on each of these documents is discussed in turn below.

• Greater Manchester Spatial Framework

Subject:

The GMSF will focus primarily on housing and employment land requirements for Greater Manchester, the infrastructure requirements to deliver this and the environmental capacity of Greater Manchester to accommodate this in the most sustainable manner.

Coverage:

Whole of Greater Manchester (Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Stockport, Tameside, Trafford and Wigan).

Timetable:

Initial Evidence Base	November 2014
Consultation on Draft Growth Options	November 2015 – January 2016
Consultation on Draft GMSF	October 2016 – January 2017
Publication of plan	June 2017
Submission	November 2017
Examination	February – April 2018
Adoption	January 2019

Stage Reached:

Regulation 18 Consultation on Second Draft Plan.

The Consultation of the Publication Plan did not take place during the monitoring period as set out as the next step within the plan making timetable. The progress of the GMSF was delayed shortly after the election of the Greater Manchester Mayor in May 2017, in order to re-examine the issues of the scale and distribution of development and potential changes to Green Belt boundaries.

The GMSF is currently being taken forward as a Development Plan Document until such time that regulations are amended to allow it to be published as a Spatial Development Strategy.

Tameside's seventh Local Development Scheme was published December 2016 which will be updated in due course. During the monitoring period consultation on a Revised Draft GMSF took place in January – March 2019.

- **Local Plan**

Subject:

Intends to set out the vision, objectives and strategy for the spatial development of Tameside. Lists sites allocated for development, which are illustrated on an accompanying Policies Map. Intends to set out the policies against which planning applications will be considered.

Coverage:

Covers the whole of Tameside Metropolitan Borough Council's administrative area.

Timetable:

Regulation 18 Notification	January 2017
Integrated Assessment Scoping Report	March 2017
Consultation on Draft Local Plan	August – September 2017
Publication of plan	May – June 2018
Submission	November 2018
Examination	March – April 2019
Adoption	Autumn 2019

Stage Reached:

Regulation 18 Notification and Consultation on Integrated Assessment Scoping Report.

Consultation on Tameside's Draft Local Plan did not take place in August-September 2017 as had been scheduled to occur as the next plan making step. Given the close relationship between the GMSF and the Tameside Local Plan, particularly in terms of the GMSF setting the housing requirement for the Local Plan, consultation on an initial draft local plan was timetabled to follow (Regulation 19) Publication of the GMSF, which was due to occur in June 2017. Scheduling of the Council's Local Plan in such a way allows the Local Plan to be developed with a firm understanding of the planning context being provided by the sub region through the GMSF.

A further draft (regulations 18) GMSF was consulted upon within the monitoring period. Tameside's eighth Local Development Scheme will identify a revised Local Plan timetable to reflect the movement in GMSF timescales.

The proposals map

There was no timetable included within the seventh LDS for the proposals map but it did identify that the proposals map will be updated alongside the production of the Local Plan.

Supplementary Planning Documents

The seventh LDS does not specifically identify a timetable for the production of any SPD's but does contextually reference ongoing work to finalise an area specific SPD for Haughton Green. This was approved by the Councils Executive Cabinet on 30 August 2017 and came into effect as an adopted document from 11 September 2017.

Statement of Community Involvement

The Council's Statement of Community (SCI) involvement was adopted in August 2016 and has guided the approach which has been taken to consultation and engagement activities associated with the production of the Greater Manchester Spatial Framework to date.

However, given the time which has passed since its adoption, it is considered appropriate to now review the SCI and ensure it remains fit for purpose.

Introduction

This report has been prepared to meet the requirements of Regulation 34(2) of the Town and Country Planning (Local Planning) (England) Regulations 2012. For monitoring purposes the regulation requires that where a local planning authority is not implementing a policy within a Local Plan, the monitoring report must identify that policy and include a statement of:

- The reasons why the local planning authority are not implementing the policy; and
- The steps (if any) that the local planning authority intend to take to secure that the policy is implemented.

For the monitoring year 1 April 2018 – 31 March 2019 the local plan policies for Tameside were the policies of the Unitary Development Plan (UDP) that have been saved. Many of the policies contained within the UDP relating to minerals and waste matters have now been replaced by the policies of the Greater Manchester joint waste Development Plan Document and the Greater Manchester joint minerals Development Plan Document. The monitoring of the policies of these latter two documents is addressed in separate reports.

All of the saved policies of the Unitary Development plan were being implemented during the monitoring year, except for those policies listed in the table below. The table also identifies reasons why, and what steps if any are being taken to secure their future implementation.

UDP Policy No.	UDP Policy Name	Reason why the policy is not being implemented	What steps (if any) are being taken to secure that the policy is implemented.
UDP Part 1 Policies			
1.13	Meeting Obligations on Minerals, Waste and Energy	Superseded or partially superseded by policies in the Greater Manchester Joint Minerals DPD and Greater Manchester Joint Waste DPD	Not applicable.
UDP Part 2 Policies			
E1	Regional Investment Site/Strategic Regional Site	Partially - Development has already been brought forward on much of the identified site with the exception of a portion of land bounded by M60 motorway, rail line, Richmond Street and Lord Sheldon way, known predominantly as plot 3000.	Not applicable
E2	Development Opportunity Areas Allocates sites as Development Opportunity Areas where the council will permit	Partially – Development has been brought forward on several of the 14 identified Development Opportunity Area sites.	Not applicable

	redevelopment/refurbishment for high quality employment, leisure, retail, residential or a mix of uses.		
H1	Housing Land Provision	Partially – The sites allocated for housing provision within Policy H1 have now largely been brought forward with development having completed on many of the 18 identified sites.	Not applicable
OL6	Outdoor Sport, Recreation and Play Space Developments	Improvements have been brought forward on some of the allocated sites. Notably these include opening up public access to the former railway line (site 7) and improvements to the playing fields and new changing facilities at Stockport Road Playing Fields with industrial development on the western part of the site (site 9).	Not applicable
T3	Major Highway Schemes	Partially – Allocation T3(2) comprises stage 2 of the Ashton Northern Bypass between Turner Lane and Penny Meadow. The bypass has been completed therefore this allocation is no longer required.	Not applicable
T5	Metrolink Extension	The policy refers to the Metrolink extension to Ashton via Droylsden and Audenshaw. The Metrolink has been constructed and is operational therefore this policy is no longer required.	Not applicable.
MW1 – MW9	Mineral Working, Waste Management and Pollution Control Policies	Policies MW1 to MW9 have been superseded or partially superseded by policies in the Greater Manchester Joint Minerals DPD and Greater	Not applicable.

		Manchester Joint Waste DPD.	
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Tameside Local Plan
Duty to Cooperate Monitoring Report 2018 – 2019

Introduction

Section 33A of the Planning and Compulsory Purchase Act 2004, as amended by the Localism Act 2011, introduced a duty to cooperate in relation to the planning of sustainable development.

The duty requires Tameside to cooperate with other local planning authorities and other prescribed bodies on **strategic matters that cross administrative boundaries**. To this extent Tameside are required to engage on an effective and on-going basis to ensure the production of a positively prepared and justified strategy.

Key to the examination of plans will be to determine whether they are sound. Plans are sound if, amongst a number of other considerations, they are effective; this requires them to be based on effective joint working on cross boundary strategic matters that have been dealt with rather than deferred, and evidenced through statements of common ground.

A statement of common ground is a written record of the progress made by strategic policy making authorities during the process of planning for strategic cross-boundary matters. It can document where effective cooperation is or is not happening throughout the plan making process and is a way of demonstrating at examination that plans are deliverable over the plan period, and based on effective joint working. This monitoring report forms part of the evidence to support the drafting of statements of common ground, demonstrating that plan making activities are based on effective cooperation and have complied with the duty to cooperate.

The NPPF identifies a number of areas for strategic policies to consider¹, including an overall strategy for the pattern, scale and quality of development but also making sufficient provision for:

- Housing (including affordable housing, employment, retail, leisure and other commercial development);
- Infrastructure for transport, telecommunications, security, waste management, water supply, wastewater, flood risk and coastal change management, and the provision of minerals and energy (including heat);
- Community facilities (such as health, education and cultural infrastructure); and
- Conservation and enhancement of the natural built and historic environment, including landscapes and green infrastructure, and planning measures to address climate change mitigation and adaptation.

The public bodies identified as part of the duty to cooperate, in addition to local planning authorities, are:

- Environment Agency
- Historic England
- Natural England
- Civil Aviation Authority
- Homes England (formerly Homes and Communities Agency)
- Tameside and Glossop Clinical Commissioning Group
- Office of Rail and Road
- Highways England
- Transport for Greater Manchester
- Tameside Local Highways Authority

¹ National Planning Policy Framework (2019) Ministry of Housing, Communities and Local Government. Para. 20.

- Marine Management Organisation

Also acknowledged is the relevance of the Greater Manchester Local Enterprise Partnership and the Greater Manchester Local Nature Partnership (Greater Manchester Natural Capital Group)

The Town and Country Planning (Local Planning) (England) Regulations 2012² require that details of activities undertaken in relation to the duty are recorded and published in a monitoring report. In accordance with these requirements, this monitoring report provides details of Tameside's main activities in relation to the duty to cooperate over the period 1 April 2018 to 31 March 2019.

This report will make up a key part of the evidence base in support of the Council's plan making activities and whether it has brought this forward in line with the duty to cooperate as a key legal test against which any plan will be assessed against when considered at public examination³.

Activities relating to Strategic Issues during the 2018/2019 monitoring period

Tameside has been involved in a number of areas of joint working on strategic issues which are of relevance to the duty to cooperate during the 2018/19 year. In addition to the activities listed, there are also numerous discussions with local authorities and other prescribed bodies on a variety of issues including individual planning applications that have cross boundary implications.

Many of the strategic cross-boundary issues affecting Tameside are addressed through the Greater Manchester Spatial Framework (GMSF) and will be detailed further in Greater Manchester Combined Authority (GMCA) published documents. These include issues such as:

- scale and type of housing
- scale and distribution of employment land
- transport
- air quality
- flood risk
- Green Belt
- Gypsies, travellers and travelling show people
- Tame Valley Employment Area
- GMSF Strategic allocations

The table below provides a summary of activities undertaken by Tameside Council during the 2018/19 monitoring period in relation to the above strategic issues.

² Town and Country Planning (Local Planning)(England) Regulations 2012, part 6, regulation 34(2)

³ Planning and Compulsory Purchase Act 2004, section 20(5)

Strategic Issue	Description	Objective	Activity undertaken	Organisations involved
Scale and distribution of housing across Greater Manchester	Identify the amount of housing required across Greater Manchester and how it should be distributed across the Greater Manchester local authorities needs to be agreed at a sub-regional level due to the identification of Greater Manchester as a housing market area	Ensure appropriate provision is made for housing delivery across Greater Manchester.	<p>Regular discussions at Greater Manchester meetings: Chief Planners, Directors of Place, separate Land Supply Group and other GMSF associated discussions.</p> <p>This resulted in the proposed scale and distribution of housing in the revised draft Greater Manchester Spatial Framework published in January 2019 for consultation, supported by a Greater Manchester Strategic Housing Market Assessment.</p>	All other Greater Manchester local authorities and the GMCA.
Type of housing delivered across Greater Manchester	Identify the broad mix of housing/dwelling types required across Greater Manchester and take forward the approach that the precise mix will be determined through district local plans.	Ensure appropriate provision is made for housing delivery across Greater Manchester.	<p>Regular discussions at Greater Manchester meetings: Chief Planners, Directors of Place, separate Land Supply Group and other GMSF associated discussions.</p> <p>This resulted in the identification that development across Greater Manchester should seek to incorporate a range of dwelling types to meet local needs and deliver more inclusive neighbourhoods, including where appropriate specialist housing: for older households; and vulnerable people.</p>	All other Greater Manchester local authorities and the GMCA.
Scale and distribution of office development	Identify the scale and distribution of office requirement across Greater Manchester, the	Ensure appropriate provision is made for office development for	The potential for office development within Tameside has been identified through the Council's Strategic Housing and Economic Land	All other Greater Manchester local authorities and the GMCA.

Strategic Issue	Description	Objective	Activity undertaken	Organisations involved
across Greater Manchester	provision within Tameside and how this contributes to the Greater Manchester requirement.	Tameside and across Greater Manchester.	<p>Availability Assessment. The assessment forms part of the evidence base underpinning both the emerging Greater Manchester Spatial Framework and the Tameside Local Plan.</p> <p>Regular discussions at the Greater Manchester meeting of Chief Planners, Directors of Place, separate Land Supply Group and other GMSF associated discussions.</p> <p>This resulted in the proposed scale and distribution of office development in the revised draft Greater Manchester Spatial Framework published in January 2019 for consultation, supported by a GMSF Employment topic paper.</p>	
Scale and distribution of industrial and warehousing development across Greater Manchester	Identify the scale and distribution of industrial and warehousing requirement across Greater Manchester, the provision within Tameside and how this contributes to the Greater Manchester requirement.	Ensure appropriate provision is made for industrial and warehousing development across Tameside and Greater Manchester.	<p>The potential for industrial and warehousing development within Tameside has been identified through the Council's Strategic Housing and Economic Land Availability Assessment. The assessment forms part of the evidence base underpinning the Greater Manchester Spatial Framework.</p> <p>Regular discussions at the Greater Manchester meeting of Chief Planners, Directors of Place,</p>	All other Greater Manchester local authorities and the GMCA.

Strategic Issue	Description	Objective	Activity undertaken	Organisations involved
			<p>separate Land Supply Group and other GMSF associated discussions.</p> <p>This resulted in the proposed scale and distribution of industrial and warehousing development in the revised draft Greater Manchester Spatial Framework published in January 2019 for consultation, supported by a GMSF Employment topic paper.</p>	
Transport infrastructure across Greater Manchester	<p>Assess the potential impact of anticipated levels of development on Greater Manchester's transport infrastructure. Promote sustainable transport, mitigate impacts and enhance existing network.</p> <p>Transport infrastructure is a strategic cross-boundary issue and needs to be considered at a Greater Manchester level given the spatial strategy set out within the GMSF and the cross boundary nature of the network.</p>	Ensure residents, businesses and visitors to Greater Manchester benefit from a sustainable and integrated transport network.	<p>Transport Assessment work is ongoing at a Greater Manchester level, led by Transport for Greater Manchester (TfGM).</p> <p>Regular discussions at the Greater Manchester meeting of Chief Planners, Directors of Place, Greater Manchester Transport Strategy Group and other GMSF associated discussions.</p> <p>Meetings with TfGM, Systra and Highways England to discuss Tameside issues as part of the Greater Manchester assessment.</p>	All other Greater Manchester local authorities, the GMCA and Highways England.

Strategic Issue	Description	Objective	Activity undertaken	Organisations involved
Air Quality across Greater Manchester	Air quality is a strategic cross-boundary issue not restricted to local authority boundaries.	Improve air quality across Greater Manchester.	<p>Joined up working at a Greater Manchester level resulted in the development of the revised draft GMSF and policy GM-S 6 dealing with Clean Air.</p> <p>Greater Manchester is currently developing an updated Clean Air Plan.</p>	All other Greater Manchester local authorities, the GMCA and TfGM.
Flood Risk across Greater Manchester	Assess flood risk for development sites, the impact of future development on flood risk and to safeguard land for future flood risk management.	Continue to manage and mitigate flood risk across Tameside and Greater Manchester.	<p>A level 1 Strategic Flood Risk Assessment (SFRA) was completed in April 2019. The Environment Agency indicated the need for a level 2 Assessment to be undertaken through the GMSF consultation which is underway.</p> <p>Regular discussions at Flood Risk Officers Group and Greater Manchester Flood and Water Management Board.</p> <p>Regular discussion with United Utilities to appraise the development pipeline for any waste or fresh water infrastructure constraints, easements or associated infrastructure which need to be taken account of.</p>	All other Greater Manchester local authorities, the GMCA, Environment Agency and United Utilities.
Greater Manchester's Green Belt	Define new Green Belt boundaries for Greater Manchester, to meet future development needs whilst also identifying new areas	To bring forward appropriate provision of land for development whilst minimising loss of Green Belt.	Regular discussions at the Greater Manchester meeting of Chief Planners, Directors of Place, separate Green Belt Steering Group meetings and other GMSF associated discussions.	All other Greater Manchester local authorities and the GMCA.

Strategic Issue	Description	Objective	Activity undertaken	Organisations involved
	<p>of land to bring into the Green Belt.</p> <p>Given the interconnected nature of the spatial strategy the issues need to be considered at a Greater Manchester level.</p>		<p>Greater Manchester undertook an assessment of its Green Belt which was published alongside the initial draft of the GMSF (2016). Further to this sites on the edge of the urban area, outside of existing Green Belt were assessed and published in the revised draft GMSF in 2019 with an accompanying GMSF Green Belt topic paper.</p> <p>Joint working resulted in the proposed policy framework identified in the GMSF published for consultation in January 2019 and as supported by a Green Belt topic paper.</p>	
Gypsies, travellers and travelling showpeople	Meeting the accommodation needs of the Travelling community is a strategic cross-boundary issue to be considered at the Greater Manchester level.	To ensure the Tameside Local Plan considers the provision of pitches as part of a coordinated strategy across Greater Manchester.	<p>The ten Greater Manchester districts commissioned an updated gypsy and traveller accommodation assessment in summer 2017. This work was undertaken by Arc4. The assessment was published during this monitoring period, in July 2018.</p> <p>Regular discussions at the Greater Manchester meeting of Chief Planners regarding the scope of the GMSF.</p>	All other Greater Manchester local authorities and the GMCA.
Tame Valley Employment Area	The GMSF identifies the Tame Valley as a strategically valued	To ensure the GMSF sets an appropriate policy framework to	Discussions as part of GMSF strategic approach, covering land supply and proposed allocations at	The nine other Greater Manchester local authorities, the GMCA

Strategic Issue	Description	Objective	Activity undertaken	Organisations involved
	employment area that is important to maintaining a strong and diverse supply of sites and premises both within Tameside but also throughout Greater Manchester. This is recognised through Policy GM-P 2 'Employment Sites and Premises'.	preserve and enhance the Tame Valley, and to support its role within Tameside and Greater Manchester as a strategic employment area.	<p>the meetings of Greater Manchester Chief Planning Officers and other meetings associated with the GMSF.</p> <p>Joint working culminating in the proposed policy framework included a policy recognising the importance of the Tame Valley (GM-P 2) as a strategically important employment location which should be protected from redevelopment to other uses and nurtured to ensure it remains competitive.</p>	and Organisations notified as part of the consultation on the Draft GMSF.
Ashton Moss West	Ashton Moss West is one of the three GMSF strategic site allocations within Tameside. Policy GM Allocation 42 of the 2019 GMSF sets out the overall policy approach for it.	To ensure the GMSF sets an appropriate policy framework to deliver the site.	<p>Discussions as part of GMSF strategic approach, covering land supply and proposed allocations at the meetings of Greater Manchester Chief Planning Officers and other meetings associated with the GMSF.</p> <p>Joint working culminated in the proposed policy framework identified in the Revised Draft Greater Manchester Spatial Framework published in January 2019.</p>	The nine other Greater Manchester local authorities, the GMCA and Organisations notified as part of the consultation on the Draft GMSF.
South of Hyde	South of Hyde is one of the three GMSF strategic site allocations within Tameside. Policy GM Allocation 43 of the 2019 GMSF sets out the overall policy approach for it.	To ensure the GMSF sets an appropriate policy framework to deliver the site.	Discussions as part of GMSF strategic approach, covering land supply and proposed allocations at the meetings of Greater Manchester Chief Planning Officers and other meetings associated with the GMSF.	The nine other Greater Manchester local authorities, the GMCA and Organisations notified as part of the consultation on the Draft GMSF.

Strategic Issue	Description	Objective	Activity undertaken	Organisations involved
			Joint working culminated in the proposed policy framework identified in the Revised Draft Greater Manchester Spatial Framework published in January 2019.	
Godley Green Garden Village	Godley Green Garden Village is one of the three GMSF strategic site allocations within Tameside. Policy GM Allocation 44 of the 2019 GMSF sets out the overall policy approach for it.	To ensure the GMSF sets an appropriate policy framework to deliver the site.	Discussions as part of GMSF strategic approach, covering land supply and proposed allocations at the meetings of Greater Manchester Chief Planning Officers and other meetings associated with the GMSF. Joint working culminated in the proposed policy framework identified in the Revised Draft Greater Manchester Spatial Framework published in January 2019.	The nine other Greater Manchester local authorities, the GMCA and Organisations notified as part of the consultation on the Draft GMSF.

Agenda Item 12

Report to:	EXECUTIVE CABINET
Date:	30 September 2020
Executive Member:	Councillor Allison Gwynne – Executive Member (Neighbourhoods, Community Safety and Environment) Councillor Gerald Cooney – Executive Member (Housing, Planning and Employment) Councillor Leanne Feeley – Executive Member (Lifelong Learning, Equalities, Culture and Heritage) Councillor Warren Bray – Executive Member (Transport and Connectivity)
Reporting Officer:	Ian Saxon – Director (Operations and Neighbourhoods)
Subject:	OPERATIONS AND NEIGHBOURHOODS SERVICE CHANGE DECISIONS UPDATE SEPTEMBER 2020
Report Summary:	To provide a service change decision update across Operations and Neighbourhoods in response to the evolving Covid-19 pandemic. A review in September for Members was agreed at the 24 June 2020 Executive Cabinet meeting.
Recommendations:	That Members note: <ol style="list-style-type: none">1. The revised opening times of the Ashton and Hyde Indoor markets: Monday – Saturday between 9am – 4pm.2. The Outdoor Markets reopened on a reduced basis on the 22 June 2020 and returned to full operations on the 20 July 2020.3. Organised events within parks and countryside remain suspended, with the exception of the activities organised by Youth Services as detailed in section 4.4. The volunteer led guided walks programme is being reviewed for reintroduction in January 2021 if considered safe to do so.4. The operational service changes of the Bereavement Services in line with the Health Protection Regulations 2020 detailed in sections 3.1-11.5. Staff will still not enter the properties of deceased persons when dealing with Public Health Funerals in order to find financial or personal details.6. The current Guidance and Procedures for Welfare and Community Funerals continues to apply and a further review will be undertaken by 31 October 2020.7. The Council's statutory homelessness services, provided by their commissioned partner, Jigsaw Homes, are now operating limited appointment only visits at their premises Tameside Housing Advice.8. Youth Services have provided outdoor activities from the 3 August 2020 with social distancing and safety measures in place.9. To consider the proposal to continue the suspension of the monthly parking deductions for all staff contract car park passes. This will be reviewed at the end of the calendar year.10. Some low risk programmed inspections and enforcement

activity remains suspended to allow or provide additional capacity to enforce the Health Protection (Coronavirus Business Closure) Regulations 2020 as detailed in sections 5.5-6

11. The Health and Safety team continue to provide organisational wide-support on an ongoing basis, as detailed in sections 5.7-5.8
12. The operational service changes of the Licensing function detailed in sections 5.9-10
13. To confirm that the Buy with Confidence Membership Scheme is still proposed to recommence from the 1 October 2020.
14. Four of the Council's eight libraries reopened on the 6 July 2020. It is proposed that the further four libraries reopen on the 12 October 2020, dependent on local infection rates, as detailed in sections 6.1-6.4.
15. To consider the proposal to further extend library item loans and the accrual of fines to the 31 October 2020, as detailed in section 6.5.
16. To consider the proposal to reopen the Portland Basin Museum and the Astley Cheetham Art Gallery on the 14 October 2020, dependent on local infection rates, as detailed in sections 6.6-6.13.
17. To consider the proposal to reopen the Local Studies and Archive Centre on the 13 October 2020, dependent on local infection rates.
18. TMBC is advising against any organised event which would involve the gathering of more than 30 people, both indoors and outdoors until January 2020.
19. To note and consider the proposals for Christmas celebrations, as detailed in sections 6.18-6.23 and in **Appendix 1**.

Corporate Plan:

The proposals are aimed at supporting economic growth and providing a safe environment for the general public.

Policy Implications:

The proposals support the Council's response to and recovery from Covid-19 and support policies to develop economic growth and deliver a thriving retail offer.

Financial Implications:

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

The proposed changes to the services per the June 2020 Executive Cabinet report continue to be reported in the monthly revenue monitoring of the Directorate.

The updated financial implications of all the service change recommendations as set out in this report will be included in the period 6 directorate revenue monitoring report.

The amended financial impact of these proposals can be summarised as follows:

Cultural Services

The continued suspension of Library fines until 31 October 2020 would result in a further loss of income of approximately £2.5k over the extended 2 month period to 31 October 2020 i.e. an estimated total loss of income since 1 April 2020 of £ 8.75k. There are no other direct financial implications associated with the proposals for the library service.

The suspension of events has resulted in an expected saving of £120k in 2020/21 which has been previously reported in the revenue monitoring report. This will be reviewed alongside the estimated cost of the Christmas celebrations outlined in sections 6.18 to 6.23 with an update reported in the period 6 revenue monitoring report.

The continued closure of museum and art gallery's as stated within sections 6.6. to 6.13 until 14 October 2020 results in an estimated loss of income of £13k since 1 April 2020. This includes donations, educational sessions delivered to school groups, charges for activity sessions available to families and takings in the museum shop.

Whilst there have been costs incurred in the delivery of virtual or digital customer interaction across the service, this is offset by savings on the costs that would normally be incurred on face to face delivery.

Parking

On average, parking services generate £4.5k per month from staff car park passes. The continued suspension to 31 December 2020 would result an estimated total loss of income of £ 40.5k in 2020/21.

However, the spaces remain available for others to use as council staff on the whole will remain at home so are not using the spaces and their alternative is to cancel the pass and not renew.

Licensing

There are currently no additional financial implications of the licensing counter remaining closed. The service is investigating the possibility of a new IT system to improve processing efficiency but the cost implication of this will be assessed as part of the associated decision.

Legal Implications: (Authorised by the Borough Solicitor)

This report provides a further update on the changes to the delivery of various services within the Operations and Neighbourhoods Service as a continuing response to the Covid Pandemic.

When considering the changes, especially the reintroduction of services due regard has to be given to relevant government guidance with particular regard to social distancing and local lock down requirements.

As set out in the main body of the report some of the council's statutory duties are currently still operating in a reduced capacity. It is therefore advisable that the situation continues to be kept under regular review to ensure that the Council's response remain a reasonable and proportionate response balancing the risks of the reduction in services against the risks which continue to be posed by the pandemic.

Risk Management:

Service changes have taken appropriate Covid-19 safety measures in place to reduce the transmission of the virus.

Background Information:

The background papers relating to this report can be inspected by contacting Emma Varnam, Assistant Director (Operations and Neighbourhoods)



Telephone: 0161 342 3337



e-mail: emma.varnam@tameside.gov.uk

1. INTRODUCTION

- 1.1 Following the outbreak of the COVID-19 virus, Tameside has been working closely with partners and employees to continue to deliver vital services.
- 1.2 The Council followed a Business Continuity Plan which has identified the key services that are essential to our residents and businesses. The Council also complied with the advice and legislation enacted by the Government according to the requirements of lockdown.
- 1.3 To comply with government advice and the requirements of social distancing, service adjustments were required and many services have been delivered differently or more creatively to especially support residents who are social distancing and self-isolating.
- 1.4 During the COVID-19 outbreak, staff roles and responsibilities were adjusted in order to support the front-line key services. Staff have and continue to be redeployed into roles to ensure that business critical activity is delivered throughout the borough. In some cases council business activity have ceased either following a determination that it would be detrimental to public health, or that the function is not critical to service delivery during this exceptional time.
- 1.5 A Council-wide report detailing the effect of the COVID-19 virus and the steps Tameside Council is taking in response of this threat was discussed at Board on the 1 April 2020.

Following that service changes across the Operations and Neighbourhoods directorate have been approved and documented in a number of Executive Decisions and reports. The latest of these service change reports was approved at the 24 June Executive Cabinet meeting.

- 1.6 It was further agreed that the Operations and Neighbourhoods directorate would provide a review and update on service changes to Members in September 2020 given the evolving nature of the pandemic. The following sections will provide the update.

2 SERVICE UPDATE – OPERATIONS AND GREENSPACE (INCLUDING MARKETS)

Markets

- 2.1 Ashton Indoor Market has continued to operate throughout this pandemic by supporting the essential businesses that have been allowed to continue their trade. Hyde Indoor Market reopened on the 1 June 2020 in a decision requested by the essential traders.
- 2.2 Non-essential traders were allowed to return to both the Ashton and Hyde Market Halls from the 15 June 2020 following the national government guidance. Both Ashton and Hyde Market Halls now operate and are accessible to all at the reduced times of Monday – Saturday between 9am – 4pm. This is due to the restraints on operational resource and the need to ensure that the environments are supported adequately in view of social distancing.
- 2.3 Outdoor Markets reopened on a reduced basis from the 22 June 2020 to enable the team to monitor and manage the appropriate social distancing measures. The Outdoor Markets returned to full operations on the 20 July 2020 having reopened successfully.

Greenspace

- 2.4 All Council organised events within parks and countryside remain suspended, with the exception of the activities organised by Youth Services as detailed in section 4.4.
- 2.5 Officers are reviewing this on a regular basis and are considering a plan on commencing the volunteer led guided walks programme in January if it is safe to do so.

- 2.6 Cultural Services have created a programme of self-led family trails (10 at present) which have had positive feedback and can be used throughout the year. Officers are also reviewing and updating the self-led walks leaflets available on the Council website. Video guides to these walks are being created to provide visual route information to the public and enable access to those unable to visit the enjoyment of the greenspace and countryside.

3 SERVICE UPDATE – BEREAVEMENT SERVICES

- 3.1 Funeral attendances at Dukinfield Crematorium Chapel were restricted to a maximum of 10 mourners when lockdown was introduced on the 23 March 2020.
- 3.2 Following updated government guidelines on gatherings 3 July 2020, the Greater Manchester Cemeteries and Crematoria agreed to increase mourner numbers dependent on the layout of each individual building with regards to appropriate social distancing measures being in place. From the 8 July 2020 the restrictions on the number of mourners allowed at Dukinfield Crematorium Chapel increased to 20 mourners. Up to 30 mourners are allowed to attend burials outside when adhering to social distancing measures.
- 3.3 The temporary closure to the public of the crematoria reception, waiting area and crematory is to continue until work has been completed to ensure visitor and staff safety. Alterations have been made to allow Funeral Directors access at a side door for the collection of cremated remains.
- 3.4 The scattering of cremated remains or the placing of cremated remains in memorial sanctums has recommenced from the 10 August 2020 with social distancing measures and updated service risk assessments in place.
- 3.5 Following easing of some restrictions and guidance from The Health Protection (Coronavirus, Restrictions) (No. 2) (England) Regulations 2020 – 3rd July 2020 which stipulated Crematoria could now open up buildings in addition to their chapels, the Book of Remembrance was reopened on 27 July 2020 with strict social distancing measures in place. It is only open on Monday-Friday to allow staff to monitor numbers in the building. No cards or memorialisation can be left – only cut flowers in vases provided by the Crematorium. The Book of Remembrance has also been made available online.
- 3.6 To note that 5 additional staff members have qualified to safely operate cremators under a special measure scheme to increase the resilience of the service.
- 3.7 The demand for Bereavement Services has since reduced and so reverted back from operating a 7 day service to normal hours from the beginning of July. The team can operate a 7 day service if the need arises.
- 3.8 The service continues to use electronic paperwork as much as practically possible. The processing of memorial applications has recommenced from the 3 August 2020. Memorial applications will be available online.
- 3.9 Physical Registrar checks are essential at every burial and will continue to be undertaken while maintaining social distancing.
- 3.10 All services at Dukinfield Crematorium will continue to be recorded and the video made available to view free of charge whilst restrictions on mourner numbers remain in place.
- 3.11 From the 1 September 2020 it is now mandatory for everyone attending Dukinfield Crematorium for a service to wear a face covering. This guidance has been updated in line with the Health Protection Regulations 2020 and The Health Protection (Coronavirus, Wearing of Face Coverings in a Relevant Place) (England) (Amendment) Regulations

2020. This states that “*face coverings must be worn by law in indoor places of worship, crematoria and burial ground chapels unless exempt for health, disability or other reasons*”. This includes staff, funeral directors and bearers, ministers etc.

- 3.12 Staff will continue not to enter the properties of deceased persons when dealing with Public Health Funerals in order to find financial or personal details.
- 3.13 The current Guidance and Procedures for Welfare and Community Funerals continues to apply and a further review will be undertaken by 31 October 2020.

4 SERVICE UPDATE – COMMUNITY SAFETY AND HOMELESSNESS

Community Safety and Homelessness

- 4.1 To note that the Council’s statutory homelessness services, provided by their commissioned partner Jigsaw Homes, are now operating limited appointment only visits at their premises Tameside Housing Advice.
- 4.2 On 24 July, the Council Leader formally opened “The Town House”, a new premises designed to offer a broad range of support to people who are homeless and at risk of rough sleeping, and other vulnerable Tameside residents. Situated next to St Anne’s Church on Burlington St in Ashton, The Town House is a community hub which combines overnight emergency accommodation with a community café, counselling spaces, kitchens and meeting rooms where vulnerable service users can meet with specialists to address their needs and start to tackle the issues which have led to their homelessness.
- 4.3 The building will operate in partnership with a number of local voluntary organisations under the “Stronger Together Tameside” (STT) banner. STT will utilise the knowledge and contacts of various organisations, along with the volunteer network across the borough to strengthen our approach to tackling rough sleeping. Taking a more pro-active and diverse strategy to work on the issues impacting our service users and those who are in need.

Youth Services

- 4.4 The Youth Services clubs continue to be closed until it is considered safe for them to reopen. However, due to the lower risk of transmitting the virus outdoors, the Youth Services has provided outdoor activities from the 3 August 2020 following social distancing guidelines. Additional measures include providing hand sanitation stations and the cleaning of the equipment before and after activity. There is a limit on attendance numbers and attendance has to be booked in advance.

5 SERVICE UPDATE – PUBLIC PROTECTION AND REGULATORY SERVICES

Events

- 5.1 Following national guidelines and rules, all events to date have been cancelled due to Covid-19 as the risk of public gatherings in indoor and outdoor settings increases the risk of contracting and spreading Covid-19.
- 5.2 Although some gatherings are now possible nationally, because Greater Manchester has entered into more stringent measures on the 30 July 2020, to stem the tide on the increase in Covid-19 positive cases across the region, TMBC is advising against any organised event which would involve the gathering of more than 30 people, both indoors and outdoors until after Christmas.

Parking Services

- 5.3 Parking Services continue to operate a full range of services effective from the 1 July 2020 as approved by Executive Cabinet on the 24 June 2020.

- 5.4 It is proposed to continue the suspension of the monthly parking deductions for all staff contract car park passes whilst staff continue to predominately work from home. This will be reviewed at the end of the calendar year.

Business Compliance Services

- 5.5 Some low risk programmed inspections and enforcement activity remain suspended to allow or provide additional capacity to enforce the Health Protection (Coronavirus Business Closure) Regulations 2020. This is in line with guidance issued from the Food Standards Agency. It should be noted that this is an increasing area of work both in the number of proactive visits and in responding to complaints. Please see the table below detailing the cumulative number of proactive visits and complaints responded to by the Council since the start of the lockdown period and also the information for the week 17-23 August.

TMBC led activity*		Proactive	Complaint response	Action taken (*)
Licensed premises	17- 23 August	22	3	3
	Cumulative	448	131	12
Other business premises	17-23 August	7	25	1
	Cumulative	85	521	13

*Please note that the above figures were correct as at 27 August 2020, and do not include visits led by Greater Manchester Police (GMP). For example, GMP undertook a further 26 proactive licensed premises visits in the week 17-23 August.

- 5.6 Low risk inspections of Houses in Multiple Occupation (HMOs) continue to be deferred. Complaints received and high risk areas of concern will be dealt with appropriately

Health and Safety

- 5.7 The Health and Safety Team continue to provide support to every service unit manager across the organisation to produce, review and update Covid-19 risk assessments for all workplaces and activities. Recent efforts have been focused on supporting all aspects of school openings, including transport arrangements.
- 5.8 This service will continue to provide organisational-wide support on an ongoing basis. The team continue to ensure regular dialogue with trade union representatives through the normal organisational arrangements.

Payments and Procedures

- 5.9 Many of the functions associated with the Licensing Service, following the national lockdown, were transferred to online processes and these changes remain and the service will not go back to face to face provision.
- 5.10 To confirm that the issuing of invoices under the Environmental Permitting (England & Wales) Regulations 2016 (EPR Regs) and the Private Water Supply (England) Regulations 2016 (amended 2018) (PWS Regs) became effective from the 1 July 2020.
- 5.11 To confirm that the Buy with Confidence Membership Scheme is still proposed to recommence from the 1 October 2020.

6 SERVICE UPDATE – CULTURAL AND CUSTOMER SERVICES

6.1 Libraries

Four of the Councils eight libraries re-opened on the 6 July 2020 following implementation of all Covid-19 safety measures and test and trace requirements.

- 6.2 Visitors to these libraries expressed appreciation that the service is operational again, albeit in a more restricted way. During the first 4 weeks of opening there were over 12,000 loans and visitor numbers were just over 50% of what would normally be expected for the time of year.
- 6.3 Using learning from the four venues currently operational, work has continued to prepare for the re-opening of the remaining four libraries with the same offer available (browsing, PC usage, printing, click and collect service). It is proposed that these sites open on the 12 October 2020 provided all relevant safety measures are in place. Monitoring of the recent local Covid-19 infection rates may have an impact on the opening date.
- 6.4 As more staff are required in each venue to manage the service safely and collect test and trace data opening hours at the remaining four libraries have had to be reviewed. It will not be possible to open Denton and Hyde libraries on Saturdays as there is insufficient staff available to cater for this across the service. The weekday staffed opening hours at the remaining four libraries will be unaffected.
- 6.5 Currently all item loans are extended to the 30 September 2020 and accrual of overdue fines is also suspended to the same date. It is proposed to further extend loans and accrual of fines to the 31 October 2020 to allow those who are unable to travel to the four open libraries time to return their books once their local library re-opens.

Museums and Galleries

- 6.6 Consideration has been given to how Portland Museum can operate safely given the prevalence of Covid-19.
- 6.7 Following a Covid-19 risk assessment it has been determined that to keep people safe an appointment booking system will be required. This will in effect allow 10 people every 15 minutes to enter the museum (40 over an hour). Some elements of the Museum experience will not be available due to the risk of infection e.g. the Nuts and Bolts area which includes the children's dressing up, also the café operator has indicated that the café will not be available in its current format – although there may be a mobile café on the opposite side of the wharf where museum visitors will exit. A visit to the museum will therefore be shorter than prior to Covid 19.
- 6.8 By operating an appointment booking system and implementing a one-way system social distancing requirements can be satisfied. However, when busy it will be necessary to restrict the length of a visit to around 1 hour to enable all people wanting to attend get the opportunity to do so. People will not be asked to leave unless numbers cannot be safely managed. The number entering will be evaluated and reviewed if necessary following the initial weeks of opening.
- 6.9 The appointment booking system is being developed, along with other Covid-19 safety measures with a view to opening the museum on the 14 October 2020, although this will be dependent on the local infection rates.
- 6.10 Additional staffing levels will be required to ensure safe operation and to facilitate this reduced opening hours are proposed as follows:
Wednesday – Sunday 10am – 3pm
- 6.11 This means the museum will be open for 5 days a week and for 5 hours each day. The hours prior to closure due to Covid-19 were 6 days a week (Tuesday – Sunday) and for 6 hours each day.
- 6.12 It is envisaged that the Astley Cheetham Art Gallery will re-open at the same time as the Museum again with reduced opening hours:

Wednesday 1pm – 5pm
Saturday 10am – 3pm

- 6.13 Opening on Monday and Tuesday will not be possible due to additional staffing levels required across the whole service to safely operate.

Local Studies and Archive Centre

- 6.14 The nature of this service is research rather than a borrowing service like the public library service. In order to ensure Covid-19 safety there will be the need to operate an appointment based system to ensure social distancing and a cleaning regime between customers. A one-way entry and exit system will also be in place.
- 6.15 A Covid-19 risk assessment has been undertaken and following relevant safety measures such as Perspex screens being installed it is proposed that this service re-open on the 13 October 2020. Again this will be dependent on the current local infection rates and all relevant safety measure being in place.
- 6.16 The opening hours will be the same as prior to closure due to Covid-19:

Tuesday – Thursday 10am – 5pm
Saturday 10am – 1pm

Arts and Engagement

- 6.17 All face to face cultural activities and events are currently suspended until the 1 October 2020 or until government guidance allows. As detailed in section 5.1-2, TMBC is advising against any organised event which would involve the gathering of more than 30 people, both indoors and outdoors until after Christmas.
- 6.18 Therefore alternative proposals have been developed for the Christmas celebrations across the borough.
- 6.19 These proposals include lit Christmas trees across the 9 towns, albeit without the traditional switch on event and Civic buildings also being lit.
- 6.20 Additionally it is proposed that the corporate Christmas celebration this year is replaced with themed activities allowing for social distance and the avoidance of gatherings. The proposal involves theming the first twelve days of December around the traditional and festive *12 Days of Christmas* carol ensuring all nine towns of Tameside are featured in the project.
- 6.21 Each day will unlock a new activity which will have been pre-filmed with opportunities specially created for Tameside residents to participate in from the comfort of their own homes or as they walk through and shop in the borough's town centres. This will involve floating swan structures in Stalybridge (pre-filmed), a turtledove trail in Ashton town centre with a final film of 12 drummers from across Tameside. A full list of the activities and opportunities for getting involved is detailed at **Appendix 1**.
- 6.22 Sitting alongside these mini pre-recorded happenings a full social media campaign will be created to encourage people to get involved digitally by decorating their windows on the theme. Printable templates and tutorials will be available to create impressive window displays and will be shared online. These displays will also be featured in the borough's libraries' where appropriate. Schools will be encouraged to take part throughout and for instance create some of the turtledoves with festive messages.
- 6.23 The festive 12 Days of Christmas builds on last year's film created by Tameside Libraries and is linked to the Tameside Loves Reading campaign whilst also giving community

groups, schools, arts organisations and artists a chance to work together. The whole twelve days will be edited into a film celebrating Christmas and the resilience and creativity of Tameside residents.

7 RECOMMENDATIONS

7.1 As set out at the front of the report.

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Celebrating

Tameside's

12 DAYS OF CHRISTMAS



Schools will be engaged to decorate large 'pears' or the partridge to be displayed on the trees outside the Town Hall.



Mini tutorials and online templates available for the public to make a display in their windows



1 Partridge in a Pear Tree

**HYDE
TOWN HALL**



Encourage shops, businesses, civic buildings in Ashton to display 2 turtle doves made by Age UK members with messages on.



Mini tutorials and online templates available for the public to make a display in their windows



2 Turtle Doves

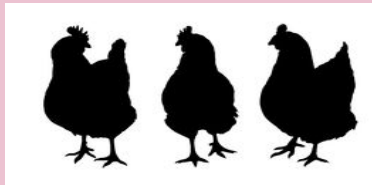
ASHTON MARKET AND SHOPS



3 Knitted or crochet French hens will appear outside Dukinfield Town Hall



Mini tutorials and online templates available for the public to make a display in their windows



3 French hens

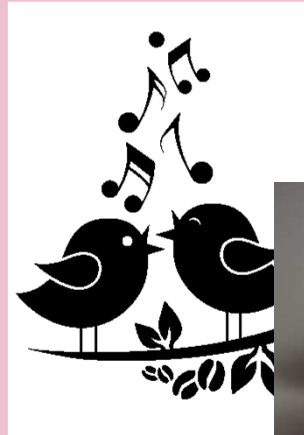
DUKINFIELD TOWN HALL



Sound installation in Victoria Park , Denton. Could be Christmas songs or seasonal bird calls. Create Centre Denton micro commission.



Mini tutorials and online templates available for the public to make bird whistles or crafts or a display in their windows



4 calling birds

DENTON
VICTORIA
PARK



Light writing video performances made together with Prime and Young People.



Online video tutorial how to juggle. Mini tutorials on how to make 5 different golden xmas wreaths plus silhouettes and kids craft



5 Gold rings

LONGDENDALE
ETHEROW LODGE
PARK,
HOLLINGWORTH



Dance performance by Droylsden based dance group performing to 12 Days of Christmas 6 Geese a laying verse.



Mini tutorials and online templates available for the public to make geese puppets and window displays
Xmas egg decorating competition?



6 Geese a laying

DROYLSDEN
TOWN CENTRE/
SHOPS



7 swans created by Cabassa Carnival Arts floated down canal in Stalybridge. Could be inflatables



Mini tutorials and online templates available for the public to make swan decoration for windows and swan crafts/origami



7 Swans a swimming

STALYBRIDGE
CANAL



Decorated milk float tour.
Micro commission by
Phantasmagorium.



Online tutorial for
making milk carton
lanterns and crafts



8 Maids a
milking



Khush Amdid dance piece supported by Riri Dance Academy potentially.



Online tutorial for xmas dance moves? public post their own versions? Instructions for making dancing ladies xmas mobile



9 Ladies Dancing

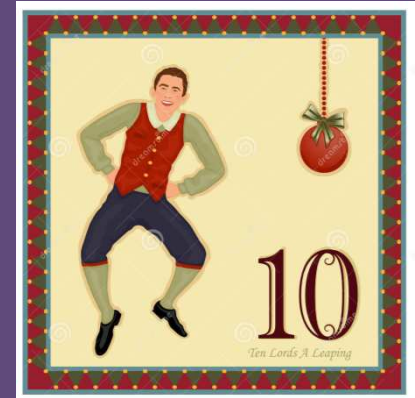
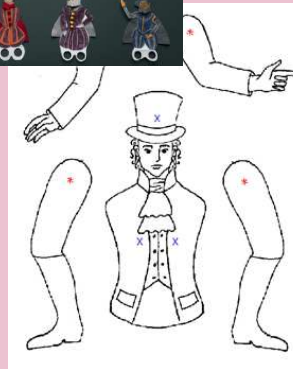


Male dance group dressed as 'Lords' leaping / silly walking /leapfrogging in Audenshaw
Leaping off the tram potentially.



Online tutorial for leaping lords crafts.

Public submit photos of leaping over something christmassy.



10 Lords a leaping

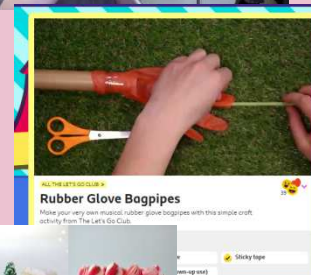
AUDENSHAW



A Bagpiper to play at an iconic site..Eg: Hartshead pike and clone so 11 pipers on video. Alternatively piper plays at 11 different locations.. Guess where he is?



Online video of how to make rubber glove bagpipes, window silhouette template and ... best 'Piping!' on a xmas cake submissions?



11 Pipers Piping

MOSSLEY



Mass drumming – Bloco
Mente/Global Grooves/ West
African development/ music
service etc



Online
tutorial on
how to make
drums etc.
Send us film
of you
drumming.



12 Drummers Drumming



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Report to:	EXECUTIVE CABINET
Date:	30 September 2020
Executive Member:	Councillor Oliver Ryan – Executive Member (Finance and Economic Growth)
Reporting Officer:	Jayne Traverse, Director of Growth
Subject:	DENTON POOL - SITE CLEARANCE
Report Summary:	To seek approval and funding to proceed with the urgent demolition of the former Denton Pool and associated site clearance, to make the site safe and in preparation for disposal or redevelopment.
Recommendations:	<p>That Executive Cabinet recommend to Council:</p> <ul style="list-style-type: none">(i) That the approved capital programme is varied to allocate £0.720m to fund demolition and site clearance on the basis of urgent Health and safety works.(ii) To procure the demolition and site clearance through the LEP Additional Services Contract.
Corporate Plan:	Modern infrastructure and a sustainable environment that works for all generations and future generations
Policy Implications:	It is a requirement to manage health and safety concerns but currently no allocated budget to do so.
Financial Implications: (Authorised by the statutory Section 151 Officer & Chief Finance Officer)	<p>The estimated asbestos removal, demolition and site clearance costs set out in this report are likely to exceed the estimated potential capital receipt for the site. No provision was made in the Tameside Wellness Centre project budget for demolition costs at Denton Pool, and as such any budget approved by members for demolition will be an additional pressure on the capital programme, for which the Council does not currently have sufficient resources to fund.</p> <p>It should be noted that the proposed scheme has been assessed by an independent cost specialist to ensure value for money as set out in section 4.4. However, given the significance of the estimated costs, possible options for the future use or disposal of the site were explored, including the impact of leaving vacant whilst plans for the site are developed.</p> <p>The Council's capital programme ambition is currently in excess of the funding identified as available making it unsustainable in its current form. The committed programme at 1 April 2020 (which does not include any approved budget for demolition costs at Denton Pool) requires £18.8m of corporate resources, with only £14.6m available in reserves, leaving a £4.2m shortfall which needs to be met from the proceeds from the sale of surplus assets. If the costs of demolition for the Denton Pool Site are to be met by the Council, then this shortfall in available resources will increase further.</p> <p>The broader ambition of the Council, as first established in October 2017, points to a further requirement of £33.2m of</p>

corporate funding to pay for schemes identified as a priority and subject to future business cases. Clearly these will be unable to progress until additional capital receipts are generated. The Growth Directorate are reviewing the estate and developing a pipeline of surplus sites for disposal

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

The Council has a policy of having all risks contracts with the LEP unless any risks can be better managed by the Council. The draft vfm report executive summary (**Appendix 2**) that the Council's obtains to protect its interest and ensure that the LEP undertakes its role states:

"From reviewing the information available it can be considered that the scheme is acceptable from a Value for Money point of view.

However, there are some items which remain unresolved depending on which sub-contractor is appointed. These concern the allowances included for Section 80 compliance, removal of obstructions and cylinders together with the status of other abnormal costs. A decision needs to be taken by the client as to whether these latter costs become fixed or are turned into Provisional Sums. There is a degree of risk in both options which requires careful consideration to be made."

Whilst the report is adopting the favoured approach of paying in effect the insurance and not getting stung – para 7.2 should we in effect lose our bet - it will be important that a final updated vfm report is obtained before we enter into any contract.


Risk Management:

The risks are set out in section 7 of this report.

Background Information:

**Appendix 1 – Demolition Survey
Appendix 2 – Draft Value for Money Report**

The background papers relating to this report can be inspected by contacting the report author Roger Greenwood, Capital Project Manager

 Telephone: 0161 342 2251

 e-mail: roger.greenwood@tameside.gov.uk

1. INTRODUCTION

- 1.1 The closure of Denton Pool took place in March 2020 to coincide with the opening of the new Tameside Wellness Centre. Denton Pool is owned by the Council and was managed by Active Tameside, under a lease arrangement until its closure whereby it was handed back to the Council as a surplus asset.
- 1.2 Since the closure the cost to remove asbestos, demolish the building and clear the site has now been established at £0.720m. The cost is based on detailed intrusive surveys that could not have been carried out whilst the building was in operational use. This report seeks approval to clear the Denton Pool site and requests that £0.720m be made available in the 2020/21 approved Capital Programme.
- 1.3 The subsequent disposal of the site is being considered as part of the wider Strategic Asset Management Plan and will be the subject of a separate report at a later date.
- 1.4 Since the site closed it has been a focus for Anti-Social Behaviour, leading to a requirement for additional security guards to be provided. A pre demolition asbestos survey has also raised concerns with the future management of the building, requiring significant work to be undertaken as soon as practicable, it is therefore recommended that the building be demolished as soon as possible.

2. BUILDING STATUS AND CONDITION

- 2.1 Denton Pool was secured immediately after its closure in March 2020. Since June the site has attracted significant levels of anti-social behaviour including attempts to illegally enter the building by large groups of youths. Given the health and safety concerns posed by the building it was deemed necessary to introduce full time security presence at the site.
- 2.2 A Demolition Survey (**Appendix 1**) indicates that significant levels of asbestos have been detected resulting in an environment which is unsafe for uncontrolled entry into the premises.

3. OPTIONS

- 3.1 Consideration has been given to leaving the building in situ and to seek to dispose of the property and land, however this option has been dismissed due to increased financial and Health and Safety risks together with a likely protracted negative impact on the local neighbourhood. Therefore, the proposed option is to demolish the building and clear the site ready for disposal or redevelopment. Although this option places significant pressure on the approved Capital Programme, the immediate site clearance will deal with the current instances of anti-social behaviour, associated health & safety concerns and negative impact on the surrounding area and help optimise the regeneration value from the asset.

4. COST OF SITE CLEARANCE

- 4.1 Plans to clear the Denton Pool site are at an advanced stage including a detailed cost plan necessary to inform this report which has been developed through a robust procurement exercise through the LEP. The cost of the site clearance is considered to be high due to significant levels of asbestos discovered during the pre-demolition asbestos survey.
- 4.2 The demolition and site clearance has been competitively procured through the LEP with an emphasis on achieving value for money and quality. The cost is £0.720m and will be

delivered through a fixed price contract, with the necessary insurance and protections that the contractual arrangements provide. A summary of the cost is set out below:

£637k – LEP Cost Plan
£21k - Spend to date on planning and surveys
£10k – Utility Disconnections
£15k - Sum set aside for Business Rates liability
£35,000 – set aside for security

Any delays to commencing the demolition works will increase the security and business rates cost at approximately £10k per month.

- 4.3 The above LEP cost plan includes the cost of supplying and erecting an 8ft timber hoarding to the perimeter of the site at a cost of approximately £40k. Early erection of the hoarding will also help improve security and aesthetics of the site whilst the demolition project is being mobilised and delivered.
- 4.4 The Council have received the value for money certification required under the contractual arrangements with the LEP, which requires them to obtain an independent value for money assessment from an independent certifier. From reviewing the information available it can be considered that the scheme is acceptable from a Value for Money point of view. A copy of the draft value for money report is at **Appendix 2** of this report.
- 4.5 On completion of the demolition and site clearance the site will be left levelled and ready for disposal or redevelopment as determined by the strategic asset management plan.

5. IMPACT ON THE APPROVED CAPITAL PROGRAMME

- 5.1 The cost of demolishing the building and clearing the site is £0.720m.
- 5.2 The Council's capital programme is currently over committed which will need to be met from the capital receipts generated from the sale of surplus assets, and/or decisions made to reprioritise the capital programme. The Growth Directorate is reviewing the estate and developing a pipeline of surplus sites for disposal. In addition, the Growth Directorate will continue to apply for any grants that become available that could assist with the cost of site clearance and redevelopment. Due to the health and safety risks this is a priority project.

6. ARTWORK ON WALL ADJACENT TO VICTORIA PARK.

- 6.1 The south façade of the pool building forms a boundary with Victoria Park. This façade has artwork painted directly on to it. It is proposed that, if safe and cost effective to do so, this section of wall will be left in situ to act as a site boundary, until the future of the former pool site is decided.

7. RISK

- 7.1 The risks associated with anti-social behaviour in the locality will be reduced if the site is cleared at the earliest opportunity.
- 7.2 The final contract with the LEP will be based on a fix price to minimise financial risk.
- 7.3 There is a risk that as the building is demolished, Health and Safety, structural or contamination issues may compel the demolition of the wall which has artwork painted directly on to it.

8. SITE CLEARANCE TIMESCALE

8.1 If approved works to clear the site are estimated to take approximately 6 months to complete. The key milestones from approval and formal appointment of the LEP are summarised below:

- Instruct LEP and Project Start – October 2020
- Mobilisation and HSE Notifications – 6 Weeks – October to Mid November 2020
- Asbestos Removal – 14 Weeks – Mid November 2020 to Mid-February 2021
- Demolition and site clearance – 6 Weeks – Mid February to April 2021
- Project Completion – April 2021

9 RECOMMENDATIONS

9.1 As set out at the front of the report.

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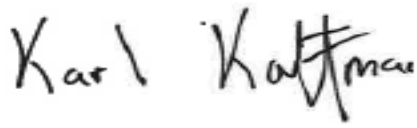

DEMOLITION SURVEY
DENTON SWIMMING POOL
VICTORIA STREET
DENTON
MANCHESTER

M34 3GU

MARCH 2020



AEC are UKAS accredited for surveying and hold the Type C UKAS inspection no. - 0232

Report prepared for:	AA Woods Holding Ltd Alma Street St Helens WA9 3AR
Report reference:	J180264
Issue date:	March 2020
Survey completed by: Karl Koffman Senior Surveyor	
Approved by: Robert Lynch Senior Surveyor	

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1.0 EXECUTIVE SUMMARY

A Demolition Survey of Denton Swimming Pool, Victoria Street, Denton, Manchester, , M34 3GU, has been undertaken by AEC.

This section should be read in conjunction with Section 4.0 (Inaccessible Areas) and Section 5.0 (Recommendations) as well as Appendix 1 (Item Number Location Plans) and Appendix 2 (Building Register and Results). The building register includes a material risk assessment.

During the survey the following asbestos containing materials have been identified:

- Sprayed coating
- Boarding
- Gasket(s)
- Rope
- Textile
- Bitumen
- Cement
- Felt
- Mastic
- Presumed asbestos items have been recorded

N.B. The recommendations section of this report details any remedial action that will be required to manage or make safe asbestos installations, should any have been identified within this report.

N.B. For further sample details, please refer to Appendix 2 Building Register and Results and Appendix 3 Certificate of Bulk Fibre Analysis.

It should be presumed that the inaccessible areas detailed in Section 4.0 will contain asbestos and be managed accordingly until such time that the areas can be inspected and proven to be asbestos-free.

2.0 INTRODUCTION AND AEC'S BRIEF

At the request of Colin Latimer, acting on behalf of AA Woods Holding Ltd, Airborne Environmental Consultants Ltd (AEC) have carried out a Demolition Survey of Denton Swimming Pool, Victoria Street, Denton, Manchester, , M34 3GU.

AEC have been requested to provide the following services:

- To provide an experienced asbestos survey team to site to carry out a Demolition Survey, as outlined in HSG 264 Asbestos: The Survey Guide, and our quotation ref: Q187589.
- To take representative samples of any materials suspected of containing asbestos and to analyse these in general accordance with HSE document HSG 248 - 'Asbestos: The analysts' guide for sampling, analysis and clearance procedures'.
- To prepare a detailed written report showing the location, extent and condition of all identified asbestos installations along with any remedial recommendations necessary.

The survey was carried out by Karl Koffman, Jason Woodward, Rob Albers and site works were completed on the 16 March 2020.

This survey report MUST be read in conjunction with any other asbestos documentation available for the site. This may include (but is not exclusive to) other AEC management and/or refurbishment and demolition asbestos survey reports, 3rd party asbestos survey reports, asbestos registers and CDM health and safety file content.

SURVEY PLAN

The exact areas to be surveyed and the survey types requested by the customer to be carried out in these areas are as follows:

Survey Type	Demolition Survey
Area/building to be surveyed	Demolition survey to all accessible internal and external areas of Denton Pool Victoria Street (As per plan ref:200001504929)
Areas/installations excluded by customer	Anything out of scope
Details of scope changed on site by client / tenant	

In addition, several localised areas were identified where the survey team could not obtain full access at the time of survey. These are detailed in Section 4.0.

It should be noted that AEC have NOT surveyed beyond any sampled or presumed installations during this survey. This is regardless of any laboratory confirmation of asbestos content being present. In addition, the areas indicated in Section 4.0 of this report have had either limited access only or no access gained. It should therefore be presumed that these areas may contain asbestos. AEC strongly recommend, in section 5.0 of this report, that AEC be employed to return to site to survey beyond the confirmed non-asbestos materials (after sample analysis) and any ACMs (if present) once they have been appropriately removed, as well as to investigate any caveats on security or weather proofing e.g. layers of roofs, and inaccessible structural areas e.g. beneath concrete slabs.

The methodology associated with this survey is given in Appendix 5 of this report.

A GUIDE TO THE SURVEY RESULTS

An item number is used throughout this report to relate a sampled, strongly presumed, or presumed asbestos installation to its location on site. When an asbestos installation is sampled it is given a unique laboratory sample number so that the bulk sample can be traceable within AEC's UKAS accredited laboratory. In addition to the laboratory sample number the bulk sample is given an item number, which relates the identified asbestos installation to its location on site. Where a material has not been sampled, but is strongly presumed (typically to be the same as a sampled installation) or presumed (typically if not accessible) to contain asbestos, the material is also given an item number, again relating the installation to its location on site. The item number is used on the item number location plans in Appendix 1 and in the building register and results in Appendix 2 to help identify where the asbestos installations are located on site.

Appendix 1 and Appendix 2 must be read in conjunction with the rest of this survey report, especially Section 4.0 Inaccessible areas and project specific restrictions and Section 5.0 Recommendations.

The certificate of bulk fibre analysis in Appendix 3 uses a laboratory sample number to show the result of the analysis carried out on a bulk sample taken on site during the asbestos survey. To relate a laboratory sample number on the certificate of bulk fibre analysis to the building register and results in Appendix 2, and thus find the location of the asbestos installation on site, simply look up the laboratory sample number in the building register to obtain its item number or vice versa, if you are reading the building register and results in Appendix 2 and wish to obtain further details on the analysis carried out on a bulk sample. If you have any concerns about the accuracy of the data, contact AEC in the first instance, as queries may be answered and additional costs prevented.

For a full explanation of the various headings used in the building register and results table see Appendix 2.



AEC are UKAS accredited for surveying and hold the Type C UKAS inspection no. - 0232.

3.0 DESK STUDY AND GENERAL BUILDING INFORMATION

HSG 264 recommends that, whenever possible, a preliminary desk study be carried out in order to gather information pertinent to the building(s) under investigation. AEC have requested this information at the contract renewal stage, all relevant information has been recorded and given to the surveying team.

The general NON-ASBESTOS materials used in the structure are described below. Where sampled these will be referred to in the building register and results (see Appendix 2).

General building information - Demolition Survey - 10.03.20. to 16.03.20

Location	Description
Floor – ground	Concrete floors with ceramic tiles, quarry tiles and carpet
Floor – first	Concrete floors to first floor plant room
Floor – other (please state)	Concrete basement plant room floor with quarry tiles and concrete within undercroft beneath pools
Stairs	Concrete and metal stairs
Sub floors / ducts / voids	Limited access within sumps to basement areas (flooded) and within foul drains throughout
Boxwork (name location)	Timber boxwork throughout
Electric and/or Gas cupboard	Electrics in office off reception
Risers / service ducts / lift shafts	Riser in changing area with sampled boarding ceiling
Walls external (incl vents)	Brick to low level walls and timber cladding to upper walls of the pools (timber with polystyrene and sampled boarding beneath), walls were inspected around the perimeter of the building at roof level and no cavity closing panels were observed
Walls internal	Brick with plaster skim and paint finish
Ceilings solid – ground	Concrete and corrugated metal ceilings to reception areas, concrete ceiling with paint and sampled textured coating, sampled spray coating, sampled boarding to remaining areas
Ceilings solid – first	Concrete ceiling to first floor plant room
Ceilings solid – other (please state)	N/A
Ceilings suspended – ground	Modern fibreboard suspended ceilings and sampled fragments of older suspended ceilings in reception area
Ceilings suspended – first	None
Ceilings suspended – other (please state)	N/A

Roof type	Flat
Roof materials (incl area)	Roofing felt throughout laid over foam blocks, cork, fibreboard and on to concrete and steel sheeting, felt, fibreglass, pressed metal and timber to skylights, pressed metal livers observed with timber packing pieces
Rainwater goods	Plastic and cast internal waste water pipes
Wastewater goods - internal	Plastic and cast iron
Wastewater goods - external	Plastic and cast iron
Insulation - pipes	Foam, man made mineral fibre, polystyrene insulation to pipes, sampled lagging to the pipes in the basement, ground and first floor plant rooms
Insulation - boilers/calorifiers	None visible
Loft materials inc insulation / tanks	Roof void over pool with sampled boarding to the perimeter wall, sampled boarding packers, timber walkways, plaster coating to the rear of the pool ceiling, corrugated metal ceiling
Plant equipment	Floor standing boilers
Heating systems - make and model - domestic, commercial, industrial	Ideal floor standing boiler in plant room with sampled boarding, sampled rope, sampled mastics
Doors and header panels	Timber door headers and timber doors
Window frames and infill panels	Timber and PVC-u
Out - buildings	None visible
Other materials	Metal vents, metal flues on roof and concrete canopy with render to front
Usage of site	Redundant swimming pool

4.0 INACCESSIBLE AREAS AND PROJECT SPECIFIC RESTRICTIONS

During the survey, the following areas were agreed with Colin Latimer of AA Woods Holding Ltd to be inaccessible for the following reasons:

N.B. Any/all inaccessible rooms within the scope of this survey are identified, with item numbers, on the item location plans (if relevant) and listed individually within the building register.

4.1 Agreed inaccessible areas whilst on site
None
4.2 Access limitations
Limited access to the roof void above the pools as they could only be surveyed from the walkways. Limited access behind strip lights built into ceiling of pool (a representative number only were accessed as they sealed and only accessible from the walkway). Limited access within the boilers as potentially live. Limited access to high level areas of the basement plant room due to installed plant e.g water treatment cylinders and boilers. Limited access within the sumps of A-025 Plant Room due to them being flooded.
4.3 Unsafe conditions
All services were live throughout the duration of the survey. Limited access to skylights throughout the building as removing them or damaging their integrity could potentially leave the building unsecured.
4.4 Client restrictions
Anything out of scope

4.5 General restrictions

See Appendix 5 for general restrictions and exclusions.

AEC have not inspected areas of the property/structure, which are covered, unexposed or inaccessible this includes structural concrete and floor slabs, and we are, therefore, unable to report that any such part of the property/structure is free from asbestos.

Although the presence of asbestos in these area(s) is not confirmed, it should be presumed that asbestos could be present and caution should be exercised if any works are carried out there in the future.

If any suspect materials are encountered in these areas it is recommended that works cease immediately until such time that the material can be sampled, analysed and confirmed to be asbestos-free.

5.0 RECOMMENDATIONS

Recommendations are based upon the product type for removal on a refurbishment & demolition survey, as the HSG 264 material assessment, and a subjective priority risk assessment are not normally required for this type of survey. However, these assessments are considered, as demolition or refurbishment work is not always carried out immediately following the survey, and the CAR 2012 introduced a new tier of work, notifiable non-licensed work (NNLW). Work involving either the deterioration of non-licensed products, or work on degraded (i.e. those in a poor condition) non-licensed products are classed as NNLW and the work notified to HSE, hence the condition of the material is considered during this survey. Therefore, recommendations are made based upon the surveyors knowledge of the occupation of the property during the survey, and any known future usage or planned works. Priority risk assessments are not UKAS-accredited, and the algorithm in HSE document HSG 227, A comprehensive guide to managing asbestos in premises, is not included in this report.

Please note that the implementation of appropriate remedial measures is a requirement under the Control of Asbestos Regulations 2012 where there is a risk of exposure to asbestos. This will also apply to a refurbishment & demolition surveyed property where the asbestos is not due for immediate removal.

In view of the findings of the survey, and it is known that refurbishment of the building is planned, the following recommendations are made:

- 5.1 It is recommended that if this report is to be used for demolition purposes AEC be employed to revisit the site and investigate behind any previously sampled/presumed installations to ensure no asbestos is present in areas not included within this inspection.
- 5.2 It is recommended that AEC be employed to attend site to access any noted inaccessible areas prior to commencement of refurbishment / demolition, particularly where customer restrictions were placed on the survey such as security, 'sympathetic sampling', live services or weather protection.

5.3

Items requiring immediate remedial action (as soon as possible and ideally within 3 months).
Item Number: 000001 – Boarding – Ground Floor
Item Number: 000002 – Boarding – Ground Floor
Item Number: 000004 – Boarding – Ground Floor
Item Number: 000005 – Boarding – Ground Floor
Item Number: 000007 – Boarding – Ground Floor
Item Number: 000011 – Boarding – Ground Floor
Item Number: 000013 – Bitumen felt damp proof membrane – Ground Floor
Item Number: 000024 – Boarding – Ground Floor
Item Number: 000028 – Boarding – Ground Floor
Item Number: 000034 – Spray coating – Ground Floor
Item Number: 000035 – Spray coating – Ground Floor
Item Number: 000036 – Spray coating – Ground Floor
Item Number: 000037 – Spray coating – Ground Floor
Item Number: 000038 – Spray coating – Ground Floor

Item Number: 000039 – Spray coating – Ground Floor
Item Number: 000040 – Spray coating – Ground Floor
Item Number: 000041 – Spray coating – Ground Floor
Item Number: 000042 – Boarding – Roof Void
Item Number: 000043 – Boarding – Roof Void
Item Number: 000044 – Boarding – Roof Void
Item Number: 000045 – Boarding – Roof Void
Item Number: 000046 – Boarding – Roof Void
Item Number: 000047 – Boarding – Roof Void
Item Number: 000048 – Boarding – Roof Void
Item Number: 000049 – Boarding – Roof Void
Item Number: 000053 – Rope – Roof Void
Item Number: 000057 – Boarding packers – Roof Void
Item Number: 000104 – Grey cement flue – Ground Floor
Item Number: 000105 – Boarding – Ground Floor
Item Number: 000109 – Gaskets – Ground Floor
Item Number: 000110 – Gasket – Ground Floor
Item Number: 000111 – White mastic – Ground Floor
Item Number: 000113 – Rope – Ground Floor
Item Number: 000116 – Presumed asbestos bitumen textile wrap – Ground Floor
Item Number: 000122 – Gaskets – Basement 1
Item Number: 000123 – Gaskets – Basement 1
Item Number: 000125 – Discarded large gaskets – 1st Floor
Item Number: 000126 – Discarded small gaskets – 1st Floor
Item Number: 000129 – Rope – 1st Floor
Item Number: 000130 – Boarding fragment – 1st Floor
Item Number: 000145 – Bitumen damp proof course – External
Item Number: 000147 – Felt packers to – External
Item Number: 000148 – Felt packers to – External
Item Number: 000153 – Boarding – External

5.4

Items requiring remedial action in due course (within 6 months).

5.5

Management actions to be implemented as soon as possible but have no immediate risk of exposure.

None

5.6

It is recommended that an independent, UKAS accredited asbestos laboratory be employed to manage the asbestos removal, and where appropriate carry out all visual inspections and air monitoring as outlined in HSG 248 Asbestos: The analysts guide for sampling, analysis and clearance procedures.

5.7

If any areas detailed in Section 4.0 Inaccessible Areas are to be accessed or worked upon it is recommended that the areas be subjected to an appropriate survey prior to works commencing. Until that time asbestos should be presumed to be present in these areas.

5.8

It is recommended that, if this report is being relied upon for tendering purposes for refurbishment or demolition works, a suitable contingency sum be included in any such tender to cater for the unlikely event of further asbestos-containing materials being identified within the fabric of the building, or behind identified asbestos installations.

5.9

It is recommended that, if this report is being relied upon for tendering purposes, the amounts of asbestos materials in the building register are approximate estimates only, from the rooms and locations visited. Sites should be visited to confirm exact amounts. HSG 264 states this type of survey is used to help in the tendering for asbestos removal. This report is not a specification.

5.10

Where asbestos has been identified, or installations sampled as suspected asbestos materials, AEC have not been able to investigate further behind these installations for safety and legal (potential licensing) reasons, and there is, therefore, a possibility of further ACMs being present behind this material. Should additional ACMs be identified during any subsequent removal of asbestos, the HSE is unlikely to grant a waiver from the required 14-day notification period. Therefore, where programme is critical it is recommended that either a contingency period/sum be allowed in the programme of works or AEC carry out further investigation behind identified ACMs. This may involve working with a licensed asbestos removal contractor, who will construct an enclosure(s) to allow safe access behind identified ACMs. However, this will involve additional time and cost which has not been allowed for in this survey. It should also be noted that localised access enclosures may also not reveal the full extent of sporadic asbestos installations such as packing boards etc.

N.B.

1.

It is a requirement of the Control of Asbestos Regulations 2012 to use licensed asbestos removal contractors for all significant work with asbestos sprayed coatings, asbestos insulation/lagging, and asbestos insulating board (AIB) and where the Control Limit may be exceeded. This work requires a 14-notification period to HSE or Local Authority (depending on type of premises) prior to commencement of works. Further to this, it is a requirement of the Control of Asbestos Regulations 2012 that work involving either the deterioration of non-licensed products, or work on degraded (i.e. those in a poor condition) non-licensed products be classed as notifiable non-licensed work (NNLW) and the work be notified to HSE. Licensed asbestos removal contractors are not legally required for work with lower risk asbestos products such as asbestos cement, bitumen products, vinyl flooring products, textured coatings etc, or for NNLW work. However, in ALL instances of work with asbestos the requirements of the Control of Asbestos Regulations 2012 will apply and appropriate assessments, plans of work, controls, PPE/RPE and training will be required.

2.

It is a requirement of Regulation 4 of the Control of Asbestos Regulations 2012 that all remedial actions be carried out. Following this, the implementation of an asbestos management plan should be carried out, which should be subject to annual review and include periodic condition inspections of all identified ACMs.

3.

In cases of emergency where the uncontrolled release of asbestos is suspected, AEC can offer

an independent analytical consultancy service for items such as initial advice, sampling, air monitoring and subsequent management of licensed contractors for any make-safe/removal work that may be found to be necessary, by employing licensed contractors for any advice regarding the report or for any technical assistance relating to any other issues then do not hesitate to contact one of the following.

Jim McKeon – Major projects Manager
jim.mckeon@aec.uk.net

James Arkwright – Project team Manager
james.arkwright@aec.uk.net

Darren Evans – Technical Director
darren.evans@aec.uk.net

Barry Oldfield – Operations and Quality Manager
barry.oldfield@aec.uk.net

Daniel Shuttleworth – Quality Manager
daniel.shuttleworth@aec.uk.net

AEC contact details are as follows:

Airborne Environmental Consultants Ltd (AEC)
23 Wheel Forge Way
Ashburton Point
Trafford Park
Manchester
M17 1EH

Telephone: 0161 872 7111
Fax: 0161 872 7112

6.0 MANAGEMENT OF ASBESTOS

Regulation 4 of The Control of Asbestos Regulations 2012 places an explicit duty on persons responsible for buildings (dutyholders) to assess whether asbestos is present and, if so, implement a management plan to safely manage the material. Regulation 4 applies to all nondomestic premises, but includes 'common areas' of domestic buildings, such as stairwells, walkways, risers, lift shafts and machinery, tank rooms etc.

The asbestos survey of the premises and implementation of the asbestos register goes a long way to compliance with the regulations, including risk assessment of existing asbestos materials, which is covered in the recommendations section (Section 5.0) of this report. However, the management plan shall require a priority risk assessment of asbestos materials to be carried out by the duty holder, and while recommendations in this report are based on the survey team's subjective priority assessment, using the material assessment, and the location of the materials, the surveyor is not necessarily aware of the future use, occupation, and / or maintenance of each installation.

There is, however, a duty under the regulations to carry out ongoing asbestos management works in the future, and the management plan should ensure that the identified asbestos installations remain safe. Airborne Environmental Consultants Ltd can provide the following further services to ensure compliance with both the recommendations made in this report, and any future duties to be imposed by the Control of Asbestos Regulations 2012:

- Regular inspections on the condition of asbestos materials in the premises. This is to ensure that the material remains in a safe condition and is labelled. Also assists in the review of the management plan.
- Future management of asbestos. This can include the preparation of priority risk assessments for the management plan, risk assessments for works within the premises, to the preparation of specifications for their removal as required.
- Project management of all asbestos removal / treatment works, including competitive tendering of removal works.
- Independent analytical services such as air sampling following the removal of asbestos, ensuring compliance with existing legislation.
- Liaison with enforcing authorities, such as the Health and Safety Executive or local authority.

AEC have the capability to maintain and to update your asbestos register. This would firstly ensure that asbestos records and procedures are being managed and updated by competent and experienced persons, and also minimise pressure on your management personnel, who would be able to overview the asbestos issue, rather than become involved in the extensive risk assessment and record keeping exercise.






AEC can also host and update your asbestos information on our secure web based asbestos management service called 'the web portal'.

APPENDIX 1

ITEM NUMBER LOCATION PLANS

Item locations can be determined by cross-referencing the drawings in this appendix with appendix 2 - building register

KEY

-  : Item Number (WHITE)
-  : Denotes locations where asbestos may be present. Refer to building register for details (YELLOW)
-  : No access (BLACK - DIAGONAL)
-  : Limitations of survey (PINK OUTLINE)
-  : Removed Item(s) (GOLD CIRCLE)

Please ensure that you view this plan in conjunction with the building register and relevant sections within the report, for full details of asbestos containing materials.

Figure 1 - Demolition Survey - 10.03.20. to 16.03.20 - Basement

Item number locations and extent of identified asbestos products NOT TO SCALE.

AA Woods Holding Ltd

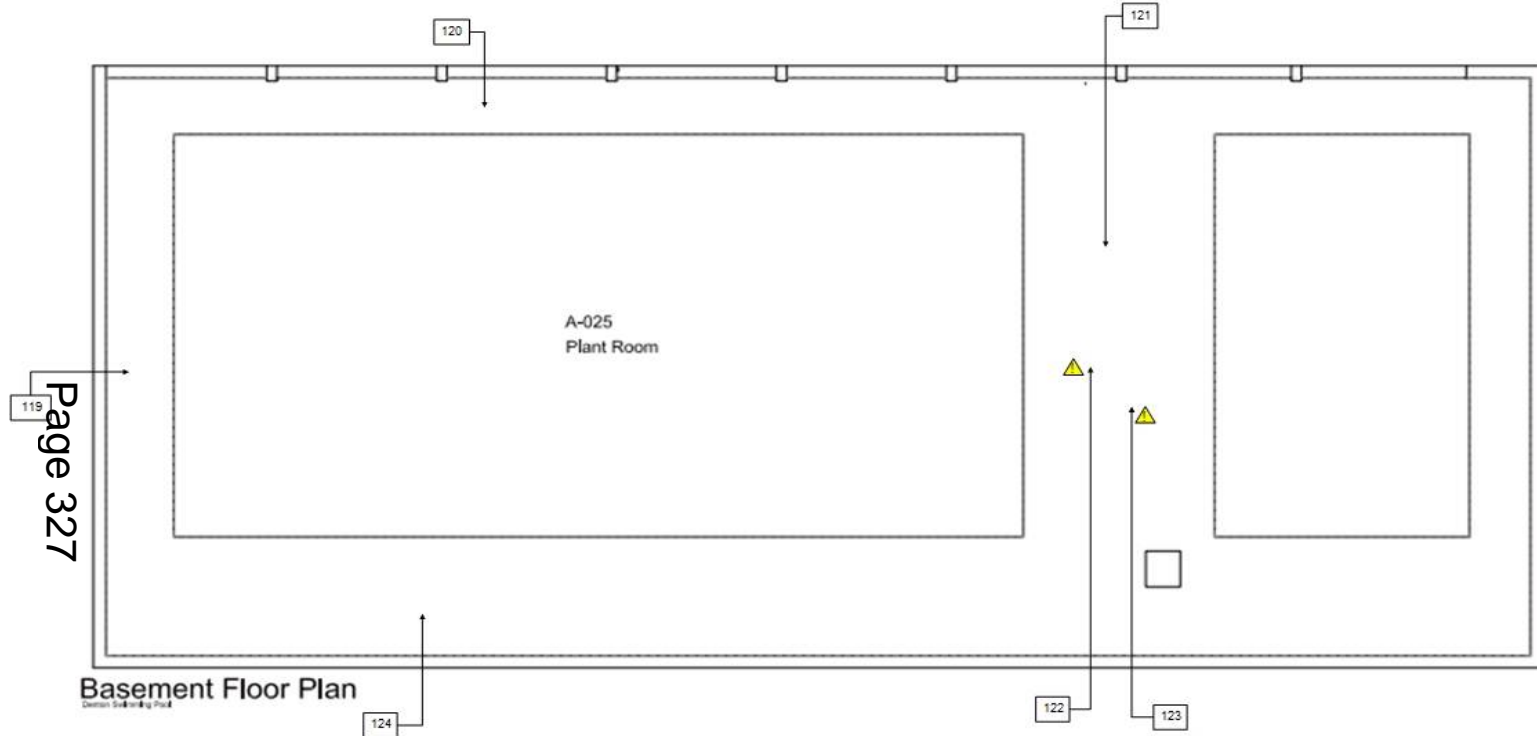
PROJECT REF: J180264



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Basement Floor Plan
Denton Swimming Pool

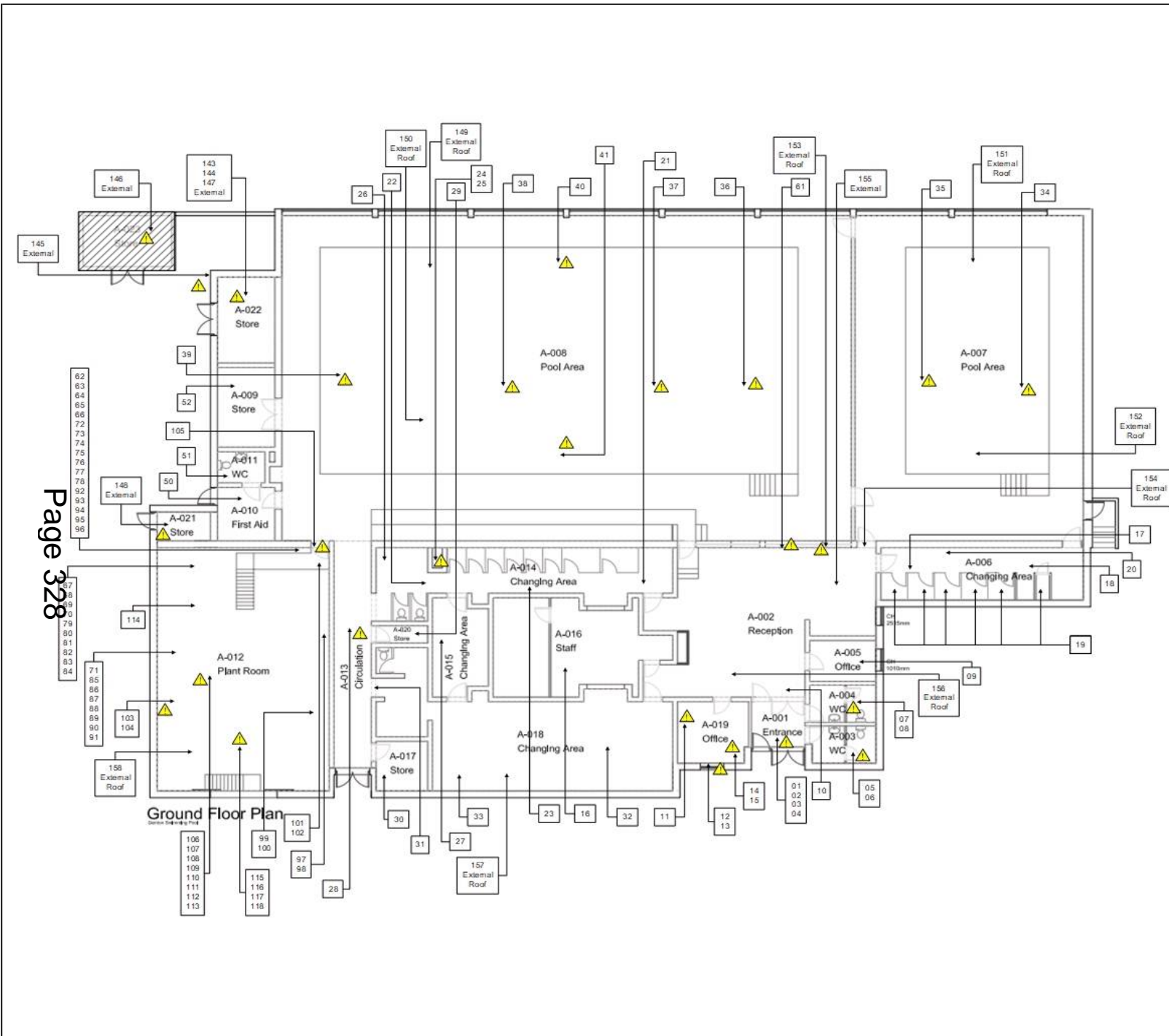
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Date:
23.03.20

Version:
1

Surveyor approval:
Karl Koffman

Technical review approval:
Robert Lynch



KEY

- : Item Number (WHITE)
- ! : Denotes locations where asbestos may be present. Refer to building register for details (YELLOW)
- : No access (BLACK - DIAGONAL)
- : Limitations of survey (PINK OUTLINE)
- : Removed Item(s) (GOLD CIRCLE)

Please ensure that you view this plan in conjunction with the building register and relevant sections within the report, for full details of asbestos containing materials.

Figure 2 - Demolition Survey - 10.03.20. to 16.03.20 - Ground floor

Item number locations and extent of identified asbestos products NOT TO SCALE.

AA Woods Holding Ltd

PROJECT REF: J180264



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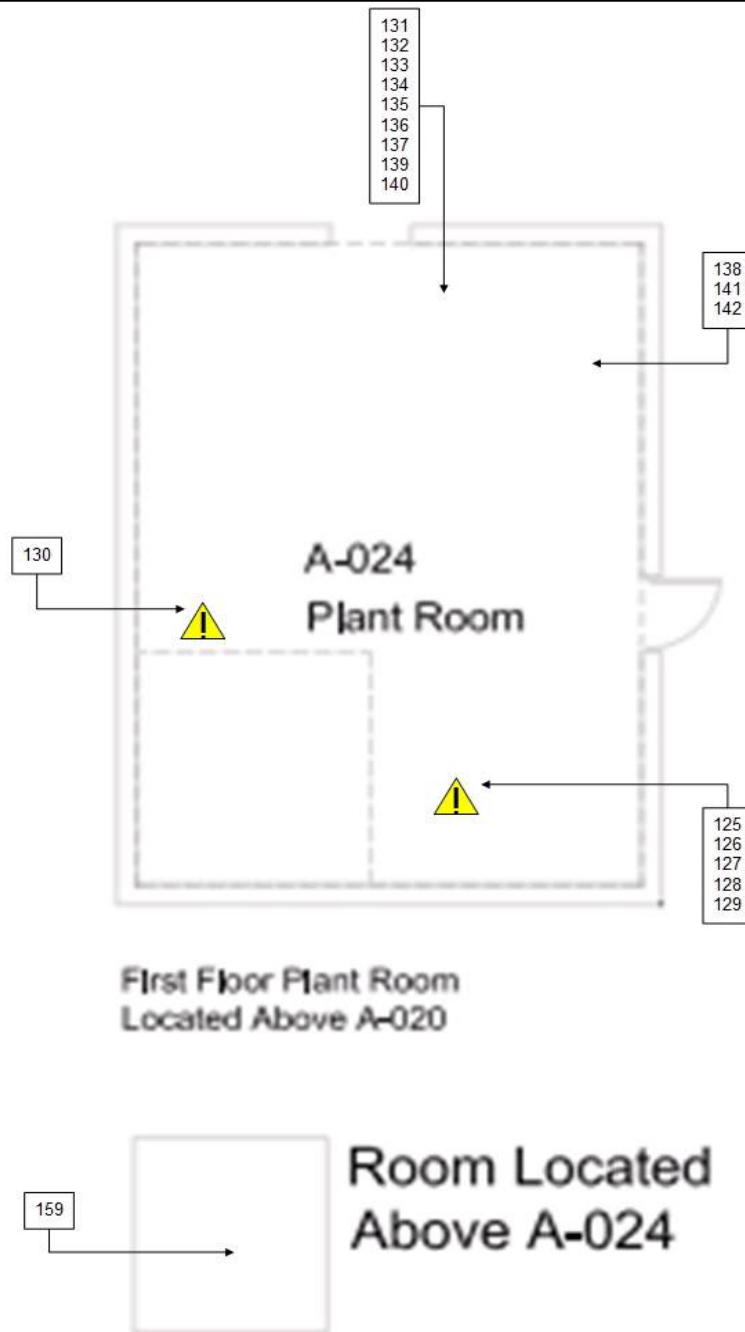
Date:
23.03.20

Version:
1






Surveyor approval:
Karl Koffman

Technical review approval:
Robert Lynch

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KEY

-  : Item Number (WHITE)
-  : Denotes locations where asbestos may be present. Refer to building register for details (YELLOW)
-  : No access (BLACK - DIAGONAL)
-  : Limitations of survey (PINK OUTLINE)
-  : Removed Item(s) (GOLD CIRCLE)

Please ensure that you view this plan in conjunction with the building register and relevant sections within the report, for full details of asbestos containing materials.

Figure 3 - Demolition Survey - 10.03.20. to 16.03.20 - First floor

Item number locations and extent of identified asbestos products NOT TO SCALE.

AA Woods Holding Ltd

PROJECT REF: J180264



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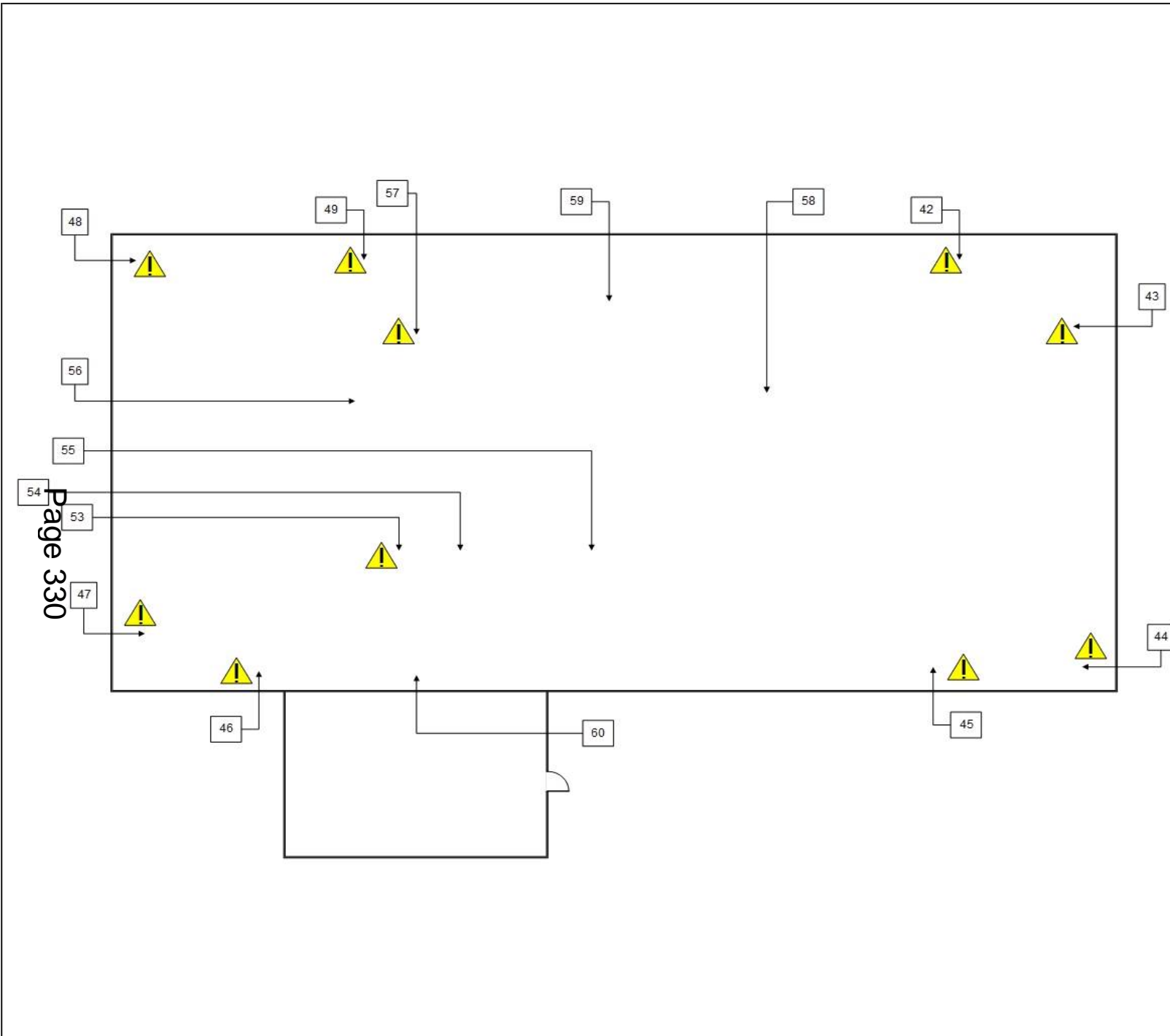
Tel: 0161 872 7111
Fax: 0161 872 7112

Date:
23.03.20

Version:
1

Surveyor approval:
Karl Koffman

Technical review approval:
Robert Lynch



KEY

- : Item Number (WHITE)
- ! : Denotes locations where asbestos may be present. Refer to building register for details (YELLOW)
- / : No access (BLACK - DIAGONAL)
- : Limitations of survey (PINK OUTLINE)
- : Removed Item(s) (GOLD CIRCLE)

Please ensure that you view this plan in conjunction with the building register and relevant sections within the report, for full details of asbestos containing materials.

Figure 4 - Demolition Survey - 10.03.20. to 16.03.20 - Roof Void

Item number locations and extent of identified asbestos products NOT TO SCALE.

AA Woods Holding Ltd

PROJECT REF: J180264



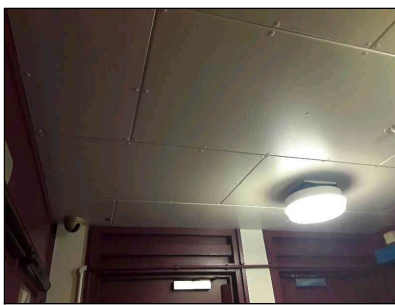
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 Fax: 0161 872 7112

Date: 23.03.20	Version: 1	Surveyor approval: Karl Koffman	Technical review approval: Robert Lynch
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APPENDIX 2
BUILDING REGISTER AND RESULTS

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A-001 - Entrance - Boarding to the ceiling		
Item No:	000001	Laboratory sample no:	FB004012	
Accessibility:		Moderate		
Installation:		Boarding (2)		
Approx extent (m ² unless stated)		6		
Asbestos Type:		Amosite (2)		
Condition:		Low damage (1)	Surface Treatment: Surface sealed (1)	

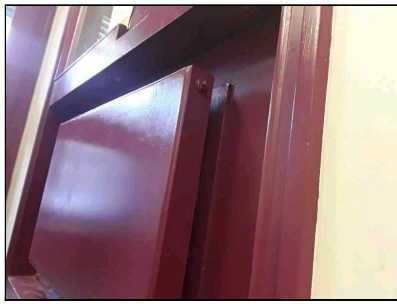
Material Risk Assessment	6	Priority Risk Assessment (PA)	N/A	Total Risk	N/A
Recommendation:	Remove				
Comments: NOTE - not all architrave prised back as some runs behind the sampled ceiling and it would not be safe to do so. Timber beading around window to office only accessed behind via existing holes so as not to smash the glass.					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A-001 - Entrance - Boarding behind the radiator		
Item No:	000002	Laboratory sample no:	FB004013	
Accessibility:		Easy		
Installation:		Boarding (2)		
Approx extent (m ² unless stated)		1		
Asbestos Type:		Chrysotile + Amosite (2)		
Condition:		Low damage (1)	Surface Treatment: Surface sealed (1)	


Material Risk Assessment	6	Priority Risk Assessment (PA)	N/A	Total Risk	N/A
Recommendation:	Remove				
Comments:					

Location:	Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A-001 - Entrance - Felt damp proof course visible below timber skirting			
Item No:	000003	Laboratory sample no:	FB004014	
Accessibility:	N/A			
Installation:	Felt			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments:					

Location:	Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A-001 - Entrance - Boarding to the panel above the radiator			
Item No:	000004	Laboratory sample no:	SP FB004013	
Accessibility:	Easy			
Installation:	Boarding (2)			
Approx extent (m ² unless stated)	1			
Asbestos Type:	Chrysotile + Amosite (2)			
Condition:	Low damage (1)	Surface Treatment:	Surface sealed (1)	


Material Risk Assessment	6	Priority Risk Assessment (PA)	N/A	Total Risk	N/A
Recommendation:	Remove				
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 003 - W.C. - Boarding to the toilet lobby and toilet ceiling		
Item No:	000005	Laboratory sample no:	SP FB004012	
Accessibility:		Moderate		
Installation:		Boarding (2)		
Approx extent (m ² unless stated)		8		
Asbestos Type:		Amosite (2)		
Condition:		Low damage (1)	Surface Treatment: Surface sealed (1)	

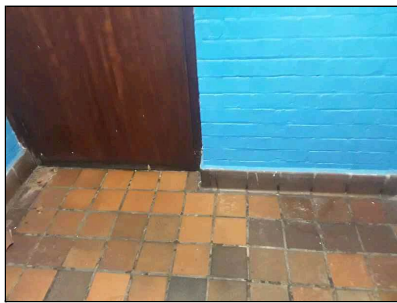
Material Risk Assessment	6	Priority Risk Assessment (PA)	N/A	Total Risk	N/A
Recommendation:		Remove			
Comments: NOTE - no access behind timber panels of skylight as it is partially attached to the sampled ceiling. NOTE - not all architrave prised back as some runs behind the sampled ceiling and it would be not safe to do so.					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 003 - W.C. - Felt damp proof course visible below door frames		
Item No:	000006	Laboratory sample no:	SP FB004014	
Accessibility:		N/A		
Installation:		Felt		
Approx extent (m ² unless stated)		N/A		
Asbestos Type:		NAD		
Condition:		N/A	Surface Treatment: N/A	

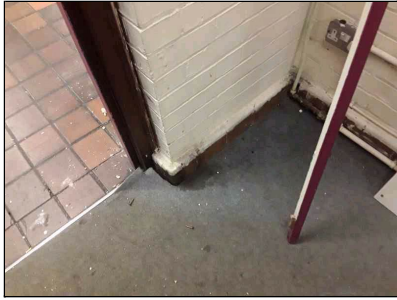
Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:		None			
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 004 - W.C. - Boarding to the toilet lobby and toilet ceiling		
Item No:	000007	Laboratory sample no:	SP FB004012	
Accessibility:		Moderate		
Installation:		Boarding (2)		
Approx extent (m ² unless stated)		8		
Asbestos Type:		Amosite (2)		
Condition:		Low damage (1)	Surface Treatment: Surface sealed (1)	


Material Risk Assessment	6	Priority Risk Assessment (PA)	N/A	Total Risk	N/A
Recommendation:	Remove				
Comments: NOTE - no access behind timber panels of skylight as it is partially attached to the sampled ceiling. NOTE - not all architrave prised back as some runs behind the sampled ceiling and it would be not safe to do so.					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 004 - W.C. - Felt damp proof course visible below door frames		
Item No:	000008	Laboratory sample no:	SP FB004014	
Accessibility:		N/A		
Installation:		Felt		
Approx extent (m ² unless stated)		N/A		
Asbestos Type:		NAD		
Condition:		N/A	Surface Treatment: N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 005 - Office - Felt damp proof course visible below door frames		
Item No:	000009	Laboratory sample no:	SP FB004014	
Accessibility:		N/A		
Installation:		Felt		
Approx extent (m ² unless stated)		N/A		
Asbestos Type:		NAD		
Condition:		N/A	Surface Treatment:	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:		None			
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 002 - Reception - Boarding tile fragments in metal grid above to secondary suspended ceiling		
Item No:	000010	Laboratory sample no:	FB004015	
Accessibility:		N/A		
Installation:		Boarding		
Approx extent (m ² unless stated)		N/A		
Asbestos Type:		NAD		
Condition:		N/A	Surface Treatment:	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:		None			
Comments: Negative sampling - polystyrene					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 019 - Office - Boarding to the ceiling		
Item No:	000011	Laboratory sample no:	FB004016	
Accessibility:	Moderate			
Installation:	Boarding (2)			
Approx extent (m ² unless stated)	15			
Asbestos Type:	Chrysotile + Amosite (2)			
Condition:	Low damage (1)	Surface Treatment:	Surface sealed (1)	


Material Risk Assessment	6	Priority Risk Assessment (PA)	N/A	Total Risk	N/A
Recommendation:	Remove				
Comments: No access behind adjoining skylight					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 019 - Office - Felt packers below the timber window sill		
Item No:	000012	Laboratory sample no:	FB004017	
Accessibility:	N/A			
Installation:	Felt			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 019 - Office - Bitumen felt damp proof membrane sandwiched within the cavity of the brick wall		
Item No:	000013	Laboratory sample no:	FB004018	
Accessibility:		Moderate		
Installation:		Felt (1)		
Approx extent (m ² unless stated)		Throughout		
Asbestos Type:		Chrysotile (1)		
Condition:		Low damage (1)	Surface Treatment: Completely sealed (0)	


Material Risk Assessment	3	Priority Risk Assessment (PA)	N/A	Total Risk	N/A
Recommendation:	Remove				
Comments: This is likely to be throughout the building					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 019 - Office - No access within the locked safe		
Item No:	000014	Laboratory sample no:	Not sampled	
Accessibility:		No access gained		
Installation:		Unknown (3)		
Approx extent (m ² unless stated)		Unknown		
Asbestos Type:		Presumed asbestos (3)		
Condition:		High damage (3)	Surface Treatment: Unsealed (3)	


Material Risk Assessment	12	Priority Risk Assessment (PA)	N/A	Total Risk	12
Recommendation:	Presume ACMs are present until area has been surveyed				
Comments: No keys made available, sometimes safes contain asbestos textiles around the edge of the door.					

Location:	Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 019 - Office - No access within electric box/fuses			
Item No:	000015	Laboratory sample no:	Not sampled	
Accessibility:	No access gained			
Installation:	Unknown (3)			
Approx extent (m ² unless stated)	Unknown			
Asbestos Type:	Presumed asbestos (3)			
Condition:	High damage (3)	Surface Treatment:	Unsealed (3)	


Material Risk Assessment	12	Priority Risk Assessment (PA)	N/A	Total Risk	12
Recommendation:	Presume ACMs are present until area has been surveyed				
Comments: Fuses can contain asbestos textiles. Fuse box live and we were unsure if an alarm would be activated if we isolated it.(This applies to electricians throughout the building)					

Location:	Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 016 - Staff room - No suspect materials			
Item No:	000016	Laboratory sample no:	Not sampled	
Accessibility:	N/A			
Installation:	Unknown			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments: Modern distribution board					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 006 - Changing Area - Spray coating to the front half of the ceiling		
Item No:	000017	Laboratory sample no:	FB004019	
Accessibility:		N/A		
Installation:		Sprayed coating		
Approx extent (m ² unless stated)		N/A		
Asbestos Type:		NAD		
Condition:		N/A	Surface Treatment:	N/A


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:		None			
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 006 - Changing Area - Spray coating to the rear section of the ceiling		
Item No:	000018	Laboratory sample no:	FB004020	
Accessibility:		N/A		
Installation:		Sprayed coating		
Approx extent (m ² unless stated)		N/A		
Asbestos Type:		NAD		
Condition:		N/A	Surface Treatment:	N/A


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:		None			
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 006 - Changing Area - Lagging to the pipe that runs at low level below bench in cubicles		
Item No:	000019	Laboratory sample no:	FB004021	
Accessibility:	N/A			
Installation:	Insulation			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments: Where it runs through the wall it was sampled					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 006 - Changing Area - Felt packers to sandwiched between wall and the timbers behind ventilation grilles		
Item No:	000020	Laboratory sample no:	SP FB004017	
Accessibility:	N/A			
Installation:	Felt			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 014 - Changing Area - Spray coating to the front section of ceiling		
Item No:	000021	Laboratory sample no:	FB004022	
Accessibility:		N/A		
Installation:		Sprayed coating		
Approx extent (m ² unless stated)		N/A		
Asbestos Type:		NAD		
Condition:		N/A	Surface Treatment:	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:		None			
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 014 - Changing Area - Spray coating to the rear section of the ceiling		
Item No:	000022	Laboratory sample no:	FB004023	
Accessibility:		N/A		
Installation:		Sprayed coating		
Approx extent (m ² unless stated)		N/A		
Asbestos Type:		NAD		
Condition:		N/A	Surface Treatment:	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:		None			
Comments:					

Location:	Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 014 - Changing Area - Felt packers sandwiched between the timber frame and the brickwork of the large vent to the left wall			
Item No:	000023	Laboratory sample no:	SP FB004017	
Accessibility:	N/A			
Installation:	Felt			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments: No access to the top section of the ventilation shaft as it is too confined a space to access					

Location:	Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 014 - Changing Area - Boarding sealing off the top of the riser (accessed from end changing cubicle)			
Item No:	000024	Laboratory sample no:	FB004024	
Accessibility:	Moderate			
Installation:	Boarding (2)			
Approx extent (m ² unless stated)	1			
Asbestos Type:	Amosite (2)			
Condition:	Medium damage (2)	Surface Treatment:	Unsealed AIB/encapsulated lagging (2)	


Material Risk Assessment	8	Priority Risk Assessment (PA)	N/A	Total Risk	N/A
Recommendation:	Remove				
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 014 - Changing Area - Felt packers behind the timber frame of the riser		
Item No:	000025	Laboratory sample no:	SP FB004017	
Accessibility:	N/A			
Installation:	Felt			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	

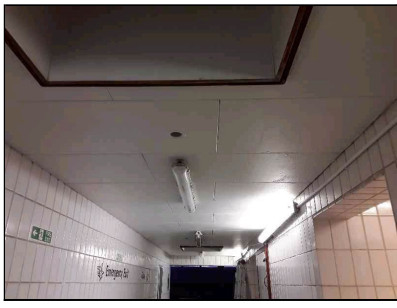
Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 014 - Changing Area - Felt packers around the timber frame of the ceiling level boxwork in shower area		
Item No:	000026	Laboratory sample no:	SP FB004017	
Accessibility:	N/A			
Installation:	Felt			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments:					

Location:	Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 015 - Changing Area - Spray coating to the ceiling			
Item No:	000027	Laboratory sample no:	FB004025	
Accessibility:	N/A			
Installation:	Insulation			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments:					

Location:	Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 013 - Circulation - Boarding to the ceiling			
Item No:	000028	Laboratory sample no:	FB004026	
Accessibility:	Moderate			
Installation:	Boarding (2)			
Approx extent (m ² unless stated)	30			
Asbestos Type:	Chrysotile + Amosite (2)			
Condition:	Low damage (1)	Surface Treatment:	Surface sealed (1)	


Material Risk Assessment	6	Priority Risk Assessment (PA)	N/A	Total Risk	N/A
Recommendation:	Remove				
Comments:	No access behind skylights as the sampled boarding adjoins it. Limited access within foul drains below this area - plastic packers below timber hatch to the drains.				

Location:	Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 020 - Store - No suspect materials			
Item No:	000029	Laboratory sample no:	Not sampled	
Accessibility:	N/A			
Installation:	Unknown			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments:	Plastic toilet cisterns, limited access in foul drains				

Location:	Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 017 - Store - Textured coating to the ceiling			
Item No:	000030	Laboratory sample no:	FB004027	
Accessibility:	N/A			
Installation:	Textured coating			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments:					

Location:	Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 018 - Changing Area - Spray coating to the rear section of ceiling (near showers)			
Item No:	000031	Laboratory sample no:	FB004028	
Accessibility:	N/A			
Installation:	Sprayed coating			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments:					

Location:	Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 018 - Changing Area - Spray coating to the front section of the ceiling			
Item No:	000032	Laboratory sample no:	FB004029	
Accessibility:	N/A			
Installation:	Sprayed coating			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments:					

Location:	Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 018 - Changing Area - Felt packers behind the timber frame			
Item No:	000033	Laboratory sample no:	FB004030	
Accessibility:	N/A			
Installation:	Felt			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments: Ceramic tile packers below ducting. Access slightly limited behind ducting to rear right side of boxwork					

Location:	Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 007 - Pool Area - Spray coating to the ceiling (right side)			
Item No:	000034	Laboratory sample no:	FB004031	
Accessibility:	Moderate			
Installation:	Sprayed coating (3)			
Approx extent (m ² unless stated)	>100			
Asbestos Type:	Chrysotile + Amosite (2)			
Condition:	Low damage (1)	Surface Treatment:	Unsealed AIB/encapsulated lagging (2)	


Material Risk Assessment	8	Priority Risk Assessment (PA)	N/A	Total Risk	N/A
Recommendation:	Remove				
Comments: NOTE - AS THE POOL HAS BEEN VACANT FOR SOME TIME, THE ENCAPSULATION PAINT TO THE SPRAY COATING HAS BEGAN TO PEEL IN PLACES THROUGHOUT THE POOL AREA BUT THE ITEM IS CURRENTLY STILL FIRMLY IN PLACE.					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 007 - Pool Area - Spray coating to the ceiling (left side)		
Item No:	000035	Laboratory sample no:	FB004032	
Accessibility:		Moderate		
Installation:		Sprayed coating (3)		
Approx extent (m ² unless stated)		>100		
Asbestos Type:		Chrysotile + Amosite (2)		
Condition:	Low damage (1)	Surface Treatment:	Unsealed AIB/encapsulated lagging (2)	


Material Risk Assessment	8	Priority Risk Assessment (PA)	N/A	Total Risk	N/A
Recommendation:	Remove				
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 008 - Pool Area - Spray coating to the ceiling right side		
Item No:	000036	Laboratory sample no:	FB004033	
Accessibility:		Moderate		
Installation:		Sprayed coating (3)		
Approx extent (m ² unless stated)		>200		
Asbestos Type:		Chrysotile + Amosite (2)		
Condition:	Low damage (1)	Surface Treatment:	Unsealed AIB/encapsulated lagging (2)	


Material Risk Assessment	8	Priority Risk Assessment (PA)	N/A	Total Risk	N/A
Recommendation:	Remove				
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 008 - Pool Area - Spray coating to the ceiling (central right)		
Item No:	000037	Laboratory sample no:	FB004034	
Accessibility:		Moderate		
Installation:		Sprayed coating (3)		
Approx extent (m ² unless stated)		>200		
Asbestos Type:		Chrysotile + Amosite (2)		
Condition:		Low damage (1)	Surface Treatment: Unsealed AIB/encapsulated lagging (2)	


Material Risk Assessment	8	Priority Risk Assessment (PA)	N/A	Total Risk	N/A
Recommendation:	Remove				
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 008 - Pool Area - Spray coating to the ceiling (central left)		
Item No:	000038	Laboratory sample no:	FB004035	
Accessibility:		Moderate		
Installation:		Sprayed coating (3)		
Approx extent (m ² unless stated)		>200		
Asbestos Type:		Chrysotile + Amosite (2)		
Condition:		Low damage (1)	Surface Treatment: Unsealed AIB/encapsulated lagging (2)	


Material Risk Assessment	8	Priority Risk Assessment (PA)	N/A	Total Risk	N/A
Recommendation:	Remove				
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 008 - Pool Area - Spray coating to the ceiling (left side)		
Item No:	000039	Laboratory sample no:	FB004036	
Accessibility:		Moderate		
Installation:		Sprayed coating (3)		
Approx extent (m ² unless stated)		>200		
Asbestos Type:		Chrysotile + Amosite (2)		
Condition:		Low damage (1)	Surface Treatment:	Unsealed AIB/encapsulated lagging (2)


Material Risk Assessment	8	Priority Risk Assessment (PA)	N/A	Total Risk	N/A
Recommendation:	Remove				
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 008 - Pool Area - Spray coating to the ceiling (far side)		
Item No:	000040	Laboratory sample no:	FB004037	
Accessibility:		Moderate		
Installation:		Sprayed coating (3)		
Approx extent (m ² unless stated)		>200		
Asbestos Type:		Chrysotile + Amosite (2)		
Condition:		Low damage (1)	Surface Treatment:	Unsealed AIB/encapsulated lagging (2)


Material Risk Assessment	8	Priority Risk Assessment (PA)	N/A	Total Risk	N/A
Recommendation:	Remove				
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 008 - Pool Area - Spray coating to the ceiling (near side)		
Item No:	000041	Laboratory sample no:	FB004038	
Accessibility:		Moderate		
Installation:		Sprayed coating (3)		
Approx extent (m ² unless stated)		>200		
Asbestos Type:		Chrysotile + Amosite (2)		
Condition:		Low damage (1)	Surface Treatment:	Unsealed AIB/encapsulated lagging (2)


Material Risk Assessment	8	Priority Risk Assessment (PA)	N/A	Total Risk	N/A
Recommendation:	Remove				
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Roof Void - Roof void above pools - Boarding to rear wall (above small pool)		
Item No:	000042	Laboratory sample no:	FB004039	
Accessibility:		Moderate		
Installation:		Boarding (2)		
Approx extent (m ² unless stated)		>300		
Asbestos Type:		Amosite (2)		
Condition:		Low damage (1)	Surface Treatment:	Unsealed AIB/encapsulated lagging (2)


Material Risk Assessment	7	Priority Risk Assessment (PA)	N/A	Total Risk	N/A
Recommendation:	Remove				
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Roof Void - Roof void above pools - Boarding to right wall (above small pool)		
Item No:	000043	Laboratory sample no:	FB004040	
Accessibility:		Moderate		
Installation:		Boarding (2)		
Approx extent (m ² unless stated)		>300		
Asbestos Type:		Amosite (2)		
Condition:		Low damage (1)	Surface Treatment: Unsealed AIB/encapsulated lagging (2)	


Material Risk Assessment	7	Priority Risk Assessment (PA)	N/A	Total Risk	N/A
Recommendation:		Remove			
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Roof Void - Roof void above pools - Boarding to rear wall (above small pool)		
Item No:	000044	Laboratory sample no:	FB004041	
Accessibility:		Moderate		
Installation:		Boarding (2)		
Approx extent (m ² unless stated)		>300		
Asbestos Type:		Amosite (2)		
Condition:		Low damage (1)	Surface Treatment: Unsealed AIB/encapsulated lagging (2)	


Material Risk Assessment	7	Priority Risk Assessment (PA)	N/A	Total Risk	N/A
Recommendation:		Remove			
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Roof Void - Roof void above pools - Boarding to near wall (above small pool)		
Item No:	000045	Laboratory sample no:	FB004042	
Accessibility:		Moderate		
Installation:		Boarding (2)		
Approx extent (m ² unless stated)		>300		
Asbestos Type:		Amosite (2)		
Condition:		Low damage (1)	Surface Treatment:	Unsealed AIB/encapsulated lagging (2)


Material Risk Assessment	7	Priority Risk Assessment (PA)	N/A	Total Risk	N/A
Recommendation:		Remove			
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Roof Void - Roof void above pools - Boarding to near wall (above large pool)		
Item No:	000046	Laboratory sample no:	FB004043	
Accessibility:		Moderate		
Installation:		Boarding (2)		
Approx extent (m ² unless stated)		>300		
Asbestos Type:		Amosite (2)		
Condition:		Low damage (1)	Surface Treatment:	Unsealed AIB/encapsulated lagging (2)


Material Risk Assessment	7	Priority Risk Assessment (PA)	N/A	Total Risk	N/A
Recommendation:		Remove			
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Roof Void - Roof void above pools - Boarding to left wall (above large pool)		
Item No:	000047	Laboratory sample no:	FB004044	
Accessibility:		Moderate		
Installation:		Boarding (2)		
Approx extent (m ² unless stated)		>300		
Asbestos Type:		Amosite (2)		
Condition:	Low damage (1)	Surface Treatment:	Unsealed AIB/encapsulated lagging (2)	


Material Risk Assessment	7	Priority Risk Assessment (PA)	N/A	Total Risk	N/A
Recommendation:	Remove				
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Roof Void - Roof void above pools - Boarding to left wall (above large pool)		
Item No:	000048	Laboratory sample no:	FB004045	
Accessibility:		Moderate		
Installation:		Boarding (2)		
Approx extent (m ² unless stated)		>300		
Asbestos Type:		Amosite (2)		
Condition:	Low damage (1)	Surface Treatment:	Unsealed AIB/encapsulated lagging (2)	


Material Risk Assessment	7	Priority Risk Assessment (PA)	N/A	Total Risk	N/A
Recommendation:	Remove				
Comments: Far end near external wall					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Roof Void - Roof void above pools - Boarding to far wall (above large pool)		
Item No:	000049	Laboratory sample no:	FB004046	
Accessibility:		Moderate		
Installation:		Boarding (2)		
Approx extent (m ² unless stated)		>300		
Asbestos Type:		Amosite (2)		
Condition:		Low damage (1)	Surface Treatment: Unsealed AIB/encapsulated lagging (2)	


Material Risk Assessment	7	Priority Risk Assessment (PA)	N/A	Total Risk	N/A
Recommendation:		Remove			
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 010 - First Aid - Spray coating to the ceiling		
Item No:	000050	Laboratory sample no:	FB004047	
Accessibility:		N/A		
Installation:		Sprayed coating		
Approx extent (m ² unless stated)		N/A		
Asbestos Type:		NAD		
Condition:		N/A	Surface Treatment: N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:		None			
Comments: No access behind timber skylight panels as the sampled spray is adjoining them					

Location:	Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 011 - W.C. - Spray coating to the ceiling			
Item No:	000051	Laboratory sample no:	SP FB004047	
Accessibility:	N/A			
Installation:	Sprayed coating			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments: No access behind ceiling vent as the sampled spray is adjoining them					

Location:	Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 009 - Store - No suspect materials			
Item No:	000052	Laboratory sample no:	Not sampled	
Accessibility:	N/A			
Installation:	Unknown			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Roof Void - Roof void above pools - Rope to red brackets to ductwork		
Item No:	000053	Laboratory sample no:	FB004048	
Accessibility:	Easy			
Installation:	Rope (2)			
Approx extent (m ² unless stated)	Throughout			
Asbestos Type:	Chrysotile (1)			
Condition:	Low damage (1)	Surface Treatment:	Surface sealed (1)	


Material Risk Assessment	5	Priority Risk Assessment (PA)	N/A	Total Risk	N/A
Recommendation:	Remove				
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Roof Void - Roof void above pools - Mastic (orange) to joints in duct work		
Item No:	000054	Laboratory sample no:	FB004049	
Accessibility:	N/A			
Installation:	Mastic			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Roof Void - Roof void above pools - Mastic (white) around exterior of red brackets of ductwork		
Item No:	000055	Laboratory sample no:	FB004050	
Accessibility:	N/A			
Installation:	Mastic			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Roof Void - Roof void above pools - Felt underscore fragments to the rear of pool ceiling		
Item No:	000056	Laboratory sample no:	FB004051	
Accessibility:	N/A			
Installation:	Felt			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Roof Void - Roof void above pools - Boarding packers to timber frame of light built into pool ceiling		
Item No:	000057	Laboratory sample no:	FB004052	
Accessibility:		Easy		
Installation:		Boarding (2)		
Approx extent (m ² unless stated)		2no.		
Asbestos Type:		Amosite (2)		
Condition:		Medium damage (2)	Surface Treatment: Unsealed AIB/encapsulated lagging (2)	


Material Risk Assessment	8	Priority Risk Assessment (PA)	N/A	Total Risk	N/A
Recommendation:	Remove				
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Roof Void - Roof void above pools - Bitumen residues to ductwork		
Item No:	000058	Laboratory sample no:	FB004053	
Accessibility:		N/A		
Installation:		Bitumen		
Approx extent (m ² unless stated)		N/A		
Asbestos Type:		NAD		
Condition:		N/A	Surface Treatment: N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments: Negative sampling (probably tar that has leaked through from external flat roof)					

Location:	Demolition Survey - 10.03.20. to 16.03.20 - Roof Void - Roof void above pools - Spray coating debris to top of the insulation (throughout - small amounts)			
Item No:	000059	Laboratory sample no:	FB004054	
Accessibility:	N/A			
Installation:	Debris			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments:					

Location:	Demolition Survey - 10.03.20. to 16.03.20 - Roof Void - Roof void above pools - Felt packers around the timber frame of the door to roof void			
Item No:	000060	Laboratory sample no:	SP FB004017	
Accessibility:	N/A			
Installation:	Felt			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments:					

Location:	Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 002 - Reception - No access below timber frames between small pool and reception area due to it not being possible to inspect beneath without breaking large amounts of glass panelling.			
Item No:	000061	Laboratory sample no:	Not sampled	
Accessibility:	No access gained			
Installation:	Unknown (3)			
Approx extent (m ² unless stated)	Unknown			
Asbestos Type:	Presumed asbestos (3)			
Condition:	High damage (3)	Surface Treatment:	Unsealed (3)	


Material Risk Assessment	12	Priority Risk Assessment (PA)	N/A	Total Risk	12
Recommendation:	Presume ACMs are present until area has been surveyed				
Comments: No safe way of accessing any cavities below windows.					

Location:	Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Lagging to elbow of upper large bore green pipe			
Item No:	000062	Laboratory sample no:	FB004055	
Accessibility:	N/A			
Installation:	Insulation			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments: Near entrance door /gantry					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Lagging to upper green pipe run where it runs level with gantry		
Item No:	000063	Laboratory sample no:	FB004056	
Accessibility:	N/A			
Installation:	Insulation			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Lagging to upper green pipe run where it continues along wall		
Item No:	000064	Laboratory sample no:	FB004057	
Accessibility:	N/A			
Installation:	Insulation			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	

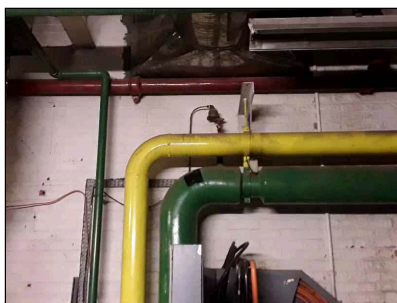
Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Lagging to upper green pipe (at elbow)		
Item No:	000065	Laboratory sample no:	FB004058	
Accessibility:		N/A		
Installation:		Insulation		
Approx extent (m ² unless stated)		N/A		
Asbestos Type:		NAD		
Condition:		N/A	Surface Treatment: N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:		None			
Comments: Where the pipe turn at right angle to far wall					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Lagging to upper green pipe run		
Item No:	000066	Laboratory sample no:	FB004059	
Accessibility:		N/A		
Installation:		Insulation		
Approx extent (m ² unless stated)		N/A		
Asbestos Type:		NAD		
Condition:		N/A	Surface Treatment: N/A	

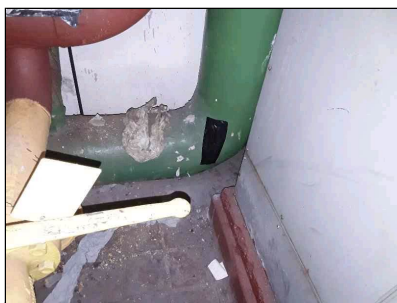
Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:		None			
Comments: Where it runs to back wall					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Lagging to elbow of upper green pipe		
Item No:	000067	Laboratory sample no:	FB004060	
Accessibility:	N/A			
Installation:	Insulation			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	

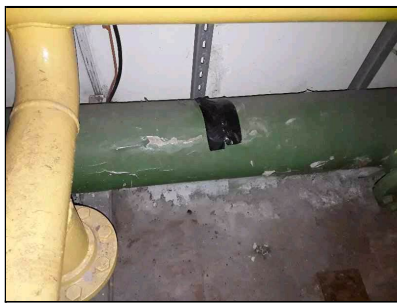
Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments: Where it turns and runs do the far wall					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Lagging to upper green pipe run where it runs down the wall		
Item No:	000068	Laboratory sample no:	FB004061	
Accessibility:	N/A			
Installation:	Insulation			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Lagging to elbow of upper green pipe		
Item No:	000069	Laboratory sample no:	FB004062	
Accessibility:		N/A		
Installation:		Insulation		
Approx extent (m ² unless stated)		N/A		
Asbestos Type:		NAD		
Condition:		N/A	Surface Treatment:	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:		None			
Comments: Where it runs level with the floor					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Lagging to upper green pipe where it runs at floor level (at back of boilers)		
Item No:	000070	Laboratory sample no:	FB004063	
Accessibility:		N/A		
Installation:		Insulation		
Approx extent (m ² unless stated)		N/A		
Asbestos Type:		NAD		
Condition:		N/A	Surface Treatment:	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:		None			
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Lagging to upper green pipe where it runs at floor level (to back of boilers)		
Item No:	000071	Laboratory sample no:	FB004064	
Accessibility:	N/A			
Installation:	Insulation			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Lagging to upper green pipe where it runs down wall (before leaving plant room entering pool area)		
Item No:	000072	Laboratory sample no:	FB004065	
Accessibility:	N/A			
Installation:	Insulation			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Lagging to upper green pipe elbow where it runs to enter pool area		
Item No:	000073	Laboratory sample no:	FB004066	
Accessibility:	N/A			
Installation:	Insulation			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Lagging to upper green pipe where it begins it's run below pool		
Item No:	000074	Laboratory sample no:	FB004067	
Accessibility:	N/A			
Installation:	Insulation			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Lagging to lower green pipe (large bore) at elbow with gantry		
Item No:	000075	Laboratory sample no:	FB004068	
Accessibility:		N/A		
Installation:		Insulation		
Approx extent (m ² unless stated)		N/A		
Asbestos Type:		NAD		
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Lagging to lower green pipe run level with gantry		
Item No:	000076	Laboratory sample no:	FB004069	
Accessibility:		N/A		
Installation:		Insulation		
Approx extent (m ² unless stated)		N/A		
Asbestos Type:		NAD		
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Lagging to green pipe run at end of gantry		
Item No:	000077	Laboratory sample no:	FB004070	
Accessibility:		N/A		
Installation:		Insulation		
Approx extent (m ² unless stated)		N/A		
Asbestos Type:		NAD		
Condition:		N/A	Surface Treatment:	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:		None			
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Lagging to lower green pipe at elbow (above distribution box)		
Item No:	000078	Laboratory sample no:	FB004071	
Accessibility:		N/A		
Installation:		Insulation		
Approx extent (m ² unless stated)		N/A		
Asbestos Type:		NAD		
Condition:		N/A	Surface Treatment:	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:		None			
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Lagging to run of lower green pipe (section adjacent stairs)		
Item No:	000079	Laboratory sample no:	FB004072	
Accessibility:	N/A			
Installation:	Insulation			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Lagging where lower green pipe runs/branches off towards the floor		
Item No:	000080	Laboratory sample no:	FB004073	
Accessibility:	N/A			
Installation:	Insulation			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments:					

Location:	Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Lagging to lower green pipe elbow at floor level			
Item No:	000081	Laboratory sample no:	FB004074	
Accessibility:	N/A			
Installation:	Sprayed coating			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments: Right elbow near stairs					

Location:	Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Lagging to lower green pipe elbow at floor level			
Item No:	000082	Laboratory sample no:	FB004075	
Accessibility:	N/A			
Installation:	Insulation			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments: Near stairs.					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Lagging to lower green pipe run		
Item No:	000083	Laboratory sample no:	FB004076	
Accessibility:		N/A		
Installation:		Insulation		
Approx extent (m ² unless stated)		N/A		
Asbestos Type:		NAD		
Condition:		N/A	Surface Treatment:	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:		None			
Comments: Near stairs					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Lagging to lower green pipe run where it meet valve		
Item No:	000084	Laboratory sample no:	FB004077	
Accessibility:		N/A		
Installation:		Insulation		
Approx extent (m ² unless stated)		N/A		
Asbestos Type:		NAD		
Condition:		N/A	Surface Treatment:	

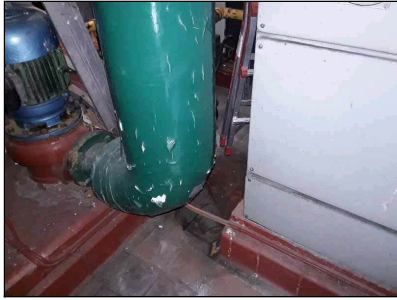
Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:		None			
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Lagging to green pipe (the branch that runs to rear of boilers)low level elbow		
Item No:	000085	Laboratory sample no:	FB004078	
Accessibility:		N/A		
Installation:		Insulation		
Approx extent (m ² unless stated)		N/A		
Asbestos Type:		NAD		
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Lagging to green pipe		
Item No:	000086	Laboratory sample no:	FB004079	
Accessibility:		N/A		
Installation:		Insulation		
Approx extent (m ² unless stated)		N/A		
Asbestos Type:		NAD		
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments: Same branch that runs to back of boilers. Near distribution box					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Lagging to green pipe at elbow		
Item No:	000087	Laboratory sample no:	FB004080	
Accessibility:	N/A			
Installation:	Insulation			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments: Near distribution box					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Lagging to green pipe		
Item No:	000088	Laboratory sample no:	FB004081	
Accessibility:	N/A			
Installation:	Insulation			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments: Level with top of distribution box					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Lagging to green pipe run as it travels across the top of the boilers		
Item No:	000089	Laboratory sample no:	FB004082	
Accessibility:	N/A			
Installation:	Insulation			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	

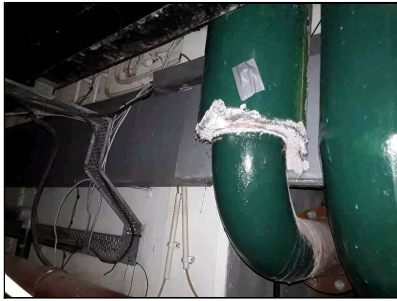
Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Lagging to green pipe elbow (at rear of boilers)		
Item No:	000090	Laboratory sample no:	FB004083	
Accessibility:	N/A			
Installation:	Insulation			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments:	Damage and debris in this area				

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Lagging to lower elbow at rear of boiler		
Item No:	000091	Laboratory sample no:	FB004084	
Accessibility:		N/A		
Installation:		Insulation		
Approx extent (m ² unless stated)		N/A		
Asbestos Type:		NAD		
Condition:		N/A	Surface Treatment:	N/A


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:		None			
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Lagging to green section of pipe (where it borders the pool)		
Item No:	000092	Laboratory sample no:	FB004085	
Accessibility:		N/A		
Installation:		Insulation		
Approx extent (m ² unless stated)		N/A		
Asbestos Type:		NAD		
Condition:		N/A	Surface Treatment:	N/A


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:		None			
Comments: This is a section of the lower green pipe where it borders the pool area This section is damaged					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Lagging to rear small bore green pipe at high level above gantry		
Item No:	000093	Laboratory sample no:	FB004086	
Accessibility:	N/A			
Installation:	Insulation			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments: Negative sampling - appeared to be more like calcium insulation and was sampled where accessible. However sampled in several places .					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Lagging to front small bore green pipe at high level above gantry		
Item No:	000094	Laboratory sample no:	FB004087	
Accessibility:	N/A			
Installation:	Insulation			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Lagging to rear small bore green pipe running vertically down wall near gantry		
Item No:	000095	Laboratory sample no:	FB004088	
Accessibility:		N/A		
Installation:		Insulation		
Approx extent (m ² unless stated)		N/A		
Asbestos Type:		NAD		
Condition:		N/A	Surface Treatment: N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Lagging to front small bore green pipe that runs vertically down wall near gantry		
Item No:	000096	Laboratory sample no:	FB004089	
Accessibility:		N/A		
Installation:		Insulation		
Approx extent (m ² unless stated)		N/A		
Asbestos Type:		NAD		
Condition:		N/A	Surface Treatment: N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Lagging to rear small bore green pipe running at high level above blue water tanks		
Item No:	000097	Laboratory sample no:	FB004090	
Accessibility:		N/A		
Installation:		Insulation		
Approx extent (m ² unless stated)		N/A		
Asbestos Type:		NAD		
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments: NOTE - This was only accessible from the gantry . It continues its run but above the tanks but unable to access or sample further.					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Lagging to front small bore green pipe that runs along wall at high level above blue cylinders		
Item No:	000098	Laboratory sample no:	FB004091	
Accessibility:		N/A		
Installation:		Insulation		
Approx extent (m ² unless stated)		N/A		
Asbestos Type:		NAD		
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments:					

Location:	Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Lagging to front small bore green pipe where it continues its run vertically down the wall to the far side of the blue water tanks			
Item No:	000099	Laboratory sample no:	FB004092	
Accessibility:	N/A			
Installation:	Insulation			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments:					

Location:	Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Lagging to rear small bore green pipe as it continues its run down vertically down the wall to the far side of the blue water tanks			
Item No:	000100	Laboratory sample no:	FB004093	
Accessibility:	N/A			
Installation:	Insulation			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Lagging to elbow of front small bore green pipe where it runs above gantry door		
Item No:	000101	Laboratory sample no:	FB004094	
Accessibility:		N/A		
Installation:		Insulation		
Approx extent (m ² unless stated)		N/A		
Asbestos Type:		NAD		
Condition:		N/A	Surface Treatment: N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:		None			
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Lagging to elbow of rear small bore green pipe where it runs above gantry door		
Item No:	000102	Laboratory sample no:	FB004095	
Accessibility:		N/A		
Installation:		Insulation		
Approx extent (m ² unless stated)		N/A		
Asbestos Type:		NAD		
Condition:		N/A	Surface Treatment: N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:		None			
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Lagging debris to the top of and to floor near central boiler		
Item No:	000103	Laboratory sample no:	FB004096	
Accessibility:	N/A			
Installation:	Debris			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments: Probably from damaged pipe above boiler					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Grey cement flue running off the central orange discount boiler		
Item No:	000104	Laboratory sample no:	FB004097	
Accessibility:	Moderate			
Installation:	Cement (1)			
Approx extent (m ² unless stated)	51m			
Asbestos Type:	Chrysotile (1)			
Condition:	Low damage (1)	Surface Treatment:	Surface sealed (1)	


Material Risk Assessment	4	Priority Risk Assessment (PA)	N/A	Total Risk	N/A
Recommendation:	Remove				
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Boarding within fire door (2 panels spliced within)		
Item No:	000105	Laboratory sample no:	FB004098	
Accessibility:	Moderate			
Installation:	Boarding (2)			
Approx extent (m ² unless stated)	3			
Asbestos Type:	Chrysotile (1)			
Condition:	Low damage (1)	Surface Treatment:	Unsealed AIB/encapsulated lagging (2)	


Material Risk Assessment	6	Priority Risk Assessment (PA)	N/A	Total Risk	N/A
Recommendation:	Remove				
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Boarding to top of Viscount boiler (and likely to be behind inspection hatches)		
Item No:	000106	Laboratory sample no:	FB004099	
Accessibility:	N/A			
Installation:	Boarding			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments:	Note , its also likely to be behind the other seven metal inspection hatches at the top of the boiler and the meter age accounts for this				

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Black mastic to the metal furnace of boiler		
Item No:	000107	Laboratory sample no:	FB004100	
Accessibility:		N/A		
Installation:		Mastic		
Approx extent (m ² unless stated)		N/A		
Asbestos Type:		NAD		
Condition:		N/A	Surface Treatment:	N/A


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:		None			
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Rope to metal seals to the top of the boiler		
Item No:	000108	Laboratory sample no:	FB004101	
Accessibility:		N/A		
Installation:		Rope		
Approx extent (m ² unless stated)		N/A		
Asbestos Type:		NAD		
Condition:		N/A	Surface Treatment:	N/A


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:		None			
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Gaskets to the valve at the front of the viscount boiler		
Item No:	000109	Laboratory sample no:	FB004102	
Accessibility:		Easy		
Installation:		Gasket(s) (2)		
Approx extent (m ² unless stated)		2no.		
Asbestos Type:		Chrysotile (1)		
Condition:		Low damage (1)	Surface Treatment: Surface sealed (1)	


Material Risk Assessment	5	Priority Risk Assessment (PA)	N/A	Total Risk	N/A
Recommendation:		Remove			
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Gasket to the floor at front of the Discount boiler		
Item No:	000110	Laboratory sample no:	FB004103	
Accessibility:		Easy		
Installation:		Gasket(s) (2)		
Approx extent (m ² unless stated)		1no.		
Asbestos Type:		Chrysotile (1)		
Condition:		Low damage (1)	Surface Treatment: Surface sealed (1)	

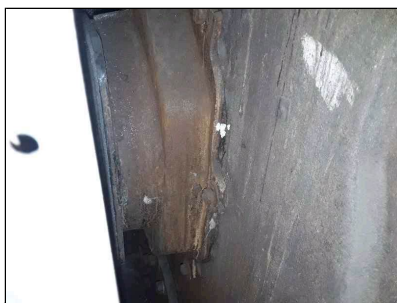
Material Risk Assessment	5	Priority Risk Assessment (PA)	N/A	Total Risk	N/A
Recommendation:		Remove			
Comments:					

Location:	Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - White mastic to the boiler furnace and to the cement flu that comes off the Viscount boiler			
Item No:	000111	Laboratory sample no:	FB004104	
Accessibility:	Easy			
Installation:	Mastic (1)			
Approx extent (m ² unless stated)	10lm			
Asbestos Type:	Chrysotile (1)			
Condition:	Low damage (1)	Surface Treatment:	Completely sealed (0)	


Material Risk Assessment	3	Priority Risk Assessment (PA)	N/A	Total Risk	N/A
Recommendation:	Remove				
Comments:					

Location:	Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Brown mastic to the furnace of the Viscount boiler			
Item No:	000112	Laboratory sample no:	FB004105	
Accessibility:	N/A			
Installation:	Mastic			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Rope to the front of the Viscount boiler		
Item No:	000113	Laboratory sample no:	FB004106	
Accessibility:		Easy		
Installation:		Rope (2)		
Approx extent (m ² unless stated)		11m		
Asbestos Type:		Chrysotile (1)		
Condition:		Low damage (1)	Surface Treatment:	Surface sealed (1)


Material Risk Assessment	5	Priority Risk Assessment (PA)	N/A	Total Risk	N/A
Recommendation:		Remove			
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Gaskets to the green painted valves		
Item No:	000114	Laboratory sample no:	FB004107	
Accessibility:		N/A		
Installation:		Gasket(s)		
Approx extent (m ² unless stated)		N/A		
Asbestos Type:		NAD		
Condition:		N/A	Surface Treatment:	N/A


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:		None			
Comments:					

Location:	Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Insulation residues to the wall that runs adjacent to gantry/stairs			
Item No:	000115	Laboratory sample no:	FB004108	
Accessibility:	N/A			
Installation:	Residual insulation			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments: Small amounts throughout the lower sections of that wall					

Location:	Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Presumed asbestos bitumen textile wrap to incoming electrical intake cable			
Item No:	000116	Laboratory sample no:	Not sampled (Presumed)	
Accessibility:	Easy			
Installation:	Textile (2)			
Approx extent (m ² unless stated)	11m			
Asbestos Type:	Crocidolite (or unknown) (3)			
Condition:	Low damage (1)	Surface Treatment:	Surface sealed (1)	


Material Risk Assessment	7	Priority Risk Assessment (PA)	N/A	Total Risk	N/A
Recommendation:	Remove				
Comments: No access within any of the live distribution boxes etc in the plant room					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Insulation residues to the wall behind the boilers		
Item No:	000117	Laboratory sample no:	FB004109	
Accessibility:	N/A			
Installation:	Residual insulation			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Ground floor - A - 012 - Plant room - Insulation debris to the floor below the green pipes behind the boiler		
Item No:	000118	Laboratory sample no:	FB004110	
Accessibility:	N/A			
Installation:	Debris			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Basement - A - 025 - Plant room - below pools - Textiles to several of the pipe hangers to the left wall behind pool		
Item No:	000119	Laboratory sample no:	FB004111	
Accessibility:	N/A			
Installation:	Rope			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Basement - A - 025 - Plant room - below pools - Insulation to ceiling and to the pipes that run close to the ceiling		
Item No:	000120	Laboratory sample no:	FB004112	
Accessibility:	N/A			
Installation:	Insulation			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments:	In stalactite form (negative sampling - just caused by pool chemicals)				

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Basement - A - 025 - Plant room - below pools - Insulation to the small bore lined wrapped pipes that run around the pool		
Item No:	000121	Laboratory sample no:	FB004113	
Accessibility:	N/A			
Installation:	Insulation			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments: Negative sampling - modern					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Basement - A - 025 - Plant room - below pools - Gaskets to the green valves that run off the metal pipes to the pool		
Item No:	000122	Laboratory sample no:	FB004114	
Accessibility:	Easy			
Installation:	Gasket(s) (2)			
Approx extent (m ² unless stated)	Numerous			
Asbestos Type:	Chrysotile (1)			
Condition:	Low damage (1)	Surface Treatment:	Surface sealed (1)	


Material Risk Assessment	5	Priority Risk Assessment (PA)	N/A	Total Risk	N/A
Recommendation:	Remove				
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Basement - A - 025 - Plant room - below pools - Gaskets to valves on the red pipework		
Item No:	000123	Laboratory sample no:	FB004115	
Accessibility:	Easy			
Installation:	Gasket(s) (2)			
Approx extent (m ² unless stated)		Throughout		
Asbestos Type:	Chrysotile (1)			
Condition:	Low damage (1)	Surface Treatment:	Surface sealed (1)	


Material Risk Assessment	5	Priority Risk Assessment (PA)	N/A	Total Risk	N/A
Recommendation:	Remove				
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - Basement - A - 025 - Plant room - below pools - Discarded insulation debris in buckets, bags and to the adjacent concrete floor		
Item No:	000124	Laboratory sample no:	FB004116	
Accessibility:	N/A			
Installation:	Debris			
Approx extent (m ² unless stated)		N/A		
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments: Negative sampling					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - First floor - A - 024 - Plant Room - Discarded large gaskets to the floor of the concrete plinth		
Item No:	000125	Laboratory sample no:	FB004117	
Accessibility:	Easy			
Installation:	Gasket(s) (2)			
Approx extent (m ² unless stated)	9no.			
Asbestos Type:	Chrysotile (1)			
Condition:	Low damage (1)	Surface Treatment:	Surface sealed (1)	


Material Risk Assessment	5	Priority Risk Assessment (PA)	N/A	Total Risk	N/A
Recommendation:	Remove				
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - First floor - A - 024 - Plant Room - Discarded small gaskets to the floor of the concrete plinth		
Item No:	000126	Laboratory sample no:	FB004118	
Accessibility:	Easy			
Installation:	Gasket(s) (2)			
Approx extent (m ² unless stated)	3no.			
Asbestos Type:	Chrysotile (1)			
Condition:	Low damage (1)	Surface Treatment:	Surface sealed (1)	


Material Risk Assessment	5	Priority Risk Assessment (PA)	N/A	Total Risk	N/A
Recommendation:	Remove				
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - First floor - A - 024 - Plant Room - Discarded lagging within bucket to the floor		
Item No:	000127	Laboratory sample no:	FB004119	
Accessibility:		N/A		
Installation:		Debris		
Approx extent (m ² unless stated)		N/A		
Asbestos Type:		NAD		
Condition:		N/A	Surface Treatment:	N/A


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:		None			
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - First floor - A - 024 - Plant Room - Lagging to the discarded valve to the floor		
Item No:	000128	Laboratory sample no:	FB004120	
Accessibility:		N/A		
Installation:		Insulation		
Approx extent (m ² unless stated)		N/A		
Asbestos Type:		NAD		
Condition:		N/A	Surface Treatment:	N/A


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:		None			
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - First floor - A - 024 - Plant Room - Rope to brackets of ductwork		
Item No:	000129	Laboratory sample no:	SP FB004048	
Accessibility:		Easy		
Installation:		Rope (2)		
Approx extent (m ² unless stated)		Numerous		
Asbestos Type:		Chrysotile (1)		
Condition:		Low damage (1)	Surface Treatment: Surface sealed (1)	


Material Risk Assessment	5	Priority Risk Assessment (PA)	N/A	Total Risk	N/A
Recommendation:		Remove			
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - First floor - A - 024 - Plant Room - Boarding fragment to the floor near the riser		
Item No:	000130	Laboratory sample no:	FB004121	
Accessibility:		Easy		
Installation:		Boarding (2)		
Approx extent (m ² unless stated)		<1		
Asbestos Type:		Amosite (2)		
Condition:		High damage (3)	Surface Treatment: Unsealed AIB/encapsulated lagging (2)	


Material Risk Assessment	9	Priority Risk Assessment (PA)	N/A	Total Risk	N/A
Recommendation:		Remove			
Comments:					

Location:	Demolition Survey - 10.03.20. to 16.03.20 - First floor - A - 024 - Plant Room - Gaskets (white) to the valves of the pipework			
Item No:	000131	Laboratory sample no:	FB004122	
Accessibility:	N/A			
Installation:	Gasket(s)			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments:					

Location:	Demolition Survey - 10.03.20. to 16.03.20 - First floor - A - 024 - Plant Room - Lagging to the front left large bore pipework (near valves)			
Item No:	000132	Laboratory sample no:	FB004123	
Accessibility:	N/A			
Installation:	Insulation			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments:	Near riser . Appeared to be modern.				

Location:		Demolition Survey - 10.03.20. to 16.03.20 - First floor - A - 024 - Plant Room - Lagging to front right large bore pipe (near valves)		
Item No:	000133	Laboratory sample no:	FB004124	
Accessibility:		N/A		
Installation:		Insulation		
Approx extent (m ² unless stated)		N/A		
Asbestos Type:		NAD		
Condition:		N/A	Surface Treatment:	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:		None			
Comments: Appeared to be modern.					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - First floor - A - 024 - Plant Room - Lagging to elbow of front left large bore pipe near valves		
Item No:	000134	Laboratory sample no:	FB004125	
Accessibility:		N/A		
Installation:		Insulation		
Approx extent (m ² unless stated)		N/A		
Asbestos Type:		NAD		
Condition:		N/A	Surface Treatment:	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:		None			
Comments:					

Location:	Demolition Survey - 10.03.20. to 16.03.20 - First floor - A - 024 - Plant Room - Lagging to the elbow of the front right large bore pipe near valves			
Item No:	000135	Laboratory sample no:	FB004126	
Accessibility:	N/A			
Installation:	Insulation			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	

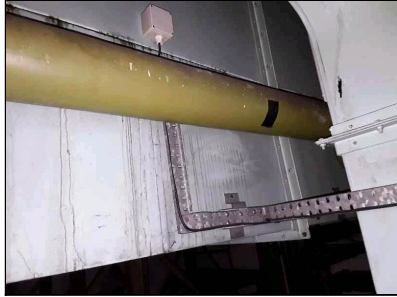
Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments:					

Location:	Demolition Survey - 10.03.20. to 16.03.20 - First floor - A - 024 - Plant Room - Lagging to large bore horizontal pipe (upper one) that runs to the rear of the valves			
Item No:	000136	Laboratory sample no:	FB004127	
Accessibility:	N/A			
Installation:	Insulation			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments:	Appeared modern				

Location:		Demolition Survey - 10.03.20. to 16.03.20 - First floor - A - 024 - Plant Room - Lagging to the large bore horizontal pipe (lower one) that runs to the rear of the valves		
Item No:	000137	Laboratory sample no:	FB004128	
Accessibility:	N/A			
Installation:	Insulation			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	

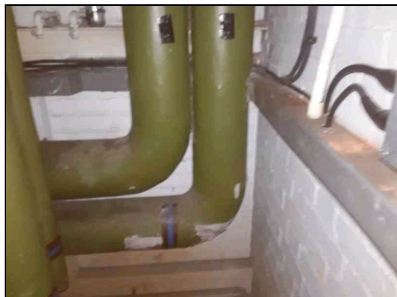
Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments: Appeared modern					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - First floor - A - 024 - Plant Room - Lagging to the length of the small bore green pipe that runs horizontally to the ductwork		
Item No:	000138	Laboratory sample no:	FB004129	
Accessibility:	N/A			
Installation:	Insulation			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - First floor - A - 024 - Plant Room - Lagging to the elbow of the upper large bore pipe (that runs horizontally behind valves)		
Item No:	000139	Laboratory sample no:	FB004130	
Accessibility:	N/A			
Installation:	Insulation			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - First floor - A - 024 - Plant Room - Lagging to the elbow of the large bore green pipe that runs horizontally behind valves		
Item No:	000140	Laboratory sample no:	FB004131	
Accessibility:	N/A			
Installation:	Insulation			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - First floor - A - 024 - Plant Room - Lagging to the elbow of the small bore green pipe that runs horizontally to the ductwork		
Item No:	000141	Laboratory sample no:	FB004132	
Accessibility:	N/A			
Installation:	Insulation			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - First floor - A - 024 - Plant Room - Lagging to the small bore green pipes (near valves)		
Item No:	000142	Laboratory sample no:	FB004133	
Accessibility:	N/A			
Installation:	Insulation			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments:	All lagging within the plant room appeared to be modern.				

Location:		Demolition survey - RA - Externals - 16.03.20 - External - A-022 - Store - Gaskets to flanges on gas pipe		
Item No:	000143	Laboratory sample no:	FA002631	
Accessibility:		N/A		
Installation:		Gasket(s)		
Approx extent (m ² unless stated)		N/A		
Asbestos Type:		NAD		
Condition:		N/A	Surface Treatment:	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:		None			
Comments:					

Location:		Demolition survey - RA - Externals - 16.03.20 - External - A-022 - Store - Mastic sealant to gas pipe as it extends through wall from outside		
Item No:	000144	Laboratory sample no:	FA002632	
Accessibility:		N/A		
Installation:		Mastic		
Approx extent (m ² unless stated)		N/A		
Asbestos Type:		NAD		
Condition:		N/A	Surface Treatment:	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:		None			
Comments:					

Location:		Demolition survey - RA - Externals - 16.03.20 - External - EX-001 - Perimeter wall - Bitumen damp proof course to low level brick work		
Item No:	000145	Laboratory sample no:	FA002633	
Accessibility:		Moderate		
Installation:		Bitumen (1)		
Approx extent (m ² unless stated)		>100lm		
Asbestos Type:		Chrysotile (1)		
Condition:		Low damage (1)	Surface Treatment:	Completely sealed (0)


Material Risk Assessment	3	Priority Risk Assessment (PA)	N/A	Total Risk	N/A
Recommendation:	Remove				
Comments:					

Location:		Demolition survey - RA - Externals - 16.03.20 - External - A-023 - Store (substation) - Inaccessible due to being live and the responsibility of the utility company		
Item No:	000146	Laboratory sample no:	Not sampled	
Accessibility:		No access gained		
Installation:		Unknown (3)		
Approx extent (m ² unless stated)		Unknown		
Asbestos Type:		Presumed asbestos (3)		
Condition:		High damage (3)	Surface Treatment:	Unsealed (3)

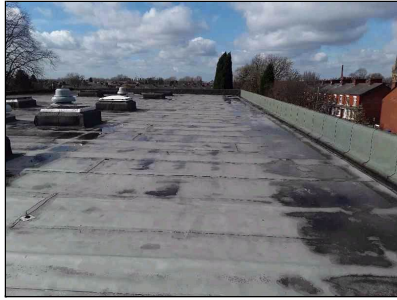
Material Risk Assessment	12	Priority Risk Assessment (PA)	N/A	Total Risk	12
Recommendation:	Presume ACMs are present until area has been surveyed				
Comments:					

Location:		Demolition survey - RA - Externals - 16.03.20 - External - A-022 - Store - Felt packers to timber door frame		
Item No:	000147	Laboratory sample no:	FA002634	
Accessibility:		Easy		
Installation:		Felt (1)		
Approx extent (m ² unless stated)		6no.		
Asbestos Type:		Chrysotile (1)		
Condition:		Low damage (1)	Surface Treatment: Completely sealed (0)	


Material Risk Assessment	3	Priority Risk Assessment (PA)	N/A	Total Risk	N/A
Recommendation:		Remove			
Comments:					

Location:		Demolition survey - RA - Externals - 16.03.20 - External - A-021 - Store - Felt packers to timber door frame		
Item No:	000148	Laboratory sample no:	SP FA002634	
Accessibility:		Easy		
Installation:		Felt (1)		
Approx extent (m ² unless stated)		6no.		
Asbestos Type:		Chrysotile (1)		
Condition:		Low damage (1)	Surface Treatment: Completely sealed (0)	


Material Risk Assessment	3	Priority Risk Assessment (PA)	N/A	Total Risk	N/A
Recommendation:		Remove			
Comments:					

Location:		Demolition survey - RA - Externals - 16.03.20 - External - EX-002 - Upper flat roof - Roofing felt to flat roof		
Item No:	000149	Laboratory sample no:	FA002635	
Accessibility:		N/A		
Installation:		Roofing felt		
Approx extent (m ² unless stated)		N/A		
Asbestos Type:		NAD		
Condition:		N/A	Surface Treatment:	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:		None			
Comments:					

Location:		Demolition survey - RA - Externals - 16.03.20 - External - EX-002 - Upper flat roof - Roofing felt to flat roof		
Item No:	000150	Laboratory sample no:	FA002636	
Accessibility:		N/A		
Installation:		Roofing felt		
Approx extent (m ² unless stated)		N/A		
Asbestos Type:		NAD		
Condition:		N/A	Surface Treatment:	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:		None			
Comments:					

Location:		Demolition survey - RA - Externals - 16.03.20 - External - EX-002 - Upper flat roof - Roofing felt to flat roof		
Item No:	000151	Laboratory sample no:	FA002637	
Accessibility:	N/A			
Installation:	Roofing felt			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments:					

Location:		Demolition survey - RA - Externals - 16.03.20 - External - EX-002 - Upper flat roof - Roofing felt to flat roof		
Item No:	000152	Laboratory sample no:	FA002638	
Accessibility:	N/A			
Installation:	Roofing felt			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	

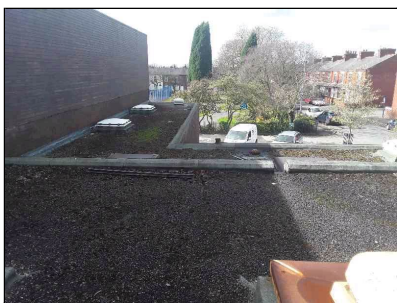
Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments:					

Location:		Demolition survey - RA - Externals - 16.03.20 - External - EX-002 - Upper flat roof - Boarding to roof around perimeter of upper flat beneath bitumen roof felt		
Item No:	000153	Laboratory sample no:	FA002639	
Accessibility:	Difficult			
Installation:	Boarding (2)			
Approx extent (m ² unless stated)	100lm			
Asbestos Type:	Amosite (2)			
Condition:	Low damage (1)	Surface Treatment:	Surface sealed (1)	

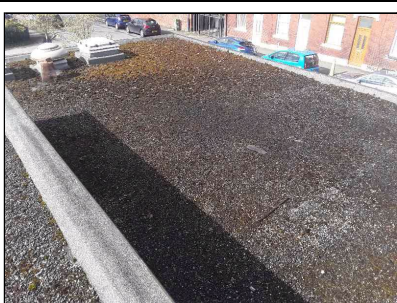
Material Risk Assessment	6	Priority Risk Assessment (PA)	N/A	Total Risk	N/A
Recommendation:	Remove				
Comments:					

Location:		Demolition survey - RA - Externals - 16.03.20 - External - EX-003 - Lower flat roof - Bitumen paper beneath timber cladding and polystyrene insulation around upper flat roof perimeter		
Item No:	000154	Laboratory sample no:	FA002640	
Accessibility:	N/A			
Installation:	Bitumen			
Approx extent (m ² unless stated)	N/A			
Asbestos Type:	NAD			
Condition:	N/A	Surface Treatment:	N/A	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:	None				
Comments:					

Location:		Demolition survey - RA - Externals - 16.03.20 - External - EX-003 - Lower flat roof - Roofing felt to flat roof		
Item No:	000155	Laboratory sample no:	FA002641	
Accessibility:		N/A		
Installation:		Roofing felt		
Approx extent (m ² unless stated)		N/A		
Asbestos Type:		NAD		
Condition:		N/A	Surface Treatment:	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:		None			
Comments:					

Location:		Demolition survey - RA - Externals - 16.03.20 - External - EX-003 - Lower flat roof - Roofing felt to flat roof		
Item No:	000156	Laboratory sample no:	FA002642	
Accessibility:		N/A		
Installation:		Roofing felt		
Approx extent (m ² unless stated)		N/A		
Asbestos Type:		NAD		
Condition:		N/A	Surface Treatment:	


Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:		None			
Comments:					

Location:		Demolition survey - RA - Externals - 16.03.20 - External - EX-003 - Lower flat roof - Roofing felt to flat roof		
Item No:	000157	Laboratory sample no:	FA002643	
Accessibility:		N/A		
Installation:		Roofing felt		
Approx extent (m ² unless stated)		N/A		
Asbestos Type:		NAD		
Condition:		N/A	Surface Treatment:	

Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:		None			
Comments:					

Location:		Demolition survey - RA - Externals - 16.03.20 - External - EX-003 - Lower flat roof - Roofing felt to flat roof		
Item No:	000158	Laboratory sample no:	FA002644	
Accessibility:		N/A		
Installation:		Roofing felt		
Approx extent (m ² unless stated)		N/A		
Asbestos Type:		NAD		
Condition:		N/A	Surface Treatment:	

Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:		None			
Comments:					

Location:		Demolition Survey - 10.03.20. to 16.03.20 - First floor - Tank Room (located above plant room A 024) - No suspect materials		
Item No:	000159	Laboratory sample no:	Not sampled	
Accessibility:		N/A		
Installation:		Unknown		
Approx extent (m ² unless stated)		N/A		
Asbestos Type:		NAD		
Condition:		N/A	Surface Treatment:	

Material Risk Assessment	0	Priority Risk Assessment (PA)	N/A	Total Risk	
Recommendation:		None			
Comments: Polystyrene cladding to water tank.					

Guidance on the building register and results

For each asbestos item in the register, there is a risk assessment row, which contains a material risk assessment derived using the HSE algorithm from HSG264 Asbestos: The Survey Guide (see table in Appendix 2). The row also contains a priority risk assessment (completed if requested by the customer at quotation stage) derived using the HSE algorithm from HSG227 A Comprehensive Guide to Managing Asbestos. Finally, where a material and priority score have been calculated there is a total risk score, derived by combining the material and priority risk assessment scores. Please note that where present, priority assessments and thus by association total risk scores, are not UKAS accredited risk assessment activities.

The material risk assessment is a general guide to the risk posed by the asbestos-containing materials, using the product type, damage, surface treatment, and asbestos type to give a risk 'score' (for explanations, see below). However, the recommendations in Section 5.0 of this report are not solely a product of this assessment. The survey team, using their experience, observations and current / future usage of the premises gleaned from the customer, give recommendations based on the usage of the area, future activities, and potential for damage.

It is recommended that regular inspections are undertaken to manage asbestos installations as part of a management plan. HSG 264 states that 'the person carrying out inspections and assessing the condition of asbestos must be competent and possess enough knowledge about asbestos to make decisions on its continual management'. Should your company or organisation not have a competent person, or the human resources to implement regular inspections, AEC can offer an asbestos project management services to visit premises, and update your asbestos register.

Explanation of building register and results table:

Item number and sample numbers

This report uses 'item numbers' to denote materials that have been sampled, strongly presumed, or presumed to contain asbestos. These should not be confused with 'sample numbers', which are unique reference numbers given to each sample taken during the survey to ensure that they are traceable through the survey and laboratory analysis process.

The diagrams, tables and photographs (Appendices I, II and IV) all use the item numbers to define any materials that have been assessed (tables also include the sample number for ease of reference).

Sample numbers

The certificates of analysis (Appendix III) use the sample number as a reference guide. Where a material has been sampled, a unique identification number is allocated to every bulk sample obtained for bulk sample analysis. The unique laboratory sample number ensures traceability within AEC's UKAS accredited laboratory system.

Strongly presumed or presumed

Where a material has not been sampled, but is visually similar to a previously sampled material then it shall be cross referenced to the previous sample and noted: 'strongly presumed (SP) as previous sample' and allocated an item number. Where a material has not been sampled, perhaps due to its inaccessibility and cannot be referenced to a previous sample taken for analysis, but is either strongly presumed based upon the surveyor's expert knowledge, or presumed (if there is insufficient evidence to suggest the installation is not asbestos) to contain asbestos, then this material shall be noted as 'strongly presumed' (SP) or 'presumed' (P) and have "Not Sampled" displayed in the laboratory sample number field on the register.

As documented in HSG 264, all inaccessible areas shall be deemed to contain asbestos until can be proven otherwise. Within the limitations of HSG 264, a 'worst case scenario' will be given, which is that the area will contain crocidolite. Presumed products known to have never contained crocidolite, e.g. textured coatings, will be presumed to contain their known asbestos type e.g. chrysotile. Presumptions of asbestos type shall also consider the known construction dates of the building, so properties constructed before 1971 will typically be presumed to contain crocidolite. Properties constructed between 1971 and 1985 asbestos grunerite (amosite), and post 1985 building chrysotile only. However, typically, inaccessible areas are likely to contain similar ACMs to those identified within the building.

Building register/material assessment

Location

A description of the exact location of the asbestos installation on site and its location within a certain area.

Product or installation

Type of material e.g. boarding, floor tiles, insulation etc.

Extent

Visual estimate of area (m²), volume (m³), or length (linear metres), of installation.

Asbestos types

Type of asbestos identified in the material. Samples are analysed in AEC's UKAS accredited laboratory, and certificates of analysis are located in Appendix III of this report.

Condition

Condition of the installation, from as new, to badly damaged.

Surface Treatment

This section states whether the material is exposed, painted, or encapsulated.

Risk assessment

This is gained by adding the 'scores' of the previous sections, using the risk algorithm (see table overleaf).

Recommendations

These are achieved using the risk assessment algorithm, but also known future usage of the premises e.g. if major works are planned. Recommendations are detailed in Section 5.0 of this report.

Remedial action & date

Column to be used as part of the asbestos management plan. This column should be completed after every inspection, removal, encapsulation, labelling etc.

Material Assessment Algorithm

Variable	Score	Examples
Installation / Product type	1	Vinyl, 'Bakelite', Cement
	2	Asbestos insulating board, paper, rope
	3	Pipe insulation, sprayed coating, friable debris
Condition / damage	0	As new
	1	Slight / minor damage
	2	Moderate damage - breakage to surface treatment
	3	Major damage - smashed or exposed material
Surface treatment	0	Non-friable e.g. vinyl
	1	Enclosed insulation, encapsulated AIB
	2	Unsealed AIB, encapsulated insulation
	3	Unsealed insulation or sprayed coating
Asbestos type	1	Chrysotile
	2	Amosite (asbestos grunerite) & other amphiboles
	3	Crocidolite

The scores from each of the four sections are added together to produce a material risk assessment score:

Risk score	Risk assessment
10 or more	High risk
7 - 9	Medium risk
5 - 6	Low risk
4 or below	Very low risk

Priority Assessment

While the material assessment looks at the type and condition of the ACM and the ease with which it will release fibres if disturbed, the priority assessment looks at the likelihood of someone disturbing the ACM. This risk assessment can only be carried out with detailed knowledge of all the above and although a surveyor may have some of the information which will contribute to the risk assessment and may be part of an assessment team, the duty holder is ultimately required to make the risk assessment using the information given in the survey report and your detailed knowledge of the activities carried out within your premises. The overall risk assessment will form the basis of your management plan, so it is important to ensure that it is accurate.

Method of Determination to distinguish Asbestos Insulating Board
from Asbestos Cement

In the Building Register and Results (Appendix II) the terminology 'Board' is used to represent Asbestos Insulating Board (AIB), 'Ceiling Tiles' is used to represent Asbestos Insulating Board Ceiling Tiles, and 'Cement' is used to represent Asbestos Cement (AC).

Where the Lead Surveyor during a survey on site is unsure whether a suspect asbestos containing material (ACM) is AIB or AC the terminology 'Cement / Board' is used and reported in the Building Register and Results (Appendix II) in the installation column.

If there is any doubt about the type of asbestos material after the material has been identified that it is a mixture of asbestos and cement, and reported as 'Cement / Board' in the Building Register and Results (Appendix II) it is recommended to have the water absorption test of a sample calculated to determine whether the materials is asbestos cement or AIB. Asbestos cement, in a dry state will absorb less than 30% water by weight, and the method is documented in the ACoP L143. Airborne Environmental Consultants perform this service to UKAS accredited standard ISO 17025, for further details on the water absorption method please contact our Laboratory Manager.

APPENDIX 3

CERTIFICATE OF BULK FIBRE ANALYSIS

Samples analysed by:

Megan Oldfield
Aleksandra Lesiak
Roy Hilton
Tom Wiggins
Danielle Corbet

m. 

Aleksandra Lesiak









CERTIFICATE OF BULK FIBRE ANALYSIS

PROJECT REF: J180264
 CUSTOMER: AA Woods Holding Ltd
 DETAILS: Alma Street
 St Helens
 WA9 3AR

CERT NO.: J180264
 DATE RECEIVED: 17.03.20
 DATE ANALYSED: 18.03.20 - 19.03.20
 DATE REPORTED: 23.03.20
 (Verbal)
 DATE REPORTED: 23.03.20
 (Document)

SITE DETAILS: Denton Swimming Pool, Victoria Street, Denton, Manchester, , M34 3GU
 SAMPLED BY: Karl Koffman, Rob Albers, Jason Woodward


Sample No.	Sample Location	Sample Description	Sample Comments	Asbestos Type(s)
FA002631	External - Store - Gaskets to flanges on gas pipe	Pink fragments	-	NAD
FA002632	External - Store - Mastic sealant to gas pipe as it extends through wall from outside	Brown fragments	-	NAD
FA002633	External - Perimeter wall - Bitumen damp proof course to low level brick work	Black / silver fragments	-	Chrysotile
FA002634	External - Store - Felt packers to timber door frame	Black / brown fragments	-	Chrysotile
FA002635	External - Upper flat roof - Roofing felt to flat roof	Black fragments	-	NAD

Comments:

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Signed:  Analysis completed at Manchester Laboratory. Authorised on behalf of Airborne Environmental Consultants Ltd.	Print:	Megan Oldfield
	Position	Lab Analyst
	Date:	19.03.20



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Sample No.	Sample Location	Sample Description	Sample Comments	Asbestos Type(s)
FA002636	External - Upper flat roof - Roofing felt to flat roof	Black fragments	-	NAD
FA002637	External - Upper flat roof - Roofing felt to flat roof	Black fragments	-	NAD
FA002638	External - Upper flat roof - Roofing felt to flat roof	Black fragments	-	NAD
FA002639	External - Upper flat roof - Boarding to roof around perimeter of upper flat beneath bitumen roof felt	Beige / black fragments	-	Amosite
FA002640	External - Lower flat roof - Bitumen paper beneath timber cladding and polystyrene insulation around upper flat roof perimeter	Brown / black fragments	-	NAD

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Sample No.	Sample Location	Sample Description	Sample Comments	Asbestos Type(s)
FA002641	External - Lower flat roof - Roofing felt to flat roof	Black fragments	-	NAD
FA002642	External - Lower flat roof - Roofing felt to flat roof	Black fragments	-	NAD
FA002643	External - Lower flat roof - Roofing felt to flat roof	Black fragments	-	NAD
FA002644	External - Lower flat roof - Roofing felt to flat roof	Black fragment	-	NAD
FB004012	Ground floor - Entrance - Boarding to the ceiling	Grey fragments	-	Amosite

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Sample No.	Sample Location	Sample Description	Sample Comments	Asbestos Type(s)
FB004013	Ground floor - Entrance - Boarding behind the radiator	Grey fragments	-	Chrysotile Amosite
FB004014	Ground floor - Entrance - Felt damp proof course visible below timber skirting	Black fragments	-	NAD
FB004015	Ground floor - Reception - Boarding tile fragments in metal grid above to secondary suspended ceiling	White fragments	-	NAD
FB004016	Ground floor - Office - Boarding to the ceiling	Grey fragments	-	Chrysotile Amosite
FB004017	Ground floor - Office - Felt packers below the timber window sill	Black fragments	-	NAD

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Sample No.	Sample Location	Sample Description	Sample Comments	Asbestos Type(s)
FB004018	Ground floor - Office - Bitumen felt damp proof membrane sandwiched within the cavity of the brick wall	Black fragments	-	Chrysotile
FB004019	Ground floor - Changing Area - Spray coating to the front half of the ceiling	White fragments	-	NAD
FB004020	Ground floor - Changing Area - Spray coating to the rear section of the ceiling	White fragments	-	NAD
FB004021	Ground floor - Changing Area - Lagging to the pipe that runs at low level below bench in cubicles	Brown fragments	-	NAD
FB004022	Ground floor - Changing Area - Spray coating to the front section of ceiling	White fragments	-	NAD

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Sample No.	Sample Location	Sample Description	Sample Comments	Asbestos Type(s)
FB004023	Ground floor - Changing Area - Spray coating to the rear section of the ceiling	White fragments	-	NAD
FB004024	Ground floor - Changing Area - Boarding sealing off the top of the riser (accessed from end changing cubicle)	Grey fragments	-	Amosite
FB004025	Ground floor - Changing Area - Spray coating to the ceiling	White fragments	-	NAD
FB004026	Ground floor - Circulation - Boarding to the ceiling	Grey fragments	-	Chrysotile Amosite
FB004027	Ground floor - Store - Textured coating to the ceiling	White/brown fragments	-	NAD

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Sample No.	Sample Location	Sample Description	Sample Comments	Asbestos Type(s)
FB004028	Ground floor - Changing Area - Spray coating to the rear section of ceiling (near showers)	White fragments	-	NAD
FB004029	Ground floor - Changing Area - Spray coating to the front section of the ceiling	White fragments	-	NAD
FB004030	Ground floor - Changing Area - Felt packers behind the timber frame	Black fragments	-	NAD
FB004031	Ground floor - Pool Area - Spray coating to the ceiling (right side)	White/grey fragments	-	Chrysotile Amosite
FB004032	Ground floor - Pool Area - Spray coating to the ceiling (left side)	White/grey fragments	-	Chrysotile Amosite

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Sample No.	Sample Location	Sample Description	Sample Comments	Asbestos Type(s)
FB004033	Ground floor - Pool Area - Spray coating to the ceiling right side	White/grey fragments	-	Chrysotile Amosite
FB004034	Ground floor - Pool Area - Spray coating to the ceiling (central right)	White/grey fragments	-	Chrysotile Amosite
FB004035	Ground floor - Pool Area - Spray coating to the ceiling (central left)	White/grey fragments	-	Chrysotile Amosite
FB004036	Ground floor - Pool Area - Spray coating to the ceiling (left side)	White/grey fragments	-	Chrysotile Amosite
FB004037	Ground floor - Pool Area - Spray coating to the ceiling (far side)	White/grey fragments	-	Chrysotile Amosite

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Sample No.	Sample Location	Sample Description	Sample Comments	Asbestos Type(s)
FB004038	Ground floor - Pool Area - Spray coating to the ceiling (near side)	White/grey fragments	-	Chrysotile Amosite
FB004039	Roof Void - Roof void above pools - Boarding to rear wall (above small pool)	Grey fragments	-	Amosite
FB004040	Roof Void - Roof void above pools - Boarding to right wall (above small pool)	Grey fragments	-	Amosite
FB004041	Roof Void - Roof void above pools - Boarding to rear wall (above small pool)	Grey fragments	-	Amosite
FB004042	Roof Void - Roof void above pools - Boarding to near wall (above small pool)	Grey fragments	-	Amosite

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Sample No.	Sample Location	Sample Description	Sample Comments	Asbestos Type(s)
FB004043	Roof Void - Roof void above pools - Boarding to near wall (above large pool)	Grey fragments	-	Amosite
FB004044	Roof Void - Roof void above pools - Boarding to left wall (above large pool)	Grey fragments	-	Amosite
FB004045	Roof Void - Roof void above pools - Boarding to left wall (above large pool)	Grey fragments	-	Amosite
FB004046	Roof Void - Roof void above pools - Boarding to far wall (above large pool)	Grey fragments	-	Amosite
FB004047	Ground floor - First Aid - Spray coating to the ceiling	White fragments	-	NAD

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Sample No.	Sample Location	Sample Description	Sample Comments	Asbestos Type(s)
FB004048	Roof Void - Roof void above pools - Rope to red brackets to ductwork	White fragments	-	Chrysotile
FB004049	Roof Void - Roof void above pools - Mastic (orange) to joints in duct work	Orange fragments	-	NAD
FB004050	Roof Void - Roof void above pools - Mastic (white) around exterior of red brackets of ductwork	White fragments	-	NAD
FB004051	Roof Void - Roof void above pools - Felt underscore fragments to the rear of pool ceiling	Black fragments	-	NAD
FB004052	Roof Void - Roof void above pools - Boarding packers to timber frame of light built into pool ceiling	Grey fragments	-	Amosite

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	Date:	19.03.20



CERTIFICATE OF BULK FIBRE ANALYSIS

PROJECT REF: J180264
 CUSTOMER: AA Woods Holding Ltd
 DETAILS: Alma Street
 St Helens
 WA9 3AR

CERT NO.: J180264
 DATE RECEIVED: 17.03.20
 DATE ANALYSED: 18.03.20 - 19.03.20
 DATE REPORTED: 23.03.20
 (Verbal)
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SITE DETAILS: Denton Swimming Pool, Victoria Street, Denton, Manchester, , M34 3GU
 SAMPLED BY: Karl Koffman, Rob Albers, Jason
 Woodward


Sample No.	Sample Location	Sample Description	Sample Comments	Asbestos Type(s)
FB004053	Roof Void - Roof void above pools - Bitumen residues to ductwork	Black fragments	-	NAD
FB004054	Roof Void - Roof void above pools - Spray coating debris to top of the insulation (throughout - small amounts)	Brown/white fragments	-	NAD
FB004055	Ground floor - Plant room - Lagging to elbow of upper large bore green pipe	Pink fibrous mass	-	NAD
FB004056	Ground floor - Plant room - Lagging to upper green pipe run where it runs level with gantry	Pink fibrous mass	-	NAD
FB004057	Ground floor - Plant room - Lagging to upper green pipe run where it continues along wall	Pink fibrous mass	-	NAD

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FB004058	Ground floor - Plant room - Lagging to upper green pipe (at elbow)	Pink fibrous mass	-	NAD
FB004059	Ground floor - Plant room - Lagging to upper green pipe run	Pink fibrous mass	-	NAD
FB004060	Ground floor - Plant room - Lagging to elbow of upper green pipe	Pink fibrous mass	-	NAD
FB004061	Ground floor - Plant room - Lagging to upper green pipe run where it runs down the wall	Pink fibrous mass	-	NAD
FB004062	Ground floor - Plant room - Lagging to elbow of upper green pipe	Pink fibrous mass	-	NAD

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Sample No.	Sample Location	Sample Description	Sample Comments	Asbestos Type(s)
FB004063	Ground floor - Plant room - Lagging to upper green pipe where it runs at floor level (at back of boilers)	Pink fibrous mass	-	NAD
FB004064	Ground floor - Plant room - Lagging to upper green pipe where it runs at floor level (to back of boilers)	Pink fibrous mass	-	NAD
FB004065	Ground floor - Plant room - Lagging to upper green pipe where it runs down wall (before leaving plant room entering pool area)	Pink fragments	-	NAD
FB004066	Ground floor - Plant room - Lagging to upper green pipe elbow where it runs to enter pool area	Pink fragments	-	NAD
FB004067	Ground floor - Plant room - Lagging to upper green pipe where it begins it's run below pool	Pink fragments	-	NAD

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Sample No.	Sample Location	Sample Description	Sample Comments	Asbestos Type(s)
FB004068	Ground floor - Plant room - Lagging to lower green pipe (large bore) at elbow with gantry	Pink fragments	-	NAD
FB004069	Ground floor - Plant room - Lagging to lower green pipe run level with gantry	Pink fragments	-	NAD
FB004070	Ground floor - Plant room - Lagging to green pipe run at end of gantry	Pink fragments	-	NAD
FB004071	Ground floor - Plant room - Lagging to lower green pipe at elbow (above distribution box)	Pink fragments	-	NAD
FB004072	Ground floor - Plant room - Lagging to run of lower green pipe (section adjacent stairs)	Pink fragments	-	NAD

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Sample No.	Sample Location	Sample Description	Sample Comments	Asbestos Type(s)
FB004073	Ground floor - Plant room - Lagging where lower green pipe runs/branches off towards the floor	Pink fragments	-	NAD
FB004074	Ground floor - Plant room - Lagging to lower green pipe elbow at floor level	Pink fragments	-	NAD
FB004075	Ground floor - Plant room - Lagging to lower green pipe elbow at floor level	Pink fragments	-	NAD
FB004076	Ground floor - Plant room - Lagging to lower green pipe run	Pink fibrous mass	-	NAD
FB004077	Ground floor - Plant room - Lagging to lower green pipe run where it meet valve	Pink fibrous mass	-	NAD

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Sample No.	Sample Location	Sample Description	Sample Comments	Asbestos Type(s)
FB004078	Ground floor - Plant room - Lagging to green pipe (the branch that runs to rear of boilers)low level elbow	Pink fibrous mass	-	NAD
FB004079	Ground floor - Plant room - Lagging to green pipe	Pink fibrous mass	-	NAD
FB004080	Ground floor - Plant room - Lagging to green pipe at elbow	Pink fibrous mass	-	NAD
FB004081	Ground floor - Plant room - Lagging to green pipe	Pink fibrous mass	-	NAD
FB004082	Ground floor - Plant room - Lagging to green pipe run as it travels across the top of the boilers	Pink fibrous mass	-	NAD

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Sample No.	Sample Location	Sample Description	Sample Comments	Asbestos Type(s)
FB004083	Ground floor - Plant room - Lagging to green pipe elbow (at rear of boilers)	Pink fibrous mass	-	NAD
FB004084	Ground floor - Plant room - Lagging to lower elbow at rear of boiler	Pink fibrous mass	-	NAD
FB004085	Ground floor - Plant room - Lagging to green section of pipe (where it borders the pool)	Pink fibrous mass	-	NAD
FB004086	Ground floor - Plant room - Lagging to rear small bore green pipe at high level above gantry	Pink fragments	-	NAD
FB004087	Ground floor - Plant room - Lagging to front small bore green pipe at high level above gantry	Pink fragments	-	NAD

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Sample No.	Sample Location	Sample Description	Sample Comments	Asbestos Type(s)
FB004088	Ground floor - Plant room - Lagging to rear small bore green pipe running vertically down wall near gantry	Pink fragments	-	NAD
FB004089	Ground floor - Plant room - Lagging to front small bore green pipe that runs vertically down wall near gantry	Pink fragments	-	NAD
FB004090	Ground floor - Plant room - Lagging to rear small bore green pipe running at high level above blue water tanks	Pink fragments	-	NAD
FB004091	Ground floor - Plant room - Lagging to front small bore green pipe that runs along wall at high level above blue cylinders	Pink fragments	-	NAD
FB004092	Ground floor - Plant room - Lagging to front small bore green pipe where it continues its run vertically down the wall to the far side of the blue water tanks	Pink fragments	-	NAD

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Sample No.	Sample Location	Sample Description	Sample Comments	Asbestos Type(s)
FB004093	Ground floor - Plant room - Lagging to rear small bore green pipe as it continues its run down vertically down the wall to the far side of the blue water tanks	Pink fragments	-	NAD
FB004094	Ground floor - Plant room - Lagging to elbow of front small bore green pipe where it runs above gantry door	Pink fragments	-	NAD
FB004095	Ground floor - Plant room - Lagging to elbow of rear small bore green pipe where it runs above gantry door	Pink fragments	-	NAD
FB004096	Ground floor - Plant room - Lagging debris to the top of and to floor near central boiler	Pink fragments	-	NAD
FB004097	Ground floor - Plant room - Grey cement flue running off the central orange discount boiler	Grey fragments	-	Chrysotile

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Sample No.	Sample Location	Sample Description	Sample Comments	Asbestos Type(s)
FB004098	Ground floor - Plant room - Boarding within fire door (2 panels spliced within)	Brown fragments	-	Chrysotile
FB004099	Ground floor - Plant room - Boarding to top of Viscount boiler (and likely to be behind inspection hatches)	Cream fragments	-	NAD
FB004100	Ground floor - Plant room - Black mastic to the metal furnace of boiler	Black fragments	-	NAD
FB004101	Ground floor - Plant room - Rope to metal seals to the top of the boiler	Cream fibres	-	NAD
FB004102	Ground floor - Plant room - Gaskets to the valve at the front of the viscount boiler	Grey fragments	-	Chrysotile

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Sample No.	Sample Location	Sample Description	Sample Comments	Asbestos Type(s)
FB004103	Ground floor - Plant room - Gasket to the floor at front of the Discount boiler	Green fragments	-	Chrysotile
FB004104	Ground floor - Plant room - White mastic to the boiler furnace and to the cement flu that comes off the Viscount boiler	White fragments	-	Chrysotile
FB004105	Ground floor - Plant room - Brown mastic to the furnace of the Viscount boiler	Beige fragments	-	NAD
FB004106	Ground floor - Plant room - Rope to the front of the Viscount boiler	Brown fragments	-	Chrysotile
FB004107	Ground floor - Plant room - Gaskets to the green painted valves	Brown and green fragments	-	NAD

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Sample No.	Sample Location	Sample Description	Sample Comments	Asbestos Type(s)
FB004108	Ground floor - Plant room - Insulation residues to the wall that runs adjacent to gantry/stairs	Cream fragments	-	NAD
FB004109	Ground floor - Plant room - Insulation residues to the wall behind the boilers	Pink fragments	-	NAD
FB004110	Ground floor - Plant room - Insulation debris to the floor below the green pipes behind the boiler	Pink fragments	-	NAD
FB004111	Basement - Plant room - below pools - Textiles to several of the pipe hangers to the left wall behind pool	Grey fragments	-	NAD
FB004112	Basement - Plant room - below pools - Insulation to ceiling and to the pipes that run close to the ceiling	Cream fragments	-	NAD

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Signed:  Analysis completed at Manchester Laboratory. Authorised on behalf of Airborne Environmental Consultants Ltd.	Print:	Megan Oldfield
	Position	Lab Analyst
	Date:	19.03.20



CERTIFICATE OF BULK FIBRE ANALYSIS

PROJECT REF: J180264
 CUSTOMER: AA Woods Holding Ltd
 DETAILS: Alma Street
 St Helens
 WA9 3AR

CERT NO.: J180264
 DATE RECEIVED: 17.03.20
 DATE ANALYSED: 18.03.20 - 19.03.20
 DATE REPORTED: 23.03.20
 (Verbal)
 DATE REPORTED: 23.03.20
 (Document)

SITE DETAILS: Denton Swimming Pool, Victoria Street, Denton, Manchester, , M34 3GU
 SAMPLED BY: Karl Koffman, Rob Albers, Jason
 Woodward


Sample No.	Sample Location	Sample Description	Sample Comments	Asbestos Type(s)
FB004113	Basement - Plant room - below pools - Insulation to the small bore linen wrapped pipes that run around the pool	Pink fragments	-	NAD
FB004114	Basement - Plant room - below pools - Gaskets to the green valves that run off the metal pipes to the pool	Pink and grey fragments	-	Chrysotile
FB004115	Basement - Plant room - below pools - Gaskets to valves on the red pipework	Green fragments	-	Chrysotile
FB004116	Basement - Plant room - below pools - Discarded insulation debris in buckets, bags and to the adjacent concrete floor	Pink fragments	-	NAD
FB004117	First floor - Plant Room - Discarded large gaskets to the floor of the concrete plinth	Green fragments	-	Chrysotile

Comments:

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Sample No.	Sample Location	Sample Description	Sample Comments	Asbestos Type(s)
FB004118	First floor - Plant Room - Discarded small gaskets to the floor of the concrete plinth	Red fragments	-	Chrysotile
FB004119	First floor - Plant Room - Discarded lagging within bucket to the floor	Debris	-	NAD
FB004120	First floor - Plant Room - Lagging to the discarded valve to the floor	Pink fragments	-	NAD
FB004121	First floor - Plant Room - Boarding fragment to the floor near the riser	Grey fragments	-	Amosite
FB004122	First floor - Plant Room - Gaskets (white) to the valves of the pipework	Brown fragments	-	NAD

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Sample No.	Sample Location	Sample Description	Sample Comments	Asbestos Type(s)
FB004123	First floor - Plant Room - Lagging to the front left large bore pipework (near valves)	Pink fibrous mass	-	NAD
FB004124	First floor - Plant Room - Lagging to front right large bore pipe (near valves)	Pink fibrous mass	-	NAD
FB004125	First floor - Plant Room - Lagging to elbow of front left large bore pipe near valves	Pink fibrous mass	-	NAD
FB004126	First floor - Plant Room - Lagging to the elbow of the front right large bore pipe near valves	Pink fibrous mass	-	NAD
FB004127	First floor - Plant Room - Lagging to large bore horizontal pipe (upper one) that runs to the rear of the valves	Pink fibrous mass	-	NAD

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Sample No.	Sample Location	Sample Description	Sample Comments	Asbestos Type(s)
FB004128	First floor - Plant Room - Lagging to the large bore horizontal pipe (lower one) that runs to the rear of the valves	Pink fibrous mass	-	NAD
FB004129	First floor - Plant Room - Lagging to the length of the small bore green pipe that runs horizontally to the ductwork	Pink fibrous mass	-	NAD
FB004130	First floor - Plant Room - Lagging to the elbow of the upper large bore pipe (that runs horizontally behind valves)	Pink fibrous mass	-	NAD
FB004131	First floor - Plant Room - Lagging to the elbow of the large bore green pipe that runs horizontally behind valves	Pink fibrous mass	-	NAD
FB004132	First floor - Plant Room - Lagging to the elbow of the small bore green pipe that runs horizontally to the ductwork	Pink fibrous mass	-	NAD

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Sample No.	Sample Location	Sample Description	Sample Comments	Asbestos Type(s)
FB004133	First floor - Plant Room - Lagging to the small bore green pipes (near valves)	Pink fibrous mass	-	NAD

Comments:

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A guide to asbestos-containing materials in buildings and their asbestos content (listed in approximate order of ease of fibre release)

With the publication of HSG 248 - Asbestos: The analysts' guide for sampling, analysis and clearance procedures issued by the Health and Safety Executive (HSE), the quantitative assessment of asbestos content is outside the scope of UKAS accreditation (ISO 17025). Where analysis identifies only 1 or 2 fibres of asbestos then the term 'trace asbestos identified' is permissible and can be reported on the certificate of bulk fibre analysis. For all other asbestos contents in a building material Table 1 should be used as a guide as to the likely percentage content of asbestos in the building material. For more detailed information please refer to HSE guidance document HSG 264 Asbestos: The Survey Guide. Table 1 below is a summary of Appendix 2: ACMs in buildings in guidance document HSG 264.

Table 1

Asbestos product		Asbestos content
Sprayed coatings.	Dry applied, wet applied and trowelled finish.	55% to 85%. Likely to be present as over spray adjacent to substrate and also debris below.
Thermal insulation.	Hand-applied thermal lagging, pipe and boiler lagging, pre-formed pipe sections, slabs and blocks.	6% to 85%.
	Tape, rope, corrugated paper, quilts, felts and blankets.	Usually ~ 100%.
Asbestos board.	Millboard.	37% to 97%.
	Insulating.	Usually 15% to 25%. Older boards and some marine boards contain up to 40%.
	Insulating board in cores and linings of composite products.	16% to 40%.
Paper, felt and cardboard.		Can contain ~ 100%.
Textiles.	Ropes and yarns.	Approaching 100% unless combined with other fibres.
	Cloth.	Approaching 100%.
	Gaskets and washers.	Variable but usually around 90%.
	Strings.	Approaching 100%.
Friction products.	Resin-based materials.	30% to 70%.
Cement products.	Profiled sheets.	10% to 15%.
	Semi-compressed flat sheet and partition board.	10% to 15%. Also 10% to 25% in wood used for fire doors etc. Composite panels contained ~ 4%.
	Fully compressed flat sheet used for tiles, slates and board.	10% to 15%.
	Pre-formed moulded products and extruded products.	10% to 15%.
Textured coatings.	Decorative/flexible coatings on walls and ceilings.	3% to 5%.
Bitumen products.	Roofing felts and shingles, semi-rigid bitumen roofing, gutter linings and flashings, damp-proof courses and bitumen coatings on metals.	Usually 8%, but paper approximately 100%.
Flooring.	Thermoplastic floor tiles.	Up to 25%.
	PVC vinyl floor tiles and unbacked flooring.	Normally 7%.
	Paper-backed PVC floors.	Approximately 100%.
	Magnesium oxychloride flooring used in WCs, staircases and industrial flooring.	About 2%.
Reinforced PVC.	Panels and cladding.	1% to 10%.
Reinforced plastic and resin composites.	Used for toilet cisterns, seats, banisters, window seals and lab bench tops.	1% to 10%.
	Brakes and clutches in machines.	20% to 50%.

APPENDIX 4
SURVEY METHODOLOGIES

SURVEY METHODOLOGIES

Refurbishment & demolition survey

A refurbishment and demolition survey is needed before any refurbishment or demolition work is carried out. This type of survey is used to locate and describe, as far as reasonably practicable, all ACMs in the area where the refurbishment work will take place or in the whole building if demolition is planned. The survey will be fully intrusive and involve destructive inspection, as necessary, to gain access to all areas, including those that may be difficult to reach. A refurbishment and demolition survey may also be required in other circumstances, e.g. when more intrusive maintenance and repair work will be carried out or for plant removal or dismantling.

There is a specific requirement in CAR 2012 for all ACMs to be removed as far as reasonably practicable before major refurbishment or final demolition. Removing ACMs is also appropriate in other smaller refurbishment situations, which involve structural or layout changes to buildings (e.g. removal of partitions, walls, units etc). Under CDM, the survey information should be used to help in the tendering process for removal of ACMs from the building before work starts. The survey report should be supplied by the client to designers and contractors who may be bidding for the work, so that the asbestos risks can be addressed. In this type of survey, where the asbestos is identified so that it can be removed (rather than to 'manage' it), the survey does not normally assess the condition of the asbestos, other than to indicate areas of damage or where additional asbestos debris may be present. However, where the asbestos removal may not take place for some time, the ACMs' condition will need to be assessed and the materials managed.

Refurbishment and demolition surveys are intended to locate all the asbestos in the building (or the relevant part), as far as reasonably practicable. It is a disruptive and fully intrusive survey, which may need to penetrate all parts of the building structure. Aggressive inspection techniques will be needed to lift carpets and tiles, break through walls, ceilings, cladding and partitions, and open up floors. In these situations, controls should be put in place to prevent the spread of debris, which may include asbestos. Refurbishment and demolition surveys should only be conducted in unoccupied areas to minimise risks to the public or employees on the premises. Ideally, the building should not be in service and all furnishings removed. For minor refurbishment, this would only apply to the room involved or even part of the room where the work is small and the room large. In these situations, there should be effective isolation of the survey area (e.g. full floor to ceiling partition), and furnishings should be removed as far as possible or protected using sheeting. The 'surveyed' area must be shown to be fit for reoccupation before people move back in. This will require a thorough visual inspection and, if appropriate (e.g. where there has been significant destruction), reassurance air sampling with disturbance. Under no circumstances should staff remain in rooms or areas of buildings when intrusive sampling is performed.

There may be some circumstances where the building is still 'occupied' (i.e. in use) at the time a 'demolition' survey is carried out. For example in the educational sector, refurbishment/demolition surveys may be conducted in schools or colleges during one closure period (e.g. holidays) and the work not undertaken until the next holiday period. Also, a demolition survey maybe conducted to establish the economic future or viability of a building(s). The survey results would determine the outcome. In such situations, the 'survey' will need extremely careful managing with personnel and equipment/furnishings being decanted and protected (as necessary), while the survey progresses through the building. Again, there should be effective isolation of the survey areas and the 'surveyed' area must be shown to be fit for reoccupation before personnel reoccupy.

The survey was carried out in accordance with the HSE document HSG 264 Asbestos: The Survey Guide, and AEC's UKAS accreditation as a Type 'C' inspection body (number 0232). All sample analysis is carried out in AEC's UKAS accredited laboratory (testing laboratory 2054).

The survey was carried out by an experienced survey team, who inspect all safely accessible parts of the building, and look for any installation that potentially could contain asbestos.

Any suspect materials were sampled and subsequently analysed in accordance with HSG 248 - 'Asbestos: The analysts' guide for sampling, analysis and clearance procedures'. This method identifies the asbestos types present.

Samples are taken using low - disturbance techniques, whereby a small amount of material will be taken, after firstly wetting the sample location with a polyvinyl acetate (PVA) solution spray. This minimises the release of asbestos fibres during the process. Air monitoring carried out during sampling work of this type has shown airborne fibre concentrations to stay below the clearance indicator level of 0.01 fibres per millilitre of air.

Sampled materials are immediately placed in sealable, airtight sample bags and appropriately labelled. Sample points will be suitably filled / sealed using PVA spray, 'Polyfilla' or adhesive tape.

Survey restrictions and caveats

The value and usefulness of the survey can be seriously undermined where either the client or the surveyor imposes restrictions on the survey scope or on the techniques/method used by the surveyor. Information on the location of all ACMs, as far as reasonably practicable, is crucial to the risk assessment and development of the management plan. Any restrictions placed on the survey scope will reduce the extent to which ACMs are located and identified, incur delays and consequently make managing asbestos more complex, expensive and potentially less effective.

In refurbishment surveys, the area and scope of the work will need to be agreed between the dutyholder and the surveyor. In these surveys and in demolition surveys there should be no restrictions on access unless the site is unsafe (e.g. fire-damaged premises) or access is physically impractical. The level of intrusion will be significantly greater than with management surveys. It will include accessing structural areas, between floors and walls and underground services. Some areas may be difficult to gain entry to and/or may need specialist assistance or equipment. Access arrangements need to be fully discussed in the planning stage and form part of the contract, particularly where assistance has to be engaged. Where access has not been possible during refurbishment and demolition surveys, these areas must be clearly located on plans and in the text of the report to allow the refurbishment and demolition processes to be progressive in those areas. Any ACMs must be identified and removed at this time. It is now recognised that even with 'complete' access demolition surveys, all ACMs may not be identified and this only becomes apparent during demolition itself. Surveyors need to be competent to do all the relevant work and tasks in this class of surveys. They will need some knowledge of construction, be able to carry out the work safely and without risk to health, have the correct equipment to do the work and have the appropriate insurance.

If any restrictions have to be imposed on the scope or extent of the survey, these items must be agreed by both parties and clearly documented. They should be agreed before work starts (e.g. at the preliminary site meeting and walk-through inspection or during discussion) and are likely to form part of the contract. If during the survey, the surveyor is unable to access any location or area for any reason, the dutyholder must be informed as soon as possible and arrangements made for later access. If access is not possible, then the survey report should clearly identify these areas not accessed. Limitations should be kept to an absolute minimum by ensuring that staff are adequately trained, insured and have the appropriate equipment and tools.

N.B. For surveys where only partial access is provided for intrusion into a building, either by virtue of the need for the building to remain occupied, for restriction on the degrees of damage permitted to the building or for services to remain live, the survey cannot be classified as a full refurbishment & demolition investigation of the structure and will be classed within the report as an extended management survey. This will better highlight that some areas have not received full access into the structure and focus the need for potential further localised investigation prior to any planned refurbishment or demolition works.

In the case of refurbishment & demolition surveys, the presumption is made that all identified asbestos containing materials will be removed as these surveys are undertaken prior to major refurbishment or demolition exercises. It is possible, in certain circumstances, that some identified asbestos containing materials may be left in a building if they do not interfere with a planned refurbishment. In this case the safe management of these materials is still a regulatory requirement and the location of any remaining asbestos must be communicated to the occupants of the refurbished areas and anybody who may potentially disturb them.

Please refer to the pre-site agreement form for further clarification on surveys.

The surveyors do not disturb any suspected asbestos installation in any other way than to take a representative sample. This measure shall minimise the risk of asbestos fibre release, but shall prevent access above/behind a suspected asbestos installation. It is possible, therefore, that further asbestos materials could be present behind an existing asbestos installation.

All relevant sample point data is recorded and shown in the final report e.g. accessibility, condition, extent of material, etc. The pertinent data required to carry out a material risk assessment is recorded and the risk rating for each asbestos installation is given in Appendix II.

The material risk assessment is an assessment of the ability of the identified asbestos installations to release fibres into the air. It is not an assessment of the likelihood of damage to the materials identified. The likelihood of damage or disturbance would be determined by carrying out a priority assessment. In order to achieve this, a thorough understanding of the activities on the site is required and therefore this is a responsibility placed on the duty holder as defined in the Control of Asbestos Regulations 2012.

As discussed above, refurbishment & demolition surveys require destructive access into sealed voids and cavities within a structure, so far as is reasonably practicable. For this reason refurbishment & demolition surveys should only be undertaken prior to a major refurbishment or demolition where the damage caused to the structure will not be of concern. In addition, refurbishment & demolition surveys should only be undertaken when the building has been isolated from all sources of energy including power, gas, water etc. Surveyors may be placed at significant risk if they break into parts of the building where services are still live. If services are still connected to the building being surveyed AEC shall revert to a management survey standard for safety reasons and inform the customer as soon as possible. This type of survey will require destructive access into sealed voids which may cause significant disturbance of previously unidentified asbestos. This could place occupants or persons working nearby at significant risk. As a consequence, AEC cannot accept responsibility for any damage caused during a refurbishment & demolition survey within the agreed scope of survey, or the costs associated with the clean-up, repair or remediation arising from it, as this type of survey requires this damage to occur.

In order to safely carry out this type of survey, AEC will make localised inspection holes into sealed areas. In some locations it may not be possible to see the entirety of a void or cavity from an access hole (this may require the complete removal or demolition of a wall, floor, ceiling etc.). This may result in the failure to identify non-uniform or localised installations of asbestos product. AEC will not remove entire walls ceilings etc as part of a survey or carry out significant disturbance of structural elements of a building. This lies outside of AEC's area of competence and will put our survey teams and others potentially at risk, as this is deemed demolition as opposed to surveying.

In refurbishment & demolition surveys, AEC shall make periodic access into any obvious non-asbestos insulation materials but shall not remove all insulation coverings. It is possible therefore that some localised areas of asbestos may not be identified beneath non-asbestos insulation coverings.

Where access is required behind previously identified asbestos materials e.g. AIB ceilings, then a licensed asbestos removal contractor will be employed, and following a 14-day notification to the relevant authority, the asbestos materials will be removed under fully controlled conditions, to inspect behind. A certificate of reoccupation will be required prior to dismantling the enclosure. This will only take place with prior agreement with the customer and a full discussion on the costs and programme involved.

During refurbishment & demolition surveys AEC will not normally break through concrete slab floors unless specifically requested to do so by the customer. In such circumstances a specialist contractor will be required to undertake the breaking work and be paid for by the customer. It is common to find sub-slab pipe ducts in many types of property which often have asbestos lagging and shuttering boards present.

AEC shall not break into structural elements of a building such as brick walls, cavity walls, chimney stacks etc. where it may place the survey team and others at risk of structural collapse i.e. in structurally unsafe buildings. Any asbestos products present in these areas may not be identified during the survey and therefore caution must be applied during the breakthrough / dismantling of structural elements of a building.

Where buildings have been boarded for security reasons, AEC shall not be responsible for any asbestos containing materials present behind security fixtures unless these have been removed by the customer. This is likely to effect doorways and windows primarily.

AEC shall not break through installations where this could result in injury to other persons, e.g. high level windows/walls on the exterior of a building where materials could fall onto public pavements etc.

It must be noted that AEC have not inspected areas of the property/structure which would cause structural or security problems to the property prior to refurbishment or demolition. AEC will not remove window casings, for example, if the property must remain secure or is to be re-occupied. Breakthroughs of roof, particularly flat roofs which are known to have asbestos layers, will not be carried out if the building is to remain in-situ for a period of time, as this will affect the weather integrity, and as a result, safety of the property.

AEC have not carried out any works considered to be demolition, to access parts of the property, such as removal of steel joists, stairwells, or concrete slabs / cavity closures, as this is not deemed reasonably practicable in an asbestos survey. Should access to these areas be specific to the work, then the survey may need to be completed at actual demolition. It is not deemed reasonably practicable for the asbestos survey team to grub-up concrete slabs, remove underground tanks, or concrete lintels etc. without the assistance of a demolition contractor and heavy plant and machinery. Furthermore, extensive sampling does not ensure common items such as shuttering beneath concrete, or packers used in construction are identified in their entirety, due to the random nature of their use.

All materials sampled and suspected to contain asbestos will not be removed by the survey team to look behind for further suspect materials, as removing asbestos materials may pose a risk to health and breach CAR 2012, such as licensing requirements.

APPENDIX 5
GENERAL RESTRICTIONS

GENERAL RESTRICTIONS

AEC have instructed all survey teams that health and safety considerations are paramount during our work. If the survey team find an area where access or sampling will present a risk to themselves or others, they have been given authority to cease works until such time that the risk can be controlled to acceptable levels. This may include accessing confined spaces, work at heights, work near active equipment or processes etc. If such a situation arises, AEC shall inform the customer and explore the possible solutions to the problem. In such instances, AEC will expect the customer to sign to show that the restriction has been agreed.

It should be noted that the findings of the survey are discussed across the report in its entirety. Readers should note the contents in all sections of the report and should not rely purely on the information given in individual sections of the report.



Inspiredspaces Tameside Limited
VFM Review of Denton Pool Demolition Project

4102628

12 August 2020

Originated by: Stuart McNeill
Approved by: Howard Johnson
Reviewed by: Howard Johnson

Version: 01

CB Currie & Brown

Revision control

Rev	Date	Description of revision	Prepared by	Checked by	Authorised by
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0.1	12 Aug 2020	General update	S McNeill	H Johnson	H Johnson

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Appendices

Appendix A - Information Used

Executive summary

From reviewing the information available it can be considered that the scheme is acceptable from a Value for Money point of view.

However, there are some items which remain unresolved depending on which sub-contractor is appointed. These concern the allowances included for Section 80 compliance, removal of obstructions and cylinders together with the status of other abnormal costs.

A decision needs to be taken by the client as to whether these latter costs become fixed or are turned into Provisional Sums. There is a degree of risk in both options which requires careful consideration to be made.

1. Introduction

In order to satisfy the due diligence requirements of Tameside Council around the level of cost of the project, Currie & Brown were engaged to carry out an independent Value for Money (VFM) assessment by Inspiredspaces Tameside Limited.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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