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EXECUTIVE CABINET

Day: Monday
Date: 2 November 2020
Time: 11.00 am
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 30 September 2020.	1 - 18
3b	STRATEGIC COMMISSIONING BOARD To receive the Minutes of the meeting of the Strategic Commissioning Board held on 30 September 2020.	19 - 32
3c	EXECUTIVE BOARD To receive the Minutes of the meetings of the Executive Board held on: 16 September, 30 September and 7 October 2020.	33 - 60
3d	LIVING WITH COVID BOARD To receive the Minutes of the meeting of the Living with Covid Board held on 23 September 2020.	61 - 72
3e	CARBON AND WASTE REDUCTION PANEL To receive the Minutes of the meeting of the Carbon and Waste Reduction Panel held on 9 September 2020.	73 - 76
4	REVENUE MONITORING STATEMENT AT 31 AUGUST 2020 To consider the attached report of the Executive Member, Finance and Economic Growth / CCG Chair / Director of Finance.	77 - 94

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.

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5	BUDGET CONVERSATION 2021/22 To consider the attached report of the Executive Leader / Executive Member, Finance and Economic Growth / CCG Co-Chairs / Assistant Director, Policy Performance and Communications / Assistant Director, Finance.	95 - 114
6	ALLOCATION OF THE ADULT SOCIAL CARE INFECTION CONTROL FUND RING-FENCED GRANT 2020 To consider the attached report of the Executive Member, Health, Social Care and Population Health / CCG Chair / Director of Adults Services.	115 - 128
7	COVID 19 - SELF ISOLATION PAYMENTS To consider the attached report of the Executive Member, Finance and Economic Growth / Assistant Director, Exchequer Services.	129 - 138
8	WORKFORCE GREEN TRAVEL OFFER – EXPANSION OF THE CYCLE TO WORK SCHEME To consider the attached report of the Executive Leader / Executive Member, Transport and Connectivity / Assistant Director, People and Workforce Development.	139 - 150
9	WORKFORCE GREEN TRAVEL OFFER - CAR LEASING SCHEME VIA SALARY SACRIFICE To consider the attached report of the Executive Leader / Assistant Director, People and Workforce Development.	151 - 170
10	INCLUSIVE GROWTH STRATEGY To consider the attached report of the Executive Member, Finance and Economic Growth / Director of Growth.	171 - 350
11	STATEMENT OF COMMUNITY INVOLVEMENT To consider the attached report of the Executive Member, Housing, Planning and Employment / Director of Growth.	351 - 400
12	GREATER MANCHESTER TRANSPORT STRATEGY 2040, DELIVERY PLAN AND TAMESIDE LOCAL IMPLEMENTATION PLAN To consider the attached report of the Executive Member, Transport and Connectivity / Director of Growth.	401 - 410
13	HATTERSLEY STATION TICKET OFFICE REDEVELOPMENT To consider the attached report of the Executive Member, Finance and Economic Growth / Director of Growth.	411 - 418

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.

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14	GREATER MANCHESTER SPATIAL FRAMEWORK To consider the attached report of the Executive Member, Housing, Planning and Employment / Director of Growth.	419 - 428
15	GODLEY GREEN GARDEN VILLAGE - BUSINESS CASE To consider the attached report of the Executive Member, Housing, Planning and Employment / Director of Growth / Assistant Director, Investment, Development & Housing.	429 - 514
16	FORMER TWO TREES SCHOOL, DENTON - DEMOLITION OF BUILDINGS AND SITE CLEARANCE To consider the attached report of the Executive Member, Finance and Economic Growth / Director of Growth.	515 - 524
17	THE COUNCIL'S SPORT AND LEISURE FACILITIES – FINANCIAL SUSTAINABILITY DURING THE COVID-19 (CORONAVIRUS) PANDEMIC To consider the attached report of the Executive Member, Neighbourhoods, Community Safety and Environment / Assistant Director, Population Health / Assistant Director, Finance.	525 - 542
18	URGENT ITEMS To consider any additional items the Chair is of the opinion shall be dealt with as a matter of urgency.	

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

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EXECUTIVE CABINET

30 September 2020

Commenced: 2.25pm

Terminated: 3.05pm

Present: Councillors Warrington (Chair), Bray, Cooney, Fairfoull, Feeley, Gwynne, 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 & Pensions
Kathy Roe Director of Finance
Steph Butterworth Director of Adults Services
Ian Saxon Director of Operations & Neighbourhoods
Richard Hancock Director of Children's Services
Jayne Traverse Director of Growth
Jessica Williams Director of Commissioning
Jeanelle De Gruchy Director of Population Health
Assistant Director, Strategic Property
Assistant Director, Digital Tameside
Assistant Director, Operations & Neighbourhoods
Assistant Director, Policy, Performance & Communication

Apologies for Councillor Kitchen absence:

50. DECLARATIONS OF INTEREST

There were no declarations of interest received from Members.

51. MINUTES OF EXECUTIVE CABINET

RESOLVED

That the Minutes of the meeting of the Executive Cabinet meeting held on 26 August 2020 be approved as a correct record.

52. MINUTES OF STRATEGIC COMMISSIONING BOARD

RESOLVED

That the Minutes of the meeting of the Strategic Commissioning Board held on 26 August 2020 be noted.

53. MINUTES OF THE COVID RESPONSE BOARD

RESOLVED

That the Minutes of the meetings of the COVID Response Board held on 2 September 2020, be noted.

54. STRATEGIC PLANNING AND CAPITAL MONITORING PANEL

Consideration was given to the minutes of the meeting of the Strategic Planning and Capital Monitoring Panel meeting held on 21 September 2020. Approval was sought of recommendations of the Strategic Planning and Capital Monitoring Panel arising from the meeting.

RESOLVED

- (a) The minutes of the meeting of the Strategic Planning and Capital Monitoring Panel held on 21 September 2020, be noted.**
- (b) That the following recommendations be approved:**

EDUCATION CAPITAL PROGRAMME

That the EXECUTIVE CABINET and 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; and**
- (iv) That Members note that an additional £543,000 of School Condition grant has been awarded by the DfE.**

GROWTH UPDATE

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.

CAPITAL PROGRAMME – OPERATIONS AND NEIGHBOURHOODS 2020

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 the 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 the 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; and
- (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.

55. CONSOLIDATED 2020/21` REVENUE MONITORING STATEMENT AT 31 JULY 2020

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.

As at Period 4, the Council was forecasting an overspend against budget of £3.540m. The £3.540m pressure was non-COVID related and reflected underlying financial issues that the Council would be facing regardless of the current pandemic. This included continuing significant financial pressures in Children's Social Care, Adults Services and income shortfalls in the Growth Directorate. Further detail of the financial position at Month 4 was provided in an appendix to the report.

RESOLVED

That the forecast outturn position and associated risks for 2020/21, as set out in Appendix 1 to the report, be noted.

56. ENGAGEMENT UPDATE

Consideration was given to a report of the Executive Leader/CCG Co-chairs/CCG Lay Member for Public and Patient Engagement/Director of Governance and Pensions/Assistant Director for Policy, Performance and Communications, which provided Members with an update on the delivery of engagement and consultation activity in 2019/20. Members were informed of the following activity:

- Facilitated 50 thematic Tameside and/or Glossop engagement projects
- Received 4,753 engagement contacts (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).

In Tameside & Glossop the Partnership Engagement Network (PEN) delivered the strategic approach to engagement and consultation. 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. The results of the survey were shared with Members. Consideration would now be given to a medium and long term plan to

reintroduce PEN conferences and large showpiece events when it was safe to do. Other ideas and opportunities for consideration and possible development were detailed in the report.

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.

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 full report detailing the findings from the virtual PEN engagement sessions was appended to the report.

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 had impacted the lives of people who live, work or spend time in Tameside & Glossop. Some of the key themes emerging from the survey are drawn out below with the more detailed findings included in **Appendix 2** to the report.

Additional engagement work around the impacts of COVID-19 had 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.

Engagement with residents and communities were reported via Elected Members on the council's Scrutiny Panels. Scrutiny Panel members were 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 were summarised within the report.

RESOLVED

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

57. TAMESIDE DIGITAL STRATEGY

Consideration was given to a report of the Assistant Executive Member to the Executive Leader / Assistant Director for Digital Services, which set out a five year vision and plan for the use of digital technologies for Tameside Council and Tameside and Glossop Clinical Commissioning Group.

The Strategy document, set out the five year Digital ambition for Tameside. It was proposed that the strategy was kept under constant review to ensure it remained relevant and appropriate. The strategy detailed how digital technology would be used to improve public services, empower employees and residents, and drive economic growth.

Tameside's Digital, Creative and Tech ambitions continued to be of growing importance. As a city region it was anticipated that the sector would grow by a further half a billion GVA with over 10,000 new jobs created over the next five years.

The strategy also reflected that digital technology would underpin the Councils and CCG's ambitions to improve the lives of all citizens along with the Council and health care services they used. It had strong ties to the Greater Manchester Health & Social Care Partnership's Digital Strategy refresh which was currently underway, and would complement the digital work and ambitions of the Tameside and Glossop ICFT. It had a limited number of digital priorities focused on key priority areas.

It was stated that the strategy aimed to be inclusive and to ensure that everyone in Tameside regardless of their age, location or situation, could benefit from the opportunities digital could bring. The digitally excluded were often those with poor health outcomes. Often these people stand to benefit from technologies in the home that could help keep people safe, well and independent but which required good connectivity and links with patient and care management system. Key priorities would 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.

There were six priority categories for the Strategy and these were divided into two parts. Corporate Themes and Digital Foundations. Each category had 6 sub-priorities with actions and outcomes, delivery of which will demonstrate progress.

Corporate themes were outlined as follows:

- Digital Public Services - At the forefront of responsive and ubiquitous high quality digital public services.
- Digital Enabled Workforce - Highly skilled and agile workforce confident in using technology
- Digital Economy - Strong and sustainable economy maximising digital opportunities.
- Digital Foundations - Sustainable digital eco system which provides the building blocks for transformation.
- Digital Skills - Opportunities for people and business to fulfil their potential through technology.
- Digital Infrastructure - Fast resilient digital infrastructure connecting all communities'

Alongside the six priority categories there were also two cross cutting enablers Cyber Safe and Secure and Marketing and Communications

RESOLVED

That the aims and objectives of the strategy be approved and the priorities and actions be kept under constant review to ensure the strategy keeps pace with the fast moving dynamic nature of the digital world.

58. REFRESH OF EARLY HELP STRATEGY

A report was submitted by the Deputy Executive Leader and Executive Member, Children and Families / Director of Children's Services / Assistant Director, Population Health summarising the work completed in refreshing the 2017 Early Help Strategy and outlined the content of the refreshed strategy.

The Early Help Strategy had been refreshed in partnership with multiple partner agencies who formed part of the Early Help Strategic Group, as well as informed by a wider partner consultation exercise.

The Strategy provided an understanding to the early help approach and offer in Tameside, in line with the Tameside Children's Safeguarding Thresholds. As well as included updated principles, aligning to the Tameside Corporate Plan and the Cooperative Principles, such as placed based working, and 'nothing about me, without me'.

The strategy continued to emphasise the importance of prevention and early interventions, and acknowledged the need to 'Build Back Better' from COVID-19, by having a flexible and live implementation plan.

The strategy sought to work along existing strategies, such as the Early Years Strategy, the Domestic Abuse Strategy and the Neglect Strategy, rather than duplicate.

Moreover, the strategy outlined headline 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.

The strategy remained to be clear on its priorities, which were:

- 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.

The strategy set out a clear governance structure and illustrated the outcomes it set out to achieve, and how these would be monitored. The Early Help Strategy (2020) aligned and supported the work programme of the Starting Well Partnership, the SEND Improvement Board and Children's Improvement Board. Centrally the Early Help Strategy (2020) aligned 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.

Moreover, the Strategy strongly supported Public Reform Principles and delivered:

- 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.

It was reported that running alongside the Early Help Strategy was a refresh of the implementation plan. Some of the key actions that fell out of the strategy included 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 acknowledged the flexibility to include actions to 'build back better', as a result of learning from responding and living with Covid-19.

RESOLVED

- (i) That the Early Help Strategy 2020-22, as appended to the report, be approved; and**
- (ii) That the Strategy be presented to all Members as part of the Member Development Programme.**

59. SEND STRATEGY

Consideration was given to a report of the Executive Member, Lifelong Learning, Equalities, Culture and Heritage / Assistant Director, Education informing the Board that in order to ensure effective strategic oversight of Special Education Needs and Disability (SEND) activity in

Tameside, a SEND strategy had been developed. The report provided an overview of current SEND strategic activity in relation to this. The strategy enabled partners to work together to achieve the vision and outcomes for SEND in Tameside. The report outlined the proposed governance structure for SEND in Tameside and proposed arrangements for Tameside's parent carer forum.

The vision for SEND in Tameside was ambitious and aspirational, it stretched beyond the boundaries of the Local Authority to all partners and children and young people with SEND, with or without an EHCP.

The implementation of the SEND Strategy would 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 were fully included in all educational settings and that their needs were 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

The strategy aimed to achieve 5 key outcomes. For children and young people with SEND to be Safe, Happy, Heathy and Ambitious for their future and to Develop Skills for Life.

Based on advice from JSNA and in partnership with parent-carers, young people and partners across education, care and health, 4 Headline Strategic Priorities had been developed:

- Increasing & improving inclusion
- Increasing confidence
- Involving children & young people
- Improving accuracy & timeliness

It was stated that Strategic leads had been identified to take forward the 4 Headline Priority work streams. Each work stream had an Improvement & Development Action Plan (IDAP) that would be used to monitor and track progress towards achieving the identified outcomes.

The SEND improvement Group had developed an Outcomes Framework that would be used alongside the IDAPs to track and monitor progress. It was important that Tameside had a clear governance structure for all SEND activity. Attached at **Appendix 2** was a proposed Governance Chart for the strategic oversight of SEND in Tameside.

RESOLVED

- (i) That the Special Education Needs and Disability Strategy 2020-2023 at Appendix 1 to the report, be approved;**
- (ii) That the proposed Governance structure for Special Education Needs and Disability strategic implementation at Appendix 2, be endorsed;**
- (iii) That the plan on a page for Special Education Needs and Disability strategic fit at Appendix 3, be noted;**
- (iv) It be noted that Improvement Development & Action Plans and a SEND outcomes framework will be developed to ensure delivery of the SEND strategy;**
- (v) That the proposed arrangements for a SEND parent carer forum in Tameside be approved; and**
- (vi) That the arrangements for the SEND parent carer forum in Tameside be noted and it be agreed that the Director of Children's Services takes forward a Memorandum of Understanding with Tameside's parent carer forum.**

60. CHILDREN'S SERVICES SUSTAINABILITY PROJECTS UPDATE

The Deputy Executive Leader and Executive Member for children and Families / Assistant Director of Children's Services, submitted a report, which updated the Board on in respect of progress of the Looked After Children - 7 Sustainability Projects.

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 were 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:

- Reduce the LAC population to 650 by April 2021.
- Reduce the proportion of residential placements from 16% to 13% by October 2020

A short summary of the key risk areas/impact of the current Covid-19 situation was outlined to the Board as follows:

- Project 1: Early Help – Implementation of a co-located early help service could be delayed
- Project 2: Family Intervention Service – The key risk was the impact of school closures and resulting limited contact with children and families
- Project 3: Team Around the School –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 – The key risk was the purchase of Greenwood Avenue as the location for the assessment unit
- Project 6: Fostering – The key risk was 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

The new timeline for The Looked After Children's Sustainability 7 projects was as follows;

1. The Early Help project start date for implementation would move from October 2020 to a start date for implementation of February 2021
2. The Family Support Service project would 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 had partially been achieved however the date for full implementation date would now be July 2020 instead of March 2020.
4. The Duty/Locality project started implementation as scheduled this had 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 would move from June 2020 to January 2021.
6. The Fostering project start date for implementation was October 2020 whilst the project had started and some areas are due to be implemented, the overall start date for implementation would move to February 2021.
7. The Placements project had an implementation start date of December 2019 and whilst implementation had start in a limited way the start date for full implementation would move to May 2020.

The financial implication in relation to the issues detailed was difficult to quantify however what was certain was 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 would not be realised.

The change in forecast costs of each scenario when comparing between periods 3 and 4 was predominately due to an increase in the number of external residential placements which had increased the costs for all of the scenarios.

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 were arising between reporting periods. It was envisaged that this additional analysis would be included by the period 6 revenue budget monitoring report.

RESOLVED

- (i) That the financial impact as a result of the agreed revised 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 to the report, be noted; and**
- (ii) That a further report be received in December 2020 given the on-going uncertainty caused by the Covid 19 pandemic.**

61. DISPOSAL OF COUNCIL OWNED LAND AND PROPERTY

Consideration was given to a report of the Executive Member, Finance and Economic Growth / Director of Growth, which provided an updated policy for the disposal of Council owned land, including increased transparency, plus a list of proposed assets that the Council was seeking to declare surplus to Council requirements in order to progress sale or transfer.

Members were informed that the Council had adopted a Strategic Asset Management Plan (SAMP) to ensure that the Council and CCG land and property assets contributed pro-actively to the delivery of the organisations priorities.

The Council had a legacy portfolio of property assets, many of which were no longer fit for purpose and/or were not in the right location to support efficient and accessible public services. Therefore, surplus property assets were required to be sold to generate capital receipts to reinvest into Council priorities as set out in the Corporate Plan.

The schedule comprised surplus property assets with an estimated capital receipt value of between £15m and £20m; the receipts from which could then be used to support the Council's Financial Strategy and support delivery of its priorities, as defined by the Corporate Plan. These disposals would reduce revenue/management costs and avoid backlog maintenance costs of these assets.

In light of the financial effects of the COVID-19 pandemic, there was a requirement to accelerate the process for identifying assets to declare surplus to Council requirements. This related to the requirement for raising capital receipts to support Council priorities and the likelihood that the Council should 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 were introduced.

Members received a summary of the Land Assets for Disposal consideration:

- Land at Morningside Close, Droylsden – 0.47 acres.
- Land at Fern Lodge Drive, Ashton-under-Lyne – 1.86 acres.
- Land at Old Road, Hyde – 1.26 acres.
- Land at Bennett Street, Hyde – 3.47 acres.
- Land at Yew Tree Lane, Dukinfield – 3.51 acres.
- Land Adjacent to Manchester Road, Audenshaw – 296 m2.
- Land at Hattersley Former District Centre, Hattersley – 1.49 acres.

With regard to Building Assets to be declared as surplus to requirements, Members received an outline of each of the assets.

- Concord Suite Droylsden, the Council had 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 had been cost prohibitive. Therefore the Council sought 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, the site had remained vacant since 2015 and had 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 fabrics which has had a detrimental effect on its appearance. The site was likely to attract community and residential interest.
- Hippodrome, Ashton-under-Lyne. The Council operated the Hippodrome as a functioning Theatre via a provider until its closure in 2008 and the building had remained vacant since. The building condition had 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 had a listed status which complicated any future use and repair of the building. The site was likely to attract significant interest from community groups, however the Council would need to ensure that interested parties demonstrate the longer term financial and social sustainability of proposals.
- Denton Former Baths, Denton: 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 was 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.

Members were advised that the Council owned a number of empty park buildings such as former pavilions, club houses, changing rooms and toilet blocks. Most of these buildings had been vacant for some time which had resulted in deterioration or vandalism which presents health and safety and maintenance liabilities. The Council had made previous attempts to bring the assets back into use with local community groups or sports clubs, however, the costs of restoration had limited interest. The Council now proposed 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

The Council would consider all suitable applications subject to the financial sustainability of the proposal. Should a suitable proposal be accepted, a disposal was 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.

RESOLVED

- (i) It be noted that all land and property disposals shall be presented to Executive Cabinet for a decision;**
- (ii) That the revised policy for the Disposal of Council Owned Land as attached at Appendix 1, be approved;**
- (iii) It be agreed that the Council declare the named assets surplus to Council requirements as attached at Appendix 3;**
- (iv) It be noted that all assets specified have been subject to a Ward Member Consultation process in conjunction with the Executive Member Finance and Economic Growth;**

- (v) It be agreed that 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; and
- (vi) It be noted that a separate policy document on Community Asset Transfers is being produced and shall be presented to a future Executive Cabinet.

62. LOCAL DEVELOPMENT SCHEME AND AUTHORITY'S MONITORING REPORT UPDATE

Consideration was given to a report of the Executive Member for Housing, Planning and Employment / Director of Growth, which sought approval to publish an updated Local Development Scheme (LDS) and Authority's Monitoring Report for 2018/19.

The Council's most recent LDS came into effect on 10 January 2017 and set out a programme for both the Greater Manchester Spatial Framework (GMSF) and the Tameside Local Plan. That LDS clearly showed 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 provided the appropriate context. Performance against that timetable was measured within the Authority's Monitoring Report.

It was explained that the revised LDS was 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, was now incorporated into the Council's LDS. Since the previously approved LDS, publication of 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 had 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 had and the need to reflect on government guidance on social distancing.

It was therefore timely to refresh the Council's LDS to ensure the Borough's communities and interested parties were aware of and able to keep track of progress of plan making activities and ensure that Development Plan Documents were prepared in accordance with the timescales set out.

The updated timetable for the GMSF and Tameside's Local Plan was considered to represent a realistic and practical approach to preparing these documents but would continue to need to be monitored carefully. Additionally, the revised LDS provided greater detail as to the current and intended planning frameworks for the Borough, comparative to the LDS it replaced. It also updated the position on the production of Supplementary Planning Documents and removed a chapter relating to public participation.

There was 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 had 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 sought to establish a new baseline position from which monitoring activities could be taken forward as required by the legislation.

RESOLVED

- (i) That the updated LDS be published and brought into effect in accordance with the date of this decision;**
- (ii) That the publication of the 2018/19 AMR be agreed.**

63. OPERATIONS AND NEIGHBOURHOODS SERVICE CHANGE DECISIONS UPDATE SEPTEMBER 2020

Consideration was given to a report of the Executive Member for Neighbourhoods, Community Safety and Environment / Executive Member for Housing, Planning and Employment / Executive Member for Lifelong Learning, Equalities, Culture and Heritage / Executive Member for Transport and Connectivity / Director of Operations and Neighbourhoods.

The report provided 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 Meeting.

The Assistant Director of Operations and Neighbourhoods highlighted key changes and updates.

It was reported that the Ashton Indoor Market had continued to operate throughout this pandemic by supporting the essential businesses that had been allowed to continue their trade. Hyde Indoor Market reopened on the 1 June 2020 in a decision requested by the essential traders.

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 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.

With regard to changes to the Bereavement Service 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 were allowed to attend burials outside when adhering to social distancing measures. The temporary closure to the public of the crematoria reception, waiting area and crematory was to continue until work had been completed to ensure visitor and staff safety. The scattering of cremated remains or the placing of cremated remains in memorial sanctums had recommenced from the 10 August 2020 with social distancing measures and updated service risk assessments in place. It was reported that 5 additional staff members had qualified to safely operate cremators under a special measure scheme to increase the resilience of the service.

Members were advised that the Council's statutory homelessness services, provided by their commissioned partner Jigsaw Homes, were now operating limited appointment only visits at their premises Tameside Housing Advice.

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 were 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 was a community hub which combined overnight emergency accommodation with a community café, counselling spaces, kitchens and meeting rooms where vulnerable service users could meet with specialists to address their needs and start to tackle the issues which had led to their homelessness.

The Assistant Director of Operations and Neighbourhood stated that the Parking Services continued to operate a full range of services effective from the 1 July 2020 as approved by Executive Cabinet on the 24 June 2020. It was 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 would be reviewed at the end of the calendar year.

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. Visitors to these libraries expressed appreciation that the service was 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.

Using learning from the four venues currently operational, work had continued to prepare for the re-opening of the remaining four libraries with the same offer available. It was proposed that these sites open on the 12 October 2020 provided all relevant safety measures were in place. Monitoring of the recent local Covid-19 infection rates may have an impact on the opening date.

As more staff were 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 would not be possible to open Denton and Hyde libraries on Saturdays as there was insufficient staff available to cater for this across the service.

Consideration had been given to how Portland Museum could operate safely given the prevalence of Covid-19.

Following a Covid-19 risk assessment it had been determined that to keep people safe an appointment booking system would be required. This would in effect allow 10 people every 15 minutes to enter the museum (40 over an hour). By operating an appointment booking system and implementing a one-way system social distancing requirements could be satisfied. However, when busy it would 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 would not be asked to leave unless numbers could not be safely managed. The number entering would be evaluated and reviewed if necessary following the initial weeks of opening. The appointment booking system was being developed, along with other Covid-19 safety measures with a view to opening the museum on the 14 October 2020, although this would be dependent on the local infection rates.

With regards to the Local Studies and Archive Centre, the nature of this service was research rather than a borrowing service like the public library service. In order to ensure Covid-19 safety there would 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 would also be in place.

A Covid-19 risk assessment had been undertaken and following relevant safety measures such as Perspex screens being installed it was proposed that this service re-open on the 13 October 2020. This would be dependent on the current local infection rates and all relevant safety measure being in place.

Alternative proposals have been developed for the Christmas celebrations across the borough. These proposals included lit Christmas trees across the 9 towns, albeit without the traditional switch on event and Civic buildings also being lit.

Additionally, it was proposed that the corporate Christmas celebration this year would be replaced with themed activities allowing for social distance and the avoidance of gatherings. The proposal involved theming the first twelve days of December around the traditional and festive *12 Days of Christmas* carol ensuring all nine towns of Tameside were featured in the project.

RESOLVED

That Members note:

- (i) The revised opening times of the Ashton and Hyde Indoor markets: Monday – Saturday between 9am – 4pm;**
- (ii) The Outdoor Markets reopened on a reduced basis on the 22 June 2020 and returned to full operations on the 20 July 2020;**
- (iii) 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;
- (iv) The operational service changes of the Bereavement Services in line with the Health Protection Regulations 2020 detailed in sections 3.1-11;
 - (v) Staff will still not enter the properties of deceased persons when dealing with Public Health Funerals in order to find financial or personal details;
 - (vi) The current Guidance and Procedures for Welfare and Community Funerals continues to apply and a further review will be undertaken by 31 October 2020;
 - (vii) 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;
 - (viii) Youth Services have provided outdoor activities from the 3 August 2020 with social distancing and safety measures in place;
 - (ix) 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;
 - (x) 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;
 - (xi) The Health and Safety team continue to provide organisational wide-support on an ongoing basis, as detailed in sections 5.7-5.8;
 - (xii) The operational service changes of the Licensing function detailed in sections 5.9-10;
 - (xiii) To confirm that the Buy with Confidence Membership Scheme is still proposed to recommence from the 1 October 2020;
 - (xiv) 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;
 - (xv) the proposal to further extend library item loans and the accrual of fines to the 31 October 2020, as detailed in section 6.5;
 - (xvi) 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;
 - (xvii) the proposal to reopen the Local Studies and Archive Centre on the 13 October 2020, dependent on local infection rates;
 - (xviii) TMBC is advising against any organised event which would involve the gathering of more than 30 people, both indoors and outdoors until January 2021; and
 - (xix) the proposals for Christmas celebrations, as detailed in sections 6.18-6.23 and in Appendix 1.

64. 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

RESOLVED

That Executive Cabinet recommend to Council

- (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.**

65. EXEMPT ITEM

RESOLVED

That under Section 100 (A) of the Local Government Act 1972 (as amended) the public be excluded for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the act and in all circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information as disclosure would or would be likely to prejudice the commercial interests of the Council and/or 3rd parties, which in turn could impact upon this interest of the local taxpayer.

66. INWARD INVESTMENT ENQUIRY – PROJECT FOLD

Consideration was given to a report of the Executive Member for Finance and Economic Growth / Director of Growth / Assistant Director for Investment, Development and Housing. The report sought authorisation to undertake the work streams and expenditure to prepare detailed proposals in respect of an Inward Investment Enquiry “Project Fold”.

RESOLVED

- (i) That subject to any necessary procurement exemption from STAR and the provision of the necessary duty of care indemnities appoint SMT Projects, to provide support with commercial negotiations, delivery strategy, design, investment structure, partnership, to a maximum cost of £20,000;**
- (ii) That subject to approval and any necessary procurement exemption from STAR and the provision of the necessary duty of care indemnities, appoint Heatherwick Studios Architects to provide site specific analysis and conceptual design/layouts including an urgent feasibility study to a maximum of £20,000, noting that Heatherwick are the potential employer’s architects;**
- (iii) That expenditure of up to £40K be approved to undertake commercial due diligence including a detailed exercise to examine the potential employers financial standing/business plan once received together with the necessary advice from a QC on State Aid compliance issues;**
- (iv) That the content of the report be noted including the urgency and commercial sensitivity and the potential for the £80,000 outlined above (a) to (c) to progress this project could be abortive if the project is not commercially viable to proceed and/or the potential employer chooses to set up their new business premise in another authority; and**
- (v) That regular reports are brought to members on progress.**

67. URGENT ITEMS

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

CHAIR

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STRATEGIC COMMISSIONING BOARD

30 September 2020

Comm: 1.00pm

Term: 2.25pm

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 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
- Dr Vinny Khunger – NHS Tameside & Glossop CCG
- Carol Prowse – NHS Tameside & Glossop CCG

Apologies for absence: Councillor Kitchen

In Attendance:

Sandra Stewart	Director of Governance & Pensions
Kathy Roe	Director of Finance
Ian Saxon	Director of Operations and Neighbourhoods
Stephanie Butterworth	Director of Adults Services
Richard Hancock	Director of Children's Services
Jayne Traverse	Director of Growth
Jessica Williams	Director of Commissioning
	Director of Population Health
Paul Smith	Assistant Director, Strategic Property
Sarah Threlfall	Assistant Director, Policy, Performance and Communication
Tim Rainey	Assistant Director, Digital Tameside
Emma Varnam	Assistant Director, Operations and Neighbourhoods
James Mallion	Consultant, Public Health

34. DECLARATIONS OF INTEREST

There were no declarations of interest submitted by Board members.

35. MINUTES OF THE PREVIOUS MEETING

RESOLVED

That the minutes of the meeting of the Strategic Commissioning Board held on 26 August 2020 be approved as a correct record.

36. MINUTES OF THE COVID RESPONSE BOARD

RESOLVED

That the Minutes of the meetings of the Covid Response Board held on 2 September 2020, be noted.

7. REVENUE MONITORING STATEMENT AT 31 JULY 2020

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.

As at Period 4, the Council was forecasting an overspend against budget of £3.540m. The £3.540m pressure was non-COVID related and reflected underlying financial issues that the Council would be facing regardless of the current pandemic. This included continuing significant financial pressures in Children's Social Care, Adults Services and income shortfalls in the Growth Directorate. Further detail of the financial position at Month 4 was provided in an appendix to the report.

RESOLVED

That the forecast outturn position and associated risks for 2020/21, as set out in Appendix 1 to the report, be noted.

38. ENGAGEMENT UPDATE

Consideration was given to a report of the Executive Leader/CCG Co-chairs/CCG Lay Member for Public and Patient Engagement/Director of Governance and Pensions/Assistant Director for Policy, Performance and Communications which provided Members with an update on the delivery of engagement and consultation activity in 2019/20. Members were informed of the following activity:

- Facilitated 50 thematic Tameside and/or Glossop engagement projects
- Received 4,753 engagement contacts (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).

In Tameside & Glossop the Partnership Engagement Network (PEN) delivered the strategic approach to engagement and consultation. 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. The results of the survey were shared with Members. Consideration would now be given to a medium and long term plan to reintroduce PEN conferences and large showpiece events when it was safe to do. Other ideas and opportunities for consideration and possible development were detailed in the report.

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.

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 full report detailing the findings from the virtual PEN engagement sessions was appended to the report.

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 had impacted the lives of people who live, work or spend time in Tameside & Glossop. Some of the key themes emerging from the survey are drawn out below with the more detailed findings included in **Appendix 2** to the report.

Additional engagement work around the impacts of COVID-19 had 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.

Engagement with residents and communities were reported via Elected Members on the council's Scrutiny Panels. Scrutiny Panel members were 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 were summarised within the report.

RESOLVED

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

39. TAMESIDE DIGITAL STRATEGY

Consideration was given to a report of the Assistant Executive Member to the Executive Leader / Assistant Director for Digital Services, which set out a five year vision and plan for the use of digital technologies for Tameside Council and Tameside and Glossop Clinical Commissioning Group.

The Strategy document, set out the five year Digital ambition for Tameside. It was proposed that the strategy was kept under constant review to ensure it remained relevant and appropriate. The strategy detailed how digital technology would be used to improve public services, empower employees and residents, and drive economic growth.

Tameside's Digital, Creative and Tech ambitions continued to be of growing importance. As a city region it was anticipated that the sector would grow by a further half a billion GVA with over 10,000 new jobs created over the next five years.

The strategy also reflected that digital technology would underpin the Councils and CCG's ambitions to improve the lives of all citizens along with the Council and health care services they used. It had strong ties to the Greater Manchester Health & Social Care Partnership's Digital Strategy refresh which was currently underway, and would complement the digital work and ambitions of the Tameside and Glossop ICFT. It had a limited number of digital priorities focused on key priority areas.

It was stated that the strategy aimed to be inclusive and to ensure that everyone in Tameside regardless of their age, location or situation, could benefit from the opportunities digital could bring. The digitally excluded were often those with poor health outcomes. Often these people stand to benefit from technologies in the home that could help keep people safe, well and independent but which required good connectivity and links with patient and care management system. Key priorities would 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.

There were six priority categories for the Strategy and these were divided into two parts. Corporate Themes and Digital Foundations. Each category had 6 sub-priorities with actions and outcomes, delivery of which will demonstrate progress.

Corporate theme were outlined to the Members of the Board.

- Digital Public Services - At the forefront of responsive and ubiquitous high quality digital public services.
- Digital Enabled Workforce - Highly skilled and agile workforce confident in using technology
- Digital Economy - Strong and sustainable economy maximising digital opportunities.
- Digital Foundations - Sustainable digital eco system which provides the building blocks for transformation.
- Digital Skills - Opportunities for people and business to fulfil their potential through technology.
- Digital Infrastructure - Fast resilient digital infrastructure connecting all communities'

Alongside the six priority categories there were also two cross cutting enablers Cyber Safe and Secure and Marketing and Communications

RESOLVED

That the following recommendations to Executive Cabinet be endorsed:

That the aims and objectives of the strategy be approved and the priorities and actions be kept under constant review to ensure the strategy keeps pace with the fast moving dynamic nature of the digital world.

40. REFRESH OF EARLY HELP STRATEGY

A report was submitted by the Deputy Executive Leader and Executive Member, Children and Families / Director of Children's Services / Assistant Director, Population Health summarising the work completed in refreshing the 2017 Early Help Strategy and outlined the content of the refreshed strategy.

The Early Help Strategy had been refreshed in partnership with multiple partner agencies who formed part of the Early Help Strategic Group, as well as informed by a wider partner consultation exercise.

The Strategy provided an understanding to the early help approach and offer in Tameside, in line with the Tameside Children's Safeguarding Thresholds. As well as included updated principles, aligning to the Tameside Corporate Plan and the Cooperative Principles, such as placed based working, and 'nothing about me, without me'.

The strategy continued to emphasise the importance of prevention and early interventions, and acknowledged the need to 'Build Back Better' from COVID-19, by having a flexible and live implementation plan.

The strategy sought to work along existing strategies, such as the Early Years Strategy, the Domestic Abuse Strategy and the Neglect Strategy, rather than duplicate.

Moreover, the strategy outlined headline 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.

The strategy remained to be clear on its priorities which were:

- 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.

The strategy set out a clear governance structure and illustrated the outcomes it set out to achieve, and how these would be monitored. The Early Help Strategy (2020) aligned and supported the work programme of the Starting Well Partnership, the SEND Improvement Board and Children's Improvement Board. Centrally the Early Help Strategy (2020) aligned 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.

Moreover, the Strategy strongly supported Public Reform Principles and delivered:

- 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.

It was reported that running alongside the Early Help Strategy was a refresh of the implementation plan. Some of the key actions that fell out of the strategy included 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 acknowledged the flexibility to include actions to 'build back better', as a result of learning from responding and living with Covid-19.

RESOLVED

That the following recommendations to Executive Cabinet be endorsed:

- (i) That the Early Help Strategy 2020-22, as appended to the report, be approved; and**
- (ii) That the Strategy be presented to all Members as part of the Member Development Programme.**

41. SEND STRATEGY AND GOVERNANCE

Consideration was given to a report of the Executive Member, Lifelong Learning, Equalities, Culture and Heritage / Assistant Director, Education informing the Board that in order to ensure effective strategic oversight of Special Education Needs and Disability (SEND) activity in Tameside, a SEND strategy had been developed. The report provided an overview of current SEND strategic activity in relation to this. The strategy enabled partners to work together to achieve the vision and outcomes for SEND in Tameside. The report outlined the proposed governance structure for SEND in Tameside and proposed arrangements for Tameside's parent carer forum.

Consideration was given to a report of the Executive Member for Lifelong Learning & Skills / Assistant Director for Education which provided an overview of current SEND strategic activity. The strategy enabled partners to work together to achieve the vision and outcomes for SEND in Tameside. In order to ensure that this was effective, appropriate governance needed to be in place. The report outlined the proposed governance structure for SEND in Tameside and proposed arrangements for Tameside's parent carer forum.

The vision for SEND in Tameside was ambitious and aspirational, it stretched beyond the boundaries of the Local Authority to all partners and children and young people with SEND, with or without an EHCP.

The implementation of the SEND Strategy would 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 were fully included in all educational settings and that their needs were 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

The strategy aimed to achieve 5 key outcomes. For children and young people with SEND to be Safe, Happy, Healthy and Ambitious for their future and to Develop Skills for Life.

Based on advice from JSNA and in partnership with parent-carers, young people and partners across education, care and health, 4 Headline Strategic Priorities had been developed:

- Increasing & improving inclusion
- Increasing confidence
- Involving children & young people
- Improving accuracy & timeliness

It was stated that Strategic leads had been identified to take forward the 4 Headline Priority work streams. Each work stream had an Improvement & Development Action Plan (IDAP) that would be used to monitor and track progress towards achieving the identified outcomes.

The SEND improvement Group had developed an Outcomes Framework that would be used alongside the IDAPs to track and monitor progress. It was important that Tameside had a clear governance structure for all SEND activity. Attached at **Appendix 2** was a proposed Governance Chart for the strategic oversight of SEND in Tameside.

RESOLVED

That the following recommendations to Executive Cabinet be endorsed:

- (i) To approve the Special Education Needs and Disability Strategy 2020-2023 at Appendix 1 to the report;**
- (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; and**
- (vi) To note the arrangements for the SEND parent carer forum in Tameside and agree that the Director of Children's Services takes forward a Memorandum of Understanding with Tameside's parent carer forum.**

42. LOOKED AFTER CHILDREN – 7 SUSTAINABILITY PROJECTS

The Deputy Executive Leader and Executive Member for children and Families / Assistant Director of Children's Services, submitted a report, which updated the Board on in respect of progress of the Looked After Children - 7 Sustainability Projects.

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 were 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:

- Reduce the LAC population to 650 by April 2021.

- Reduce the proportion of residential placements from 16% to 13% by October 2020

A short summary of the key risk areas/impact of the current Covid-19 situation was outlined to the Board as follows:

- Project 1: Early Help – Implementation of a co-located early help service could be delayed
- Project 2: Family Intervention Service – The key risk was the impact of school closures and resulting limited contact with children and families
- Project 3: Team Around the School –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 – The key risk was the purchase of Greenwood Avenue as the location for the assessment unit
- Project 6: Fostering – The key risk was 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

The new timeline for The Looked After Children’s Sustainability 7 projects was as follows;

1. The Early Help project start date for implementation would move from October 2020 to a start date for implementation of February 2021
2. The Family Support Service project would 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 had partially been achieved however the date for full implementation date would now be July 2020 instead of March 2020.
4. The Duty/Locality project started implementation as scheduled this had 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 would move from June 2020 to January 2021.
6. The Fostering project start date for implementation was October 2020 whilst the project had started and some areas are due to be implemented, the overall start date for implementation would move to February 2021.
7. The Placements project had an implementation start date of December 2019 and whilst implementation had start in a limited way the start date for full implementation would move to May 2020.

The financial implication in relation to the issues detailed was difficult to quantify however what was certain was 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 would not be realised.

The change in forecast costs of each scenario when comparing between periods 3 and 4 was predominately due to an increase in the number of external residential placements which had increased the costs for all of the scenarios.

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 were arising between reporting periods. It was envisaged that this additional analysis would be included by the period 6 revenue budget monitoring report.

RESOLVED

That the following recommendations to Executive Cabinet be endorsed:

- (i) **To note the financial impact as a result of the agreed revised 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 to the report; and**

- (ii) To receive a further report in December 2020 given the on-going uncertainty caused by the Covid 19 pandemic.

43. SEXUAL AND REPRODUCTIVE HEALTH SERVICES

Consideration was given to a report of the Executive Member for Adult Social Care and Population Health / Clinical Lead / Director of Population Health, which proposed to extend the existing contract for 12 months beyond the current end date, at the same contract value, to ensure service continuity; allow for service recovery in light of the COVID situation; and to allow appropriate time for providers to prepare for and take part in a competitive tender exercise.

It was explained that the current specialist integrated Sexual and Reproductive Health and HIV service in Tameside was provided by Manchester NHS Foundation Trust (MFT), delivered under the MFT branding of "The Northern", and aimed to meet the sexual and reproductive health needs of residents through the provision proactive prevention across the cluster area, HIV/STI testing services, STI treatment services (excluding treatment for HIV), and contraception and reproductive health services.

It was stated that Local authorities were responsible for commissioning HIV/STI testing services, STI treatment services (excluding HIV treatment) and contraception services on an open-access basis for the benefit of all persons present in their area. NHS England was responsible for commissioning and funding HIV treatment and care services as well as the provision of routine contraception and opportunistic screening and treatment within general practice. Clinical Commissioning Groups were responsible for funding abortion services as well as vasectomies and sterilisation procedures.

The Local Authority was mandated to provide appropriate access to sexual health services (Health & Social Care Act 2012) to commission confidential, open access services for Sexually Transmitted Infections and Contraception, as well as ensuring that the local population has reasonable access to all methods of contraception.

The current Sexual and Reproductive Health Service contributed to the two high level outcomes in the 'Public Health Outcomes Framework (PHOF)' 2019/20: Increased healthy life expectancy; and reduced differences in life expectancy and health life expectancy between communities. These outcomes were also relevant across each life course and are a significant contributing factor to a range of the specific outcomes and objectives with in the Tameside & Glossop Corporate Plan.

The current contract was due to come to an end on the 31 March 2021. With regards to the justification for extension the need for modification had been brought about by circumstances which a diligent contracting authority could not have foreseen. The need for this modification had been brought about by Covid 19. This cluster was due to go out to tender for sexual and reproductive health services in June 2020, with a new service due to commence 1 April 2021. However, as Providers and Commissioners alike had been directed to prioritise other work related to Covid 19, there was a risk in delivering an effective tender process due to shortage of providers bidding for the contract, a failure of the tender and for TUPE processes to be fair, open and transparent.

In order to inform the model there was a need to consult widely with stakeholders and service users. The current restrictions arising from Covid 19, made this difficult to do in a meaningful way. Communication activity was focussed on other key messaging and service users/stakeholders had other priorities focused on patient care and service recovery.

The modification did not alter the overall nature of the contract. There were no proposed changes to the current provision as detailed in the current service specification and contract other than further work with the provider to enhance and improve the current service performance and offer.

The current specification was still appropriate and the provider had been delivering the service to the required standard.

The requested extension was based on maintaining a local sexual and reproductive health service provision in 2021/22. The intention was to delay re-tendering for a minimum reasonable amount of time until services have sufficient capacity to engage in a full scale retendering exercise. The provider had indicated that it would accept a 12 month extension. The intention is for all boroughs to conduct a joint procurement exercise and share a common specification. If this extension was approved, the expectation was that we will be in a position to go out to tender for a new service in June 2021 and have the new service in place from 1 April 2022.

Members were advised of the options appraisal

- Do nothing and not extend the existing contract and go out to tender for this service during the summer of 2020 for a new service to commence 01 April 2021
- Extend the contract for 12 months retaining current contract value
- Extend the contract for 12 months reducing the current contract value

RESOLVED

That the 12 month extension to the existing Sexual and Reproductive Health Service provided by MFT, retaining the current contract value, which was due to end on 31 March 2021, be approved.

44. 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, Starting Well / Director of Commissioning / Assistant Director, Population Health, which explained that, following the agreement at SCB in April 2020 to the principle of pooling Population Health and Clinical Commissioning Group funding, authorisation was 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.

RESOLVED

- (i) That approval be 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; and**
- (ii) That a report be received at a future meeting, with recommendations on the agreed design of the contract to be procured and how 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 and any TUPE issues.**

45. GRANT NO. 31/5110: LOCAL AUTHORITY EMERGENCY ASSISTANCE GRANT FOR FOOD AND ESSENTIAL SUPPLIES

Consideration was given to a report of the Assistant Director Policy, Performance and Communications / Assistant Director Operations and Neighbourhoods / Assistant Director Exchequer Services / Assistant Director Children's Services / Assistant Director Population Health.

The report outlined a proposal to spend the £331,533.64 provided to Tameside Council as part of the government's *'Local Authority Emergency Assistance Grant for Food and Essential Supplies'* fund. The proposals were one off schemes due to the non-recurrent nature of the grant from government. The report also suggested consideration was given to the establishment of a Tameside Welfare Assistance Scheme to build an ongoing model of emergency support to those in financial crisis to avoid escalation in outcomes and costs for both individuals and public bodies supporting them.

In acknowledgement of the wider impacts beyond shielding, the government was providing local authorities with an emergency assistance grant for food and essential supplies.

The government announced an emergency fund of £63 million to be distributed to local authorities in England to help those who were struggling to afford food and other essentials due to Covid-19. *Grant No. 31/5110: Local Authority Emergency Assistance Grant for Food and Essential Supplies* was a one-off contribution for the 2020/21 financial year and was made under Section 31 of the Local Government Act 2003.

The grant letter defined the purpose of the funding as – *'to help local authorities to continue to support those struggling to afford food and other essentials over the coming months due to COVID-19'*. The grant guidance was relatively short and provides some flexibility for local discretion. The allocation for Tameside Metropolitan Borough Council was £331,533.64.

Each investment sought to achieve one or more of the following aims – alleviate extreme hardship; ensure access to the most basic essentials such as food and fuel; sustain tenancies and prevent homelessness; help families stay together; provide relief from immediate financial crisis; identify the cause of issues and work with people to find long-term sustainability and resilience.

The report summarised the spending proposals as follows:

PROVISION	£
The Bread and Butter Thing	£100,000
Food support (investment in existing and new groups providing access to affordable food)	£30,000
Action Together coordination and support to voluntary, community, faith and social enterprise groups working with vulnerable people affected by Covid-19 in terms of access to basic supplies and essentials – food, fuel, clothing etc.	£85,000
Family support (provision of basic essentials like nappies, formula milk, school uniform, cots to families with babies and young children)	£15,000
Groundwork energy advice and support (top up to the existing Energy Redress funding secured by Groundwork)	£20,000
Financial and debt advice (additional capacity for the Welfare Rights team either employed or commissioned)	£40,000
Development and Sustainability Officer (fixed term post to oversee the delivery of the schemes, identify future opportunities , plan for sustainability and develop a Welfare Assistance Scheme)	£40,000
TOTAL	£330,000

It was stated that the discretionary element of the Social Fund was abolished as part of the Welfare Reform Act 2012. Tameside Council working with partners established the Tameside Independent Living Scheme. The scheme was part of a wider support network that provided support for people in a crisis and those in need of support to live independently. It aimed to provide a safety net in an emergency or when there was an immediate and serious risk to the health or safety of the applicant and their family and enable people to stay living at home or resettle into a new home following a period in institutional care, prison, temporary accommodation of living an unsettled way of life. In broad terms eligibility criteria were based on having a low income, no savings and experiencing a situation that warrants support in order to meet the aims as outlined.

Members were advised that the scheme ceased a few years ago. Although some aspects of the support provided were picked up within other areas such as the work of the Homelessness Team in helping people secure tenancies etc.

It was proposed that consideration was given to the establishment of a new scheme on similar terms. The purpose being to draw together some of the elements outlined in the plan to spend Covid-19 support grant (Grant No. 31/5110) with a view to providing a model that was available beyond that limited funding in recognition of the impact of Covid-19 being substantial over the next few years.

The overarching aim of any Welfare Assistance Scheme would be to provide some form of stability in a financial crisis tied to advice and support to build resilience. Alongside this, a scheme would prevent escalation of problems and the associated knock on costs for public bodies.

RESOLVED

- (i) That the spending proposals, as detailed in the report, for Grant No. 31/5110 be approved; and**
- (ii) That the Development of a Tameside Welfare Assistance Scheme be approved.**

46. URGENT ITEMS

RESOLVED

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

CHAIR

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BOARD

16 September 2020

Present Elected Members Councillors Warrington (In the Chair), Bray, Cooney, Fairfoull, 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

90 DECLARATIONS OF INTEREST

There were no declarations of interest.

91 MINUTES OF PREVIOUS MEETING

AGREED:

That the minutes of the meeting of Executive Board for the meeting on the 2 September 2020 be approved as a correct record.

92 CORPORATE PLAN

Consideration was given to a report of the Executive Leader/Joint Chairs of CCG/Assistant Director of Policy, Performance & Communications, which provided an update on progress against delivery of the Corporate Plan outcomes. The report provided an update on the 56 indicators being monitored to measure the performance of the Corporate Plan.

Key statistics that highlighted the impact of Covid-19 were set out in the report.

- Contacts to Children's Services dropped by 40% between January/February and April/May. Although they had picked up more recently they were still 8% below the level at the start of the year.
- Referrals to Children's Services were a third below the level at the start of the year, and were nearly half in April/May.
- GP appointments had been around 25% down throughout the period of Covid-19 compared to the two-year average pre Covid-19, and referrals down by half.
- Urgent care admissions were half the level of the two-year average pre Covid-19.
- 25,111 residents of Tameside were claiming Universal Credit. Up from 14,281 in January 2020, an increase of 75%.
- 3 out of 10 jobs held by residents of Tameside had been furloughed. 32,800 jobs in total.
- The average weekly number of calls to Welfare Rights in July 2020 was double that in February 2020.

Members were advised of the key headlines, of the 56 indicators being measured in the Corporate Plan; 45 could be measured against the national average. Of these 45 indicators; 16 were performing better than the national average, 27 were performing worse than the national average and 2 were in line with it. The key changes in performance were:

- Increase in the rate of smoking at time of delivery (12.9% to 13.3%) almost 3 % points above the national average (10.4%).
- Percentage of 3 & 4 year olds at good or outstanding early year's settings increased from 91% to 93% and was now above the national average of 92%.

- Reduction in the percentage of 2 year olds in funded early education from 77% to 75% but remains above the national average of 69%.
- Increase in the percentage of 16 & 17 year olds in education or training from 93.14% to 94.68%, this is above the national average (92.59%).
- The mean worthwhile rating for adults aged 16 and over remains static at 7.92, above the national average (7.86).
- The number of CAFs currently open had increased from 667 to 822.
- The LAC rate had remained static at 142 per 10,000 but still substantially above the national average of 65.
- The overall number of referrals made to Children's Social Care related to domestic abuse had reduced from 2,757 to 1,850.
- In the first three-quarters of 2019/20, 1,380 people started an apprenticeship. As the last quarter covers May 2020 to July 2020, it was unlikely that we achieve figures similar to 2018/19 (2,050).
- Maximum mean download speed (43.8)
- Reduction in the number of rough sleepers (3 to 2)
- Increase in the rate of Public protection Incidents (PPIs) related to domestic abuse per 1,000 (23.3 to 24.5)
- Mean life satisfaction ratings remained static at 7.74 but still above the national average of 7.66.
- 10,465 people accessed the Psychological Therapies programme (IAPT) in 2019/20 exceeding the 2018/19 figure of 9,435.
- The average happiness rating had reduced from 7.61 to 7.39 and is below the national average (7.48).
- Increase in the prevalence of smoking from 16.8% to 17.3% and was above the national average (13.9%).
- Reduction in the number of new permanent admissions to residential care in the 65+ age group per 100,000 (677.4 to 649.7).
- % of adult social care users who find it easy to find information remained static at 70.6% but remains above the national average (69.7%).
- Increase in the percentage of care homes being rated good or outstanding by CQC (80% to 81%).

AGREED

That Executive Cabinet and the Strategic Commissioning Board be recommended to note the content of the report and the progress being made across the range of indicators and the potential impact that Covid-19 may have had or will have in the future progression.

93 ENGAGEMENT UPDATE

Consideration was given to a report of the Executive Leader/CCG Co-chairs/CCG Lay Member for Public and Patient Engagement/Director of Governance and Pensions/Assistant Director for Policy, Performance and Communications which provided Members with an update on the delivery of engagement and consultation activity in 2019/20. Members were informed of the following activity:

- Facilitated 50 thematic Tameside and/or Glossop engagement projects
- Received 4,753 engagement contacts (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).

In Tameside & Glossop the Partnership Engagement Network (PEN) delivered the strategic approach to engagement and consultation. 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. The results of the survey were shared with Members. Consideration would now be given to a medium and long term plan to reintroduce PEN conferences and large showpiece events when it was safe to do. Other ideas and opportunities for consideration and possible development were detailed in the report.

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.

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 full report detailing the findings from the virtual PEN engagement sessions was appended to the report.

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 had impacted the lives of people who live, work or spend time in Tameside & Glossop. Some of the key themes emerging from the survey are drawn out below with the more detailed findings included in **Appendix 2** to the report.

Additional engagement work around the impacts of COVID-19 had 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.

Engagement with residents and communities were reported via Elected Members on the council’s Scrutiny Panels. Scrutiny Panel members were 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 were summarised within the report.

AGREED

The Strategic Commissioning Board and Executive Cabinet be recommended to note the contents of the report and support future engagement and consultation activity with the communities of Tameside and Glossop.

94 DISPOSAL OF COUNCIL OWNED LAND

Consideration was given to a report of the Executive Member (Finance and Economic Growth)/Director of Growth, which provided an updated policy for the disposal of Council owned land, including increased transparency, plus a list of proposed assets that the Council was seeking to declare surplus to Council requirements in order to progress sale or transfer.

The Council had adopted a Strategic Asset Management Plan (SAMP) to ensure that the Council and CCG land and property assets contributed pro-actively to the delivery of the organisations priorities.

The Council had a legacy portfolio of property assets, many of which were no longer fit for purpose and/or were not in the right location to support efficient and accessible public services. Therefore, surplus property assets were required to be sold to generate capital receipts to reinvest into Council priorities as set out in the Corporate Plan.

The schedule comprised surplus property assets with an estimated capital receipt value of between £5m and £10m; the receipts from which could then be used to support the Council's Financial Strategy and support delivery of its priorities, as defined by the Corporate Plan. These disposals would reduce revenue/management costs and avoid backlog maintenance costs of these assets.

In light of the financial effects of the COVID-19 pandemic, there was a requirement to accelerate the process for identifying assets to declare surplus to Council requirements. This related to the requirement for raising capital receipts to support Council priorities and the likelihood that the Council should 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 were introduced.

Members received a summary of the Land Assets for Disposal consideration:

- Land at Morningside Close, Droylsden – 0.47 acres.
- Land at Fern Lodge Drive, Ashton-under-Lyne – 1.86 acres.
- Land at Old Road, Hyde – 1.26 acres.
- Land at Bennett Street, Hyde – 3.47 acres.
- Land at Yew Tree Lane, Dukinfield – 3.51 acres.
- Land Adjacent to Manchester Road, Audenshaw – 296 m2.
- Land at Hattersley Former District Centre, Hattersley – 1.49 acres.
- Mossley Hollins Former School Site, Mossley – 4.72 acres.

With regards to Building Assets to be declared as surplus to requirements, Members received an outline of each of the assets.

- Concord Suite Droylsden, the Council had 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 had been cost prohibitive. Therefore the Council sought 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, the site had remained vacant since 2015 and had 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 fabrics which has had a detrimental effect on its appearance. The site was likely to attract community and residential interest.
- Hippodrome, Ashton-under-Lyne. The Council operated the Hippodrome as a functioning Theatre via a provider until its closure in 2008 and the building had remained vacant since. The building condition had 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 had a listed status which complicated any future use and repair of the building. The site was likely to attract significant interest from community groups, however the Council would need to ensure that interested parties demonstrate the longer term financial and social sustainability of proposals.
- Denton Former Baths, Denton: 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 was 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.

Members were advised that the Council owned a number of empty park buildings such as former pavilions, club houses, changing rooms and toilet blocks. Most of these buildings had been vacant for some time which had resulted in deterioration or vandalism which presents health and safety and maintenance liabilities. The Council had made previous attempts to bring the assets back into use with local community groups or sports clubs, however, the costs of restoration had limited interest. The Council now proposed 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

The Council would consider all suitable applications subject to the financial sustainability of the proposal. Should a suitable proposal be accepted, a disposal was 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.

AGREED

That Executive Cabinet be recommended to:

- (i) **note that all land and property disposals shall be presented to Executive Cabinet for a decision.**
- (ii) **approve the revised policy for the Disposal of Council Owned Land as attached at Appendix1.**
- (iii) **agree for the Council to declare the named assets surplus to Council requirements as attached at Appendix 3.**
- (iv) **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) **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) **note that a separate policy document on Community Asset Transfers is being produced and shall be presented to a future Executive Cabinet.**

95 GRANT PAYMENTS TO SCHOOLS

Consideration was given to a report of the Executive Member for Lifelong Learning, Equalities, Culture and Heritage / Assistant Director for Education / Assistant Director for Finance, which outlined the nature of the grant payment to Newbridge Trust and Droylsden Academy to support the delivery of additional places in the borough.

It was explained that continued pressure on accommodation at Hawthorns because of a high demand for its specialist provision, led to additional temporary accommodation for the school being approved by Executive Cabinet in 2019, following recommendation from Strategic Planning and Capital Monitoring Panel, An Executive Decision Notice dated 14 August 2019 agreed a grant of £150,000 from Basic Need to the Newbridge Academy Trust to directly procure two additional temporary classrooms.

The additional temporary extension was needed to accommodate additional pupils from September

2020 when the school would have 136 pupils in a school built for 63. There had been some internal remodelling but the additional four temporary classrooms were essential.

The temporary accommodation would also give the Council, the school and partners the opportunity to plan a suitable permanent solution for current demand and predicted growth. A strategic review of accommodation was underway and further reports on the outcomes and recommendations would be presented through the relevant governance route.

With regards to Droylsden Academy the Education Capital report to SPCMP in March 2020 requested that panel recommend to Cabinet an allocation of £15,000 to Droylsden Academy for conversion of a classroom to accommodate an additional 15 pupils into Year 7 in September 2021 and 2023. A grant agreement between the Council and the Academy Trust had been drawn up to ensure the grant was spent for this purpose. This grant would be funded from an unallocated Developer Contribution for spend Education in the Droylsden area.

AGREED

That the Executive Member for Lifelong Learning, Equalities, Culture and Heritage be recommended to approve

- (i) A grant of £150,000 to be paid to Hawthorns Academy (the Newbridge Trust) to fund the provision of two temporary mobile classrooms to accommodate an increase in pupil numbers to 136 from September 2020 subject to a grant agreement being in place in the form attached at Appendix 1.**
- (ii) A grant of £15,000 to be paid to Droylsden Academy to contribute to works that would facilitate an additional intake of 15 pupils in 2021 and 2023 subject to a grant agreement being in place in the form attached at Appendix 2 to the report.**

96 SEND STRATEGY

Consideration was given to a report of the Executive Member for Lifelong Learning & Skills / Assistant Director for Education which provided an overview of current SEND strategic activity. The strategy enabled partners to work together to achieve the vision and outcomes for SEND in Tameside. In order to ensure that this was effective, appropriate governance needed to be in place. The report outlined the proposed governance structure for SEND in Tameside and proposed arrangements for Tameside's parent carer forum.

The vision for SEND in Tameside was ambitious and aspirational, it stretched beyond the boundaries of the Local Authority to all partners and children and young people with SEND, with or without an EHCP.

The implementation of the SEND Strategy would 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 were fully included in all educational settings and that their needs were 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

The strategy aimed to achieve 5 key outcomes. For children and young people with SEND to be Safe, Happy, Healthy and Ambitious for their future and to Develop Skills for Life.

Based on advice from JSNA and in partnership with parent-carers, young people and partners across education, care and health, 4 Headline Strategic Priorities had been developed.

- Increasing & improving inclusion
- Increasing confidence
- Involving children & young people
- Improving accuracy & timeliness

It was stated that Strategic leads had been identified to take forward the 4 Headline Priority work streams. Each work stream had an Improvement & Development Action Plan (IDAP) that would be used to monitor and track progress towards achieving the identified outcomes.

The SEND improvement Group had developed an Outcomes Framework that would be used alongside the IDAPs to track and monitor progress. It was important that Tameside had a clear governance structure for all SEND activity. Attached at **Appendix 2** was a proposed Governance Chart for the strategic oversight of SEND in Tameside.

AGREED

That Executive Cabinet be recommended to:

- (i) approve the Special Education Needs and Disability Strategy 2020-2023 at Appendix 1**
- (ii) endorse the proposed Governance structure for Special Education Needs and Disability strategic implementation at Appendix 2**
- (iii) note the plan on a page for Special Education Needs and Disability strategic fit at Appendix 3.**
- (iv) note that Improvement Development & Action Plans and a SEND outcomes framework will be developed to ensure delivery of the SEND strategy.**

97 TAMESIDE DIGITAL STRATEGY

Consideration was given to a report of the Assistant Executive Member to the Executive Leader / Assistant Director for Digital Services, which set out a five year vision and plan for the use of digital technologies for Tameside Council and Tameside and Glossop Clinical Commissioning Group.

The Strategy document, set out the five year Digital ambition for Tameside. It was proposed that the strategy was kept under constant review to ensure it remained relevant and appropriate. The strategy detailed how digital technology would be used to improve public services, empower employees and residents, and drive economic growth.

Tameside's Digital, Creative and Tech ambitions continued to be of growing importance. As a city region it was anticipated that the sector would grow by a further half a billion GVA with over 10,000 new jobs created over the next five years.

The strategy also reflected that digital technology would underpin the Councils and CCG's ambitions to improve the lives of all citizens along with the Council and health care services they used. It had strong ties to the Greater Manchester Health & Social Care Partnership's Digital Strategy refresh which was currently underway, and would complement the digital work and ambitions of the Tameside and Glossop ICFT. It had a limited number of digital priorities focused on key priority areas.

It was stated that the strategy aimed to be inclusive and to ensure that everyone in Tameside regardless of their age, location or situation, could benefit from the opportunities digital could bring. The digitally excluded were often those with poor health outcomes. Often these people stand to benefit from technologies in the home that could help keep people safe, well and independent but which required good connectivity and links with patient and care management system. Key priorities would 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.

There were six priority categories for the Strategy and these were divided into two parts. Corporate Themes and Digital Foundations. Each category had 6 sub-priorities with actions and outcomes, delivery of which will demonstrate progress.

Corporate theme were outlined to the Members of the Board.

- Digital Public Services - At the forefront of responsive and ubiquitous high quality digital public services.
- Digital Enabled Workforce - Highly skilled and agile workforce confident in using technology
- Digital Economy - Strong and sustainable economy maximising digital opportunities.
- Digital Foundations - Sustainable digital eco system which provides the building blocks for transformation.
- Digital Skills - Opportunities for people and business to fulfil their potential through technology.
- Digital Infrastructure - Fast resilient digital infrastructure connecting all communities'

Alongside the six priority categories there were also two cross cutting enablers Cyber Safe and Secure and Marketing and Communications

AGREED

That the Executive Cabinet be recommended to approve the aims and objectives of the strategy and agree 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.

98 CHILDREN'S SERVICES SUSTAINABILITY PROJECTS UPDATE

Consideration was given to a report of the Deputy Executive Leader / Assistant Director of Children's Services, which updated the Board on progress of 7 Sustainability Looked After Children.

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 were 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

A short summary of the key risk areas/impact of the current Covid-19 situation was outlined to the Board as follows:

- Project 1: Early Help – Implementation of a co-located early help service could be delayed
- Project 2: Family Intervention Service – The key risk was the impact of school closures and resulting limited contact with children and families
- Project 3: Team Around the School –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 – The key risk was the purchase of Greenwood Avenue as the location for the assessment unit
- Project 6: Fostering – The key risk was 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

The new timeline for The Looked After Children's Sustainability 7 projects was as follows;

1. The Early Help project start date for implementation would move from October 2020 to a start date for implementation of February 2021
2. The Family Support Service project would 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 had partially been achieved however the date for full implementation date would now be July 2020 instead of March 2020.
4. The Duty/Locality project started implementation as scheduled this had 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 would move from June 2020 to January 2021.
6. The Fostering project start date for implementation was October 2020 whilst the project had started and some areas are due to be implemented, the overall start date for implementation would move to February 2021.
7. The Placements project had an implementation start date of December 2019 and whilst implementation had start in a limited way the start date for full implementation would move to May 2020.

The financial implication in relation to the issues detailed was difficult to quantify however what was certain was 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 would not be realised.

The change in forecast costs of each scenario when comparing between periods 3 and 4 was predominately due to an increase in the number of external residential placements which had increased the costs for all of the scenarios.

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 were arising between reporting periods. It was envisaged that this additional analysis would be included by the period 6 revenue budget monitoring report.

AGREED

That the Executive Cabinet be recommended to:

- (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**
- (b) **receive a further report in December 2020 given the on-going uncertainty caused by the Covid 19 pandemic.**

99 REFRESH OF EARLY HELP STRATEGY

Consideration was given to a report of the Deputy Executive Leader / Director of Children's Services / Assistant Director for Population Health, which summarised the work completed in refreshing the 2017 Early Help Strategy and outlined the content of the refreshed strategy.

The Early Help Strategy had been refreshed in partnership with multiple partner agencies who formed part of the Early Help Strategic Group, as well as informed by a wider partner consultation exercise.

The Strategy provided an understanding to the early help approach and offer in Tameside, in line with the Tameside Children's Safeguarding Thresholds. As well as included updated principles, aligning to the Tameside Corporate Plan and the Cooperative Principles, such as placed based working, and 'nothing about me, without me'.

The strategy continued to emphasise the importance of prevention and early interventions, and acknowledged the need to 'Build Back Better' from COVID-19, by having a flexible and live implementation plan.

The strategy sought to work along existing strategies, such as the Early Years Strategy, the Domestic Abuse Strategy and the Neglect Strategy, rather than duplicate.

Moreover, the strategy outlined headline 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.

The strategy remained to be clear on its priorities which were:

- 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.

The strategy set out a clear governance structure and clearly illustrates the outcomes it set out to achieve, and how these would be monitored. The Early Help Strategy (2020) aligned and supported the work programme of the Starting Well Partnership, the SEND Improvement Board and Children's Improvement Board. Centrally the Early Help Strategy (2020) aligned 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.

Moreover, the Strategy strongly supported Public Reform Principles and delivered:

- 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.

It was reported that running alongside the Early Help Strategy was a refresh of the implementation plan. Some of the key actions that fell out of the strategy included 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 acknowledged the flexibility to include actions to 'build back better', as a result of learning from responding and living with Covid-19.

AGREED

That the Executive Cabinet be recommended to approve the Early Help Strategy appended to the report.

100 LOCAL DEVELOPMENT SCHEME AND AUTHORITY'S MONITORING REPORT UPDATE

Consideration was given to a report of the Executive Member for Housing, Planning and Employment / Director of Growth, which sought approval to publish an updated Local Development Scheme (LDS) and Authority's Monitoring Report for 2018/19.

The Council's most recent LDS came into effect on 10 January 2017 and set out a programme for both the Greater Manchester Spatial Framework (GMSF) and the Tameside Local Plan. That LDS clearly showed 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 provided the appropriate context. Performance against that timetable was measured within the Authority's Monitoring Report.

It was explained that the revised LDS was 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, was now incorporated into the Council's LDS. Since the previously approved LDS, publication of 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 had 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 had and the need to reflect on government guidance on social distancing.

It was therefore timely to refresh the Council's LDS to ensure the Borough's communities and interested parties were aware of and able to keep track of progress of plan making activities and ensure that Development Plan Documents were prepared in accordance with the timescales set out.

The updated timetable for the GMSF and Tameside's Local Plan was considered to represent a realistic and practical approach to preparing these documents but would continue to need to be monitored carefully. Additionally, the revised LDS provided greater detail as to the current and intended planning frameworks for the Borough, comparative to the LDS it replaced. It also updated the position on the production of Supplementary Planning Documents and removed a chapter relating to public participation.

There was 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 had 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 sought to establish a new baseline position from which monitoring activities could be taken forward as required by the legislation.

AGREED

That the Executive Cabinet be recommended to agree:

- (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.**

101 ALDWYN SCHOOL EXTENSION

Consideration was given to a report of the Executive Member for Lifelong Learning, Equalities, Culture and Heritage / Executive Member for Finance and Economic Growth which stated that the Aldwyn Primary School extension scheme was part of the Council's Basic Needs Funding programme. The aim of the programme was to ensure that the Council was able to meet its

statutory duty to provide sufficient school places and provide schools with sufficient facilities to increase pupil intake and improve the education needs of the Authority.

A decision to increase the Published Admission Number at Aldwyn Primary School from 45 to 60 was formally made by Executive Cabinet on 7 February 2018 although the school had been taking additional pupils since 2015.

There were now three temporary classrooms on site to ensure that additional pupils could be catered for whilst awaiting the completion of the permanent extension to the building. This was not an ideal solution for the school and had also resulted in significant additional costs to the project to bring in the demountable classrooms. The issue of teaching in temporary accommodation had been raised with elected members by parents at the school who were unhappy with the situation.

Without the additional accommodation at the school, the Council would be forced to go out of borough for placements at significant additional cost to the Council. Additionally, the parents of children currently in the school had made representation to the Assistant Executive Director for Education about the overcrowding at the school and are anxious about the impact that this was having on their children's education.

The school required additional teaching space to accommodate their allocated pupils within the current space provision. The scope of the proposed scheme was to construct a permanent three classroom extension, associated link corridor, toilet facilities, remodelling of adjacent areas and works to the carpark.

Since the project had been scoped a roof condition survey had been received which raised significant concerns and would need to be addressed before the contract could be entered into.

AGREED

That the Executive Member for Lifelong Learning, Equalities, Culture and Heritage and the Executive Member for Finance and Economic Growth be recommended to :

- (i) Approve that the Council enter into the Head Contract with the LEP for the Aldwyn Primary School extension scheme in the sum of £2,039,478 inclusive of 5% Covid 19 risk option (Option 3) to deliver a permanent three classroom extension, associated link corridor, toilet facilities, remodelling of adjacent areas and works to the carpark on the basis that this includes 5% COVID risk sum to cap any liability deriving from any COVID risks and that it is agreed that liability of the contractor is capped at 10 times the contract value which is a deviation from the existing contractual requirements.**
- (ii) To note that the Independent Certifier (Currie and Brown) agree that the contract price including COVID, risk proposed insurance, and capped liability represent value for money; and**
- (iii) Approve that the Council enter into a Deed of Appointment with the LEP and appoint an Independent Certifier for the Aldwyn Primary School extension scheme in the additional sum of £18,000.**
- (iv) That before the decision finalised the issue with the failing roof and the condition survey be addressed so that there was a clear final scope of project which could be monitored and to reduce the risks to the Council of it not being within the contract.**

103 ST JOHN'S CE PRIMARY SCHOOL EXTENSION

Consideration was given to a report of the Executive Member for Lifelong Learning, Equalities, Culture and Heritage / Executive Member Finance and Economic Growth/Director of Children's Services which proposed the expansion of St Johns CE Primary School to ensure that the Council was able to meet its statutory duty to provide sufficient school places and provided schools with sufficient space and facilities to accommodate increased pupil intake and improve the education provision of the Authority.

A decision to increase the Published Admission Number at St John's CE Primary School permanently from 30 to 45 was formally made by Executive Cabinet on 27 March 2013. This approved a series of phased works. The Foundation Stage Unit was extended and remodelled to allow the greater intake into the Reception class from September 2014. A former Community Room was remodelled into a classroom over summer 2015 to create additional places for Sept 2015 and September 2016. An ICT suite was remodelled to create additional space from September 2017 and 2018. This meant that all of KS1 was enlarged leaving four year groups in Key Stage 2 to expand. It was proposed that this shortfall in accommodation would be resolved by constructing a two classroom extension and associated link corridor and additional toilet facilities.

A temporary two-classroom mobile was erected over summer 2019 to ensure that additional pupils could be accommodated whilst the permanent extension was procured and constructed. Without the extra accommodation the school was significantly overcrowded and insufficient for the pupil numbers. This approach was not an ideal solution as it had resulted in additional costs providing the temporary accommodation and parents were unhappy with the quality of accommodation leading to a formal complaint.

Work had continued to progress the procurement of the permanent two classroom extension project and despite a number of challenges all parties are now in agreement with the proposed scheme scope and the associated contract terms.

The proposed St John's CE Primary School extension scheme was being procured through the Local Education Partnership (the LEP) on behalf of the Council. The capital budget for the scheme now stood at £1.343m which was in keeping with the projected scheme costs inclusive of the 5% Covid 19 risk allowance. The LEP has progressed the scheme to a point where the contracts, including Head Contract with the Council and the Deed of Appointment for the Independent Certifier are ready for signing subject to sign off by all schedules by the Council's capital project management team including Schedule 4 (programme), Schedule 7 (completion dates, and Schedule 9 (payment milestones).

AGREED

That the Executive Member for Lifelong Learning, Equalities, Culture and Heritage and Executive Member for Finance and Economic Growth be recommended to:

- (i) Approve that the Council enter into the Head Contract with the LEP for the St John's CE Primary Schools extension scheme in the sum of £1,063,364 to deliver a permanent two classroom extension, associated link corridor, toilet facilities and some necessary remodelling of adjacent areas on the basis that this is subject to the following**
 - (a) the price is inclusive of 5% Covid 19 risk option (Option 3) to cap any liability deriving from any COVID risks;**
 - (b) The design works referred to in paragraph 1.4 progressed the contact through the LEP Tameside Additional Services (TAS) contract need to be covered by the Design & Build contract to ensure the Council is properly protected; and**
 - (c) liability of the LEP/contractor is capped at 10 times the contract value, which is a deviation from the existing contractual requirements.**
- (ii) Note that the Independent Certifier (Currie and Brown) agree that the contract price including COVID, risk proposed insurance, and capped liability represent value for money; and**
- (i) To Approve that the Council enter into a Deed of Appointment with the LEP and appoint an Independent Certifier for the St John's CE Primary Schools extension scheme in the additional sum of £14,000 to include confirming the scheme and costings provide value for money.**

103 SEXUAL & REPRODUCTIVE HEALTH SERVICES

Consideration was given to a report of the Executive Member for Adult Social Care and Population Health / Clinical Lead / Director of Population Health, which proposed to extend the existing contract for 12 months beyond the current end date, at the same contract value, to ensure service continuity; allow for service recovery in light of the COVID situation; and to allow appropriate time for providers to prepare for and take part in a competitive tender exercise.

It was explained that the current specialist integrated Sexual and Reproductive Health and HIV service in Tameside was provided by Manchester NHS Foundation Trust (MFT), delivered under the MFT branding of "The Northern", and aimed to meet the sexual and reproductive health needs of residents through the provision proactive prevention across the cluster area, HIV/STI testing services, STI treatment services (excluding treatment for HIV), and contraception and reproductive health services.

It was stated that Local authorities were responsible for commissioning HIV/STI testing services, STI treatment services (excluding HIV treatment) and contraception services on an open-access basis for the benefit of all persons present in their area. NHS England was responsible for commissioning and funding HIV treatment and care services as well as the provision of routine contraception and opportunistic screening and treatment within general practice. Clinical Commissioning Groups were responsible for funding abortion services as well as vasectomies and sterilisation procedures.

The Local Authority was mandated to provide appropriate access to sexual health services (Health & Social Care Act 2012) to commission confidential, open access services for Sexually Transmitted Infections and Contraception, as well as ensuring that the local population has reasonable access to all methods of contraception.

The current Sexual and Reproductive Health Service contributed to the two high level outcomes in the 'Public Health Outcomes Framework (PHOF)' 2019/20: Increased healthy life expectancy; and reduced differences in life expectancy and health life expectancy between communities. These outcomes were also relevant across each life course and are a significant contributing factor to a range of the specific outcomes and objectives with in the Tameside & Glossop Corporate Plan.

The current contract was due to come to an end on the 31 March 2021. With regards to the justification for extension the need for modification had been brought about by circumstances which a diligent contracting authority could not have foreseen. The need for this modification had been brought about by Covid 19. This cluster was due to go out to tender for sexual and reproductive health services in June 2020, with a new service due to commence 1 April 2021. However, as Providers and Commissioners alike had been directed to prioritise other work related to Covid 19, there was a risk in delivering an effective tender process due to shortage of providers bidding for the contract, a failure of the tender and for TUPE processes to be fair, open and transparent.

In order to inform the model there was a need to consult widely with stakeholders and service users. The current restrictions arising from Covid 19, made this difficult to do in a meaningful way. Communication activity was focussed on other key messaging and service users/stakeholders had other priorities focused on patient care and service recovery.

The modification did not alter the overall nature of the contract. There were no proposed changes to the current provision as detailed in the current service specification and contract other than further work with the provider to enhance and improve the current service performance and offer. The current specification was still appropriate and the provider had been delivering the service to the required standard.

The requested extension was based on maintaining a local sexual and reproductive health service provision in 2021/22. The intention was to delay re-tendering for a minimum reasonable amount of time until services have sufficient capacity to engage in a full scale retendering exercise. The provider had indicated that it would accept a 12 month extension. The intention is for all boroughs

to conduct a joint procurement exercise and share a common specification. If this extension was approved, the expectation was that we will be in a position to go out to tender for a new service in June 2021 and have the new service in place from 1 April 2022.

Members were advised of the options appraisal

- Do nothing and not extend the existing contract and go out to tender for this service during the summer of 2020 for a new service to commence 01 April 2021.
- Extend the contract for 12 months retaining current contract value
- Extend the contract for 12 months reducing the current contract value

AGREED

That the Strategic Commissioning Board be recommended to give approval for the 12 month extension to the existing Sexual and Reproductive Health Service provided by MFT, retaining the current contract value, which was due to end on 31 March 2021.

104 FLU VACCINATION PROGRAMME: PART B - STRATEGIC COMMISSION WORKFORCE VACCINATION

Consideration was given to a report of the Executive Member for Adult Social Care and Health / Director of Population Health / Consultant in Public Health which set out the aims, ambitions and rationale for a flu vaccination programme for all front-line staff in the Local Authority and CCG workforce. It goes on to recommend a model for the provision of staff vaccination.

It was explained, front line health and social care workers were at higher risk than most of the population of contracting seasonal influenza ("flu"), due to the number of people they were in contact with through their work and the nature of these contacts. In addition, there was a risk of them transmitting flu to the vulnerable people they cared for.

Further, evidence from staff flu vaccination programmes suggested:

- (a) "During a mild flu season around 25% of frontline (health and social care) staff may become infected with the virus, of which up to 59% may not realise they are infected, so they could infect others, including the patients they care for"
- (b) Approximately 60% of cases were avoided by the vaccine. This was dependent on the year, and could be higher or lower, depending on how well the flu vaccine was matched to the circulating strains of flu.
- (c) The net saving, based only on reduction in lost working hours, was around £16-£27 per employee vaccinated. This amounted to a return on investment of approximately £2 per pound invested.

Because of the potential for co-circulating flu and covid-19, this season's net saving may be even higher. For the 2020/21 flu season, the national target is to ensure that 100% of all health and social care staff were offered the vaccination. Due to likely pressures on the vaccine supply this year, vaccination providers had been advised to prioritise people who are in eligible and at-risk cohorts. For this reason, it was not recommended to vaccinate the entire workforce.

There were approximately 1000 front-line staff across the Strategic Commission, who should all be offered a flu vaccine. Last year, around 21% of those offered took up a voucher to claim a vaccine.

Based on experiences in other parts of the world, it was expected that there will be a significant increase in demand for the flu vaccine this year. Consequently, with an accessible flu vaccination offer, a good internal communications drive, and sufficient support to access the vaccination, a high uptake should be achievable.

An uptake of 90% would match the maximum CQUIN target set for frontline CCG commissioned staff this year.

It was reported that in previous years there had been interest from schools in offering vaccination for their staff as part of the Strategic Commission's offer. As school budgets were devolved, funding for this would come from schools' themselves. However, there was the potential to offer schools the opportunity to arrange vaccination for their staff using the same model procured for front-line TBMC/ T&G CCG staff.

AGREED

That the Strategic Commissioning Board be recommended to approve:

- (i) the model proposed in section 7**
- (ii) Commit to supporting and enabling front-line staff to receive a vaccination**

106 FORWARD PLAN

AGREED

That the forward plan of items for Board be noted.

CHAIR

EXECUTIVE BOARD

30 SEPTEMBER 2020

Present	Elected Members	Councillors Warrington (In the Chair), Bray, Cooney, Fairfoull, Feeley, Gwynne and Ryan
	Chief Executive	Steven Pleasant
	Borough Solicitor	Sandra Stewart
	Section 151 Officer	Kathy Roe
Also In Attendance:	Richard Hancock, Tim Bowman and Tom Wilkinson	
Apologies for Absence	Councillors Kitchen and Wills	

108 ST GEORGES CHURCH OF ENGLAND PRIMARY SCHOOL HYDE – CONVERSION TO ACADEMY STATUS

Consideration was given to a report of the Executive Member (Lifelong Learning, Equalities, Culture and Heritage) / Assistant Director for Learning, which sought approval for St Georges Church of England Primary School Hyde to convert to Academy Status and approval for the financial and contractual basis of transfer.

Members were advised that the Secretary of State notified the Council that an Order, dated 29 May 2020, had been published, confirming her approval for the conversion of St George's Church of England Voluntary Aided Primary School, Hyde to an Academy.

The School has chosen to convert to Academy status with the Chester Diocesan Academies Trust as a sponsor. St Georges Church of England Primary School was the second school in the Borough to convert with the Chester Diocesan Academies Trust as sponsor.

St George's Church of England Primary School, Hyde had a Planned Admission Number (PAN) of 30 and provided education for boys and girls aged three to eleven.

It was stated that the conversion process was closely prescribed by DfE guidance and standard documentation. The government had the power to enforce a conversion by statutory order if the standard documentation and guidance was not reasonably followed or if the local authority could not agree upon the detail of the conversion.

It was stated that in accordance with The Transfer of Undertakings Protection of Employment Regulations 2006, (TUPE) the employment of staff at St George's Church of England Primary School, Hyde would automatically transfer from the Governing Body to Chester Diocesan Academies Trust on the date of the transfer, currently targeted for 1 October 2020. This meant that individual contracts would be treated as if they had originally been made with the new organisation. The staff were not employed by the Council but the Governing Body as a voluntary aided school, however, the school purchased the services of the Council's HR service who would support this transfer.

Staff would continue to work in the job that they were contracted to carry out, with the school and their contractual terms and conditions were protected as at the date of the transfer. There was an obligation on school to make staff and trade union colleagues aware of any 'measures' that the Academy trust intends to take in connection with the proposed transfer.

Arrangements for the transfer of records and payroll had been agreed to ensure that there was no break in the smooth running of the staffing.

Teaching staff transferring to the Chester Diocesan Academies Trust would continue to access the

teachers' pension fund. Other staff would continue to access the Greater Manchester Local Government Pension Scheme. The Council expects that whilst the Academy continued to be an employer in the Pension Fund, it would allow access to all eligible employees and not create a two tier workforce.

It was explained that non-teaching or support staff were eligible to be members of the Local Government Pension Scheme. Chester Diocesan Academies Trust would continue to offer this to staff who transfer. However the Council had to decide how the liabilities would transfer. The Local Government Pension Scheme was a funded scheme. Whilst the scheme was funded, if the liabilities of the scheme exceeded the assets, then each employer would be responsible for a section of the overall deficit. The rates that an employer had to pay were calculated by reference to the deficit on the part of the scheme for which they were responsible.

There were two options for the Council as Administering Authority for the Greater Manchester Pension Fund and the Academy with respect to the future management of the fund:

- (a) **Pooled with the Council** - Under this arrangement the Council and the Academy would pay the same contribution rate going forward. This included an allowance to cover certain 'pension strain' costs incurred by either employer (e.g. by ill health retirements). The pool contribution rate was based on the combined assets and liabilities of all employers in the pool (the Council has by far the largest share) and therefore the Council would meet the bulk of any additional costs due to membership experience at the Academy (such as high-pay growth).
- (b) **Academy to be set up as a 'stand-alone' employer in GMPF** — From 1 October 2020 the Academy would pay a contribution rate based on its own membership and the funding position of its own section of GMPF. From 1 October 2020 ill-health early retirement costs would be met by a GMPF insurance arrangement, but the Academy would remain responsible for meeting any non-ill-health early retirement costs.

Under both options the amount of assets transferred from the Council's section of GMPF to the Academy's section of GMPF was set using standard factors issued by the Government Actuary's Department ('GAD'). Typically this resulted in the Academy having a funding deficit at the point of transfer, however this was largely irrelevant under the pooling approach.

The pension arrangements had determined that they wish to be set up as a standalone employer in GMPF and would not had the benefit of pooling arrangements.

With regards to the financial implications, as Academies were funded directly from central government, the Council would see a reduction in the amount of revenue income it receives through the Dedicated Schools Grant and capital funding for repair and maintenance of buildings.

Schools had been trading with the Council for a wide range of infrastructure and support services, including HR, ICT, Finance, Legal and Educational services. In common with all schools, Academies would not be obliged to purchase services from the Council. In addition, as more resources were paid directly to Academies, the Council loses some of the economies of scale which it had previously enjoyed.

The School had been allocated an estimated delegated budget of £1,096,977. School would also receive an element of the DSG based on estimated nursery pupil numbers and this would be adjusted to reflect actual numbers on the three pupil census that were carried out during the financial year, their current estimated funding is £62,224. The school was currently projecting a full year out turn balance of approximately £83,807 at the end of March 2021.

The School paid £3,046 in Business Rates per annum, as a voluntary aided schools this already included Business Rate Relief so would continue at this rate once the school converted to Academy status.

The costs shown in the table had already been recharged to the School for the full financial year in 2020/21. As the School was converting on 1 October 2020 affected council services would need to re-negotiate new service level agreements with the Academy.

Description of Service	Annual Cost 2020/21
Access Education Budget Planning software	£500
Data Pack	£298
Education Welfare	£1,200
FSM Eligibility Checking service	£350
Governor Clerking	£1,200
Governor Training	£960
Health and Safety	£1,091
Human Resources	£2,448
Legal Services	£550
Pest Control	£285
Recruitment & Payroll	£3,677
School Crossing Patrol	£6,510
Schools Finance Support Team	£3,470
SIMS Licence	£976
SIMS Support Team	£2,300
Tameside Safeguarding Children Partnership contribution	£597
Trade Union	£1,365
Trade Waste Services	£1,421
Totals	£29,198

There could therefore be a corresponding reduction of revenue funding received by the Council for the services no longer required from 2021/22 onwards.

AGREED

That the Executive Member for Lifelong Learning, Equalities, Culture and Heritage be recommended to approve:

- (a) **the Borough Solicitor or her nominated representative be authorised to enter into the Commercial Transfer Agreement, in the form set out in Appendix 2, on the principle that risk and liability does not transfer back to the Council and in respect of which the funds and reserves to manage the risks/liabilities will transfer to the Academy and consequently the Council should be in no worse position because of the transfer.**
- (b) **the pension arrangements be agreed so that the academy is set up as a standalone employer in GMPF as set out in the report at paragraph 5.9(b).**
- (c) **delegation of authority to the Assistant Executive Director, Finance or their nominated representative to execute any necessary Greater Manchester Pension Fund for Transferee Admission Bodies documentation**

CHAIR

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BOARD

7 October 2020

Present	Elected Members	Councillors Warrington (In the Chair), Bray, Cooney, Fairfoull, Feeley, Gwynne, Kitchen, Ryan and Wills
	Chief Executive	Steven Pleasant
	Borough Solicitor	Sandra Stewart
	Deputy S151	Tom Wilkinson
Also In Attendance:	Steph Butterworth, Richard Hancock, Dr Ashwin Ramachandra, Ian Saxon, Paul Smith, Sarah Threlfall, Jayne Traverse, Debbie Watson, and Jess Williams	

107 DECLARATIONS OF INTEREST

There were no declarations of interest.

108 MINUTES OF PREVIOUS MEETING

AGREED:

That the minutes of the meetings of Board held on 16, 23 and 30 September 2020 be approved as a correct record.

109 MONTH 5 FINANCE REPORT

Consideration was given to a report of the Executive Leader/Joint Chairs of CCG/Director of Finance which informed Members of expenditure as at 31 August 2020 and forecast outturn at 31 March 2021. 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.

Members were reminded that 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.

It was explained that as at Period 5, the Council was forecasting an overspend against budget of £3.678m. The £3.678m pressure was non-COVID related and reflects underlying financial issues that the Council would be facing regardless of the current pandemic.

The COVID-19 pandemic was unprecedented and whilst its impact on local public service delivery was clearly significant, the full scale and extent of the health, socio-economic and financial impact was not yet fully understood. The immediate demands placed on local service delivery would result in significant additional costs across the economy, and the economic impact was 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 was 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.

Members were informed that included within the Education Capital Programme was a scheme to increase capacity at Aldwyn School from a 45-pupil intake to 60. The Scheme had a total

approved budget of £2.716m. In addition to the proposed extension works at Aldwyn school, the project scope would also include resurfacing of the flat roof area of the existing school. The proposed extension works require the new roof and existing roof to connect. Rather than forming a joint to a poor quality roof, it was recommended that given the age and condition of the existing roof (including ongoing leaks) it would be more cost effective and less disruptive to the school to renew the roof covering at the same time. This would reduce the potential future leak risk and water damage to the new extension. The estimated roofing cost was £200k. This would need to be funded from School Condition grant as the works related to repairs and maintenance of the existing site.

AGREED

- (i) That the forecast outturn position and associated risks for 2020/21 as set out in appendix 1 be noted.**
- (ii) That the extended scope of the Aldwyn School Extension project to include roof repairs as set out in section 3 of this report be approved.**
- (iii) That an allocation of £200,000 of School Condition Grant Funding to fund the roof repair works at Aldwyn School be approved.**

110 CYBER SECURITY AND DEFENCE STRATEGY

Consideration was given to a report of the Executive Leader/Assistant Director (Digital Services) which explained that in recent years, Cyber Security had become a high risk and high priority for many businesses as well as the general public. The report detailed the Council and CCG's new Cyber Security and Defence Strategy. It contained details of controls, processes and systems that had been put in place to protect our digital assets, and it set out how the organisations should prepare for the possibility of a future cyber incidents and how to react should that eventuality occur.

This strategy applied to all computer systems operated by Tameside Council and Tameside and Glossop Clinical Commissioning Group. Also included were any systems hosted on behalf of partner organisations, and to any person using Council equipment and/or accessing any computer systems hosted by the Council whether on premise or off premise. It also applied to all of the Council's computer systems and data hosted by third parties, including in those hosted in the "Cloud".

The council was working to achieve the IASME cyber security standard. IASME was developed over several years using UK government funding and it was an affordable and achievable alternative to the international standard, ISO27001. It was the sole partner to the National Cyber Security Centre (NCSC) for delivery of their Cyber Essentials Scheme. It was already widely adopted with over 30 council's throughout the United Kingdom. The IASME Governance directly mapped onto the NHS Digital Data Security Standards and it met or exceeded the NHS requirements.

Accreditation would be achieved through the audited IASME Governance process. Carried out by a skilled, independent third party, this was an independent on-site audit of the level of information security in-place within the organisation and offered a comparable level of assurance to the internationally recognised ISO27001. The standard included all of the five Cyber Essentials technical topics and adds additional topics that relate to people and processes:

- Risk assessment and management
- Training and managing people
- Change management
- Monitoring
- Backup
- Incident response and business continuity

Gaining the Audited IASME Governance certificate would provide the appropriate assurance to the organisation, our customers and suppliers that the Council is providing the highest levels of cyber security.

Adopting the IASME standard also meant the Council would be conforming to the HMG security framework. The HMG framework was introduced by the UK Government in June 2018. Developed and delivered in collaboration with NCSC (National Cyber Security Centre), the standard that all Government “Departments”, including organisations, agencies, arm’s length bodies, and contractors must adhere to without exception.

It was widely acknowledged that people remained the key risk and potential weak spot for cyber-attacks. Whilst advanced technology such as firewalls and virus identification and protection software could be deployed to give a hard protective shell around the organisations ICT systems and Data staff remained a risk. Simply clicking on a seemingly innocuous link within an email, or opening an infected attachment can quickly lead to a serious cyber-attack being launched.

AGREED

That Executive Cabinet be recommend to endorse the approach being taken to protect the Council from Cyber-attack and approve the new Cyber Strategy and controls, measures and processes contained within.

111. INCLUSIVE GROWTH STRATEGY

Consideration was given to a report of the Executive Member (Finance and Economic Growth)/Director of Growth which set out the vision, aims and priorities of the emerging Tameside Inclusive Growth Strategy 2021-26 along with a timeline for consultation and adoption.

The draft Inclusive Growth Strategy 2021-26 set the vision, aims, priorities and delivery plans to transform Tameside by harnessing the strengths and opportunities of people, land, health and digital. Inclusive Growth for Tameside’s economy would deliver economic growth for all by enabling all Tameside’s residents to access opportunities. The emerging vision, aims and priorities were considered by Executive Board on the 4 March 2020. The Strategy would be dependent on a range of partners working across private, public and voluntary sectors to deliver out plans. In the development and production of this strategy steps have been taken to ensure that the idea of inclusiveness is practiced in engagement in and delivery of our practical work.

The Strategy would provide detail to the Corporate Plan on how to realise and deliver overarching priorities. The Inclusive Growth Strategy would provide the local response to the Greater Manchester (GM) Local Industrial Strategy and sits at the centre of a range of core local strategies that are interdependent, these include:

- Tameside Housing Strategy (in development)
- Tameside Strategic Asset Management Plan (in development)
- GM Combined Authority (GMCA) 5 year Environment Plan
- Tameside Local Plan (in development)
- GM Spatial Framework (in development)
- Tameside Locality Plan

The Strategy would deliver across all of the priorities in the Corporate Plan. The Strategy would be parent to sub delivery plans that further evidenced the work across wider determinant strands such as health and poverty.

The Strategy had been informed by the GM Local Industrial Strategy, Independent Prosperity Review 2019 and Tameside Economic Baseline Review 2020. Wider studies, reports and research documents had also informed this work including the emerging Tameside Housing and Asset Management strategies. The Tameside Economic Baseline Review provided the core evidence base for this strategy.

AGREED

Executive Board be recommended to:

- (i) **Review the draft Inclusive Growth Strategy for consultation, provide comment and approve for consideration by Executive Cabinet**
- (ii) **Approve the commencement of the consultation on the Draft Inclusive Growth Strategy with a minimum consultation period of 6 weeks subject to Executive Cabinet approval.**
- (iii) **Note the Economic Baseline Report and to make it available as part of the consultation with the public.**
- (iv) **For the outcome of the consultation to be brought back to Board and Cabinet for further consideration**

112. DISCRETIONARY GRANT FUND REPORT

Consideration was given to a report of the Executive Member (Finance and Economic Growth)/Director of Growth which stated that the Tameside Discretionary Grant Fund (DGF) had been delivered between June and September 2020 in accordance with the Scheme adopted on the 3 June 2020. The DGF totalled £2,345,250. The full list of Decisions relating to the Discretionary Grant Fund was provided in the report.

It was suggested that the DGF should be considered in context of the Small Business Grant (SBG) and Retail Hospitality Leisure Grant (RHLG), which provided non-discretionary payments to Tameside businesses totalling £44m. Applicants to the SBG or RHLG were ineligible for DGF and therefore all the schemes had provided a combined coverage of support. Any business in Tameside with a Rateable Value up to £51k was able to apply for some form of grant.

The DGF used social media, printed press, press releases, eshots (email to 2,500 Tameside businesses), business networks and radio interviews to reach potential applicants and achieved the following numbers with regards to communication:

- Round 1 - 2,106 unique visits to scheme/application webpage.
- Round 2 - 4,017 unique visits to scheme/application webpage 34,800 twitter views and 24,757 Facebook views.
- Round 3 – 2,587 unique visits to scheme/application webpage, 62,618 twitter views and 18,462 Facebook views.

These visits resulted in 392 applications to the Discretionary Grant Fund totalling £2,934,000. There were 240 eligible applications and their value (£1,883,000) and 152 ineligible applications.

There were 6,140 businesses in Tameside, it was not possible to determine how many of those businesses could have potentially applied for the scheme due to the lack income loss and property cost information. This was set out in the Key Decision on 3 June 2020 and Executive Decision Round 3 proposal report of 22 July 2020 (section 3.1 below).

AGREED

Executive Board are recommended to note the report and that Appendix A (applicants who received an award) of the report will be published on the Council's Discretionary Grant Fund webpage

113. BACK TO SCHOOL

Consideration was given to a report of the Executive Member for Lifelong Learning & Skills / Director of Children's Services which outlined the work that had been undertaken by all in Tameside to ensure that schools opened to their pupils in a safe and sensible way. It was stated that the approach had always been inclusive and collaborative with some key pieces of work such as the "back to school – Tameside loves school" campaign held up as national good practice. The

range of measures in place and guidance that had been assimilated has been significant and the new year will undoubtedly bring additional challenges. However, the approach taken so far would stand the borough in good stead to meet any challenges going forward.

Since lockdown began at the beginning of the pandemic, schools had been at the centre of many national conversations about dealing with COVID-19. Schools were closed to all but the most vulnerable children and the children of key workers from mid-March. Primary schools opened more widely to Reception, Year 1 and Year 6 pupils after Whit half terms and secondary schools opened to Year 10 pupils.

The wider opening had been carefully planned by schools and followed government guidance and was supported by the colleagues across the Council, particularly from the Health and Safety and Public Health teams. All of the wider opening was done taking a safe and sensible approach, with local trade union and staff representatives being fully involved at all planning stages.

Support for schools had always been available to all schools, whatever type they may be and whatever phase or sector they are in. This had helped to maintain a borough-wide approach to identifying collective processes which support local decisions.

Attendance during the pandemic had generally been very good for those eligible to attend. Whilst all Tameside maintained schools and academies had been open throughout the pandemic (3 schools (2 Academies) closed for short periods due to cleaning and staffing), the figures below are based on data submitted to the Department for Education (DfE). The response rate to the DfE Educational Settings Status form from 8 June onwards (1 June – 5 June was summer half term in Tameside and response rates were low) was between 72% and 81%.

School attendance was consistently above the national average estimate from 23 March to 29 May with the exceptions of bank holidays and 1 May when there were submission issues. Attendance ranged daily between 1% and 3% of all Tameside pupils (with exceptions of bank holidays).

School attendance was below the national average estimate from 1 June to 17 July (primarily due to the Whit half term break and the prolonged closure of Tameside schools until 22 June) though it increased week on week and was at a high of 16.4% on 07 July (National estimate of 17.5%).

The report set out the areas where support for schools and families had been focussed, as follows:

- Support for our most vulnerable pupils
- Digital devices
- Personal Protective Equipment
- Fact sheets / Workforce FAQ's
- Risk assessments
- Webinars
- Contact and communication
- Free school meals
- Support for transition
- Summer offer
- Covid Exceptional Costs Support

In conclusion the report provided details of work being undertaken in preparation for September, included details of:

- INSET days
- COVID Catchup Premium
- Partnership with the Education Endowment Foundation
- Task and Finish Groups and GM Y1 Transition Support
- SEND
- Specialist Settings
- SEN Transport

- Dedicated school transport
- Attendance campaign
- Test and trace and the contain framework

AGREED

That the update be noted.

114. COMMUNITY CARDIOLOGY DIAGNOSTICS SERVICE

Consideration was given to a report of the Executive Member (Adult Social Care and Health)/Clinical Lead/Director of Commissioning which presented options for the locality for the commissioning of community cardiology diagnostics from March 2021.

Members were informed that Tameside and Glossop CCG commissioned Broomwell Healthwatch to deliver community cardiology diagnostic services. Broomwell Healthwatch was commissioned to deliver this service until March 2021. A procurement process was required for contract arrangements from April 2021

It was stated that Broomwell Healthwatch had successfully delivered services to Tameside & Glossop for a number of years. The current contract began April 2016 as a 3 year contract following a successful procurement process with the option to extend for two years. The option to extend was taken up and would end on 31 March 2021. The indicative annual contract value for the 2 services was £305k. The current contract had consistently over performed and activity had grown exponentially over the life of the contract.

Current average activity for the service was 839 reviews each month, with activity increasing by 16% over the course of the contract. Current average activity for the 24 hour ECG service was 91 per month, with activity increasing by 76% over the course of the contract.

Rising levels of activity were essential as early mortality rates (under 75 years) from coronary heart disease in Tameside & Glossop were significantly higher than the England average. A proactive approach to diagnosing and testing for heart conditions was essential to raise healthy life expectancy. The NHS long term plan stated that cardiovascular disease caused a quarter of all deaths in the UK and was the largest cause of premature mortality in deprived areas. This was the single biggest area where the NHS could save lives over the next 10 years. Increasing activity would also help increase the diagnosed prevalence of atrial fibrillation (AF). Public Health England estimated that there could be an additional 1,050 people with undiagnosed atrial fibrillation across Tameside and Glossop. This was an activity-based contract, if successful, activity would continue to increase and deflect urgent activity away from other services. Due to the nature of this contract it was not deemed suitable for a block contracting arrangement.

AGREED

That Strategic Commissioning Board recommended to:

- (i) Support a 3-6 month extension of the current contract to enable a procurement exercise to take place which will be facilitated by STAR procurement, the delay in this process starting earlier has unfortunately been exacerbated by the COVID-19 pandemic.**
- (ii) Support the procurement process outlined within the paper, including permission to award the contract following a successful procurement exercise**

113. HYDE COMMUNITY COLLEGE

Consideration was given to a report of the Executive Member (Lifelong Learning, Equalities, Culture and Heritage)/Executive Member (Finance and Economic Growth)/Assistant Director (Strategic Property) which explained that Hyde Community College (HCC) was a PFI school funded and procured through the Building Schools for the Future programme. Hyde Community

College was one of five schools with Project Co2 managed through a special purpose vehicle called Inspired Spaces. Inspired Spaces is managed by Amber Infrastructure. This was a 25 year contract and as well as constructing the school the SPV was responsible for the ongoing Facilities Management and Lifecycle Maintenance. Any changes to the contract followed a structured variation process.

The proposed scheme was to remodel some internal classrooms following the closure of the sixth form provision at the school and to remodel a large open space that had previously been used for vocational education. The work was planned in three phases and regular reports on progress were presented to the Strategic Planning and Capital Monitoring Panel. All three phases were essential to ensure the school could take 240 pupils per year group. The current coronavirus pandemic and the need for appropriately risk assessed provision in the school was also impacting on the need for additional temporary accommodation.

The project commenced on site in July 2020 without planning permission or governance approval. The reasons for this are subject to an internal investigation. Planning was granted on 19 August 2020 with supplementary prestart planning condition relating to drainage. Works therefore ceased on site on 20 August 2020. The prestart planning condition has now been met.

The 5 classrooms proposed were modular units whose manufacture has been completed and were due to be delivered to site on 20 August 2020.

Meanwhile, work had been ongoing to sort out all the contractual arrangements including any lease and licence requirements and ensure there was clarity on the lifecycle costs going forward. This was because there would be a change in the school and the necessary cleaning requirements together with the liabilities for the PFI company to care for and look after the fabric of the new classrooms this required a changes to the monthly charge which needs to be tested for value for money.

Unfortunately, the Council was advised on 6 October 2020 by Amber (PFI management company) that the modular unit supplier had stated that if the 5 classroom modular unit were not delivered to site on Tuesday 13 October 2020 then they could not then deliver them until March 2021. This has been because of the significant demand on suppliers for more modular classrooms had increased significantly as Schools nationally attempted to deal with the impact of Covid 19 and the requirements to social distance and creating additional capacity within the schools not necessarily for classrooms. Amber further stated that in order to accept the modular units on site on 13 October they required an instruction from the Council to proceed within 24 hours namely by close of business on 7 October 2020 in order to complete ground works on site in preparation to take delivery of the modular units.

Accordingly, this report sought authority to enter in a Contract Variation Notice for the sum of £1,147,142 in order to deliver:

- Phase 2 works - new Science Block. Work to provide a 5-classroom science block for the start of September 2020 term. Block to provide two full science labs and three other rooms in which science may be taught. The three classrooms to include a demonstration area equipped with gas for bunsen burner use etc. Each of the five classrooms to be equipped with power and data. Additionally a staff work area/kitchenette with provision of sink, worktops, and cupboards along with sockets for kettle and microwave. Additionally store rooms, boys and girls wc and disabled wc, staircase and ancillary rooms. Block to be be appropriately fire-rated given use for experiments. Staircase to be protected with refuge area. Furniture and ICT whiteboards to be provided separately. This CVN to cover design and development work, planning and building control, project management as well as groundworks and provision of the actual block. Cost to include demolition and removal from site of D&T external store. Scheme to include appropriate external fencing and gates as necessary.

AGREED

That the Executive Member (Lifelong Learning, Equalities, Culture and Heritage)/Executive Member (Finance and Economic Growth) be recommended to agree that in the circumstances that the Council authorised the Assistant Director Strategic Property, to sign off the Contract Variation Notice in the sum of £1,147,142 referred to in paragraph 1.14 of the report in order to deliver *Phase 2 works - new Science Block. Work to provide a 5-classroom science block for 13 November 2020* under the variation Procedure set out in the PFI Project Agreement on the basis set out in the report and subject to a further report being received by the Board setting out:

- (a) the requirements for the whole project including the position and any governance required for any variation, change orders and warranties required to the original PFI contractual arrangements to facilitate the project and to receive the value for money report.
- (b) the actions being taken to ensure that school capital projects are properly managed with governance being obtained in advance so that the Council is in a position to properly agree to risks and manage the Council's statutory duties to deliver school places efficiently and effectively within a balanced budget.

114 FORWARD PLAN

AGREED

That the forward plan of items for Board be noted.

CHAIR

LIVING WITH COVID BOARD

23 September 2020

Present	Elected Members	Councillors Warrington (In the Chair), Bray, Cooney, Fairfoull, Feeley, Kitchen, Ryan, Gwynne and Wills
	Tameside and Glossop CCG Members	Dr Asad Ali, Dr Ashwin Ramachandra, Dr Kate Hebden, Dr Vinny Khunger, Dr Christine Ahmed, Clare Todd, David Swift,
	Chief Superintendent	Jane Higham
	Chief Executive Tameside and Glossop NHS Trust	Karen James
	Medical Director Tameside and Glossop NHS Trust	Brendan Ryan
	Action Together	Liz Windsor-Welsh
	Chief Executive TMBC	Steven Pleasant
	Borough Solicitor	Sandra Stewart
	Section 151 Officer	Kathy Roe

Also In Attendance: Steph Butterworth, Jeanelle De Gruchy, Gill Gibson, Richard Hancock, Dr Ashwin Ramachandra, Kathy Roe, Ian Saxon, Paul Smith, Sarah Threlfall, Emma Varnam. Debbie Watson, Tom Wilkinson and Jess Williams

Apologies for Absence: Councillor Oliver Ryan, Dr Tim Hendra, Carol Prowse and Karen Huntley

1 DECLARATIONS OF INTEREST

There were no declarations of interest.

2 LIVING WITH AND CONTAINING COVID GOVERNANCE AND DECISION MAKING

Consideration was given to a report of the Executive Leader / Chief Executive, which outlined the approach to containing and living with Covid governance.

It was proposed that a 'Living with Covid-19' Board would be introduced supported by two working groups. A 'Containing Covid-19' working group and a, 'Impact and Recovery' working group. These groups in turn would be supported by a series of issue specific cells. The Living with Covid-19 Board would:

- make recommendations to the Strategic Commissioning Board (and where outside its remit to its constituent bodies through the Council's 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
- seek assurance that the lessons identified were embedded in future working practices.

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).

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 report back to the Strategic Commissioning Board, and consult/update the Health and Wellbeing Board as appropriate by submitting formal reports including any concerns or recommendations.

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 needed 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.

AGREED

That the proposed governance is noted.

3 LOCAL OUTBREAK UPDATE PLAN

Consideration was given to a report of the Director of Population Health / Assistant Director for Policy, Performance and Communications and the Assistant Director of Operations and Neighbourhoods.

The Local Outbreak Control plan for Tameside provided a summary of the principles of Covid-19 outbreak management across Tameside including an outline of the key roles and responsibilities across the system, the mechanisms and infrastructure in place to deliver this, and appropriate routes of accountability.

The Director of Population Health delivered a presentation regarding Data and Intelligence. Key statistics on Covid -19 in Tameside were detailed to the Board. Members were advised that the total number of cases (cumulative) was 2,590 in Tameside. The number of new infections in the last 7 days was 256. The rate of cases in Tameside for the last 7 days was 113 per 100,000. Testing had remained steady however the number of positive tests had increased by 4.6% in the last 7 days. Further, there was a high death rate from Covid-19 with 334 deaths from Covid-19 in Tameside in total. It was stated that Tameside ranked 11th nationally for the rate for new cases in the last 7 days.

Members received a comparison of the GM local authorities detailing the number of individual tests in each authority, the number of confirmed cases, rate of testing and the rate of positive tests. With regards to the current situation in Greater Manchester, weekly incidence rate had risen across all boroughs. There was a pattern of spread, general community transmission and household transmission. There were a wide range of ages that were not contracting the virus, a mix of ethnicities and varied workplaces. Hospital admissions had been increasing in some GM boroughs.

Incidences of cases within schools appeared to be driven by importing community based transmission rather than transmission within schools.

It was stated that between 14 – 20 September, T&G ICFT saw a total of 11 new admissions for patients with Covid-19. At the peak, the 7 day high was 17 total admissions across a 7 day period. The 17 September saw 14 new admissions for the previous 7 days. Further, the number of beds occupied by Covid-19 positive patients had increased to 41 as of 20 September 2020.

Members were advised that the UK government's scientific advisers believed that the chances of dying from a coronavirus infection were between 0.5% and 1%. There had been 334 deaths of Tameside residents involving Covid-19, 1 in 4 of these had been in care homes. Further, 81% of the Covid-19 deaths of Tameside had at least one comorbidity.

The Assistant Director of Population Health delivered a presentation on containing and Track and Trace. With regards to testing, there had been regular repeat testing in high risk settings such as care homes and hospitals. Work was underway to identify a Local Testing Site, this would be a permanent facility 9am-8pm 7 days a week. It was expected that the site would be located at Darnton Roach Car Park and the site would go live on the 7 October 2020. This site would have the capacity for 240 tests a day.

Members were advised that the GM hub had been dealing with complex cases and settings. It was reported that there had been capacity issues, there had been a surge in infection rates with schools returning and a large increase in infections from businesses and workplaces. The GM hub was increasing its capacity from 6 to 21 full time equivalents in the next 2 weeks. Further, the GM hub would be moving to a 7 day service. Local contact tracing had started, this was to compliment the national trace system. GM borough were moving forward with a model of Locally Supported Contact Tracing, this was to pick up the confirmed cases who national tracers (Level 2) did not get hold of in the first 24 hours. It was reported that the Level 2 Locally Supported Contact tracing had gone live. There had been demand challenges with the volume being higher than expected, 80% of cases had come through locally meaning that the national contact tracing system had been picking up 20% of cases locally in the last 5 days. Further, a delay in testing had meant that the locally supported contact tracing team were missing a window of opportunity.

The Assistant Director of Policy, Performance and Communication delivered a presentation on Communications and Engagement. Members were advised that the service was listening to the feedback received and that this was being used to help shape the services communications. A number of communication methods were being used and explored including, radio, billboards traffic matric signs and already 250,000 leaflets had been handed out across the borough. The communications were targeting specific communities and age groups to reflect the changing circumstances. An example was given of a disproportionate number of cases in younger age groups; this was being factored into the communications approach.

Members of the Board received examples of the materials that were being used as part of the communications approach.

Community champions had been set up to have people routed within the community who could identify what was working and what wasn't further community champions would help distribute the message within the community. Members received a summary of the organisations that had engaged with the service and helped target the hardest to hear groups.

The Director of Operations and Neighbourhoods delivered a presentation covering the Compliance Cell. It was explained that the Compliance Cell was preventative work; visits had taken place to a wide range of commercial and domestic premises. The emerging priority was non-compliance with quarantine rules. It was stated there were a number of priority areas including schools, events and domestic parties, the emerging priority was over the use of face coverings and house quarantines.

It was reported that Members were advised of the enforcement and compliance action carried out since the lockdown on 23 March 2020.

AGREED

That the Living with Covid Board note the update in relation to the various actions undertaken by the locality.

4 FLU UPDATE

Consideration was given to a report of the Executive Member for Adult Social Care and Health / Dr Ashwin Ramachandra Joint Chair for the NHS Tameside & Glossop CCG / Director of Commissioning.

It was stated that the flu vaccination programme protects those who were at more risk of serious illness or death should they develop flu, and reduced transmission of the infection, thereby contributing to the protection of vulnerable individuals who could have a suboptimal response to their own immunisation.

Members were advised that the eligible cohorts had been expanded this year, the eligible groups were summarised in the report as follows:

- Aged 65 years and over (at least 75%)
- Clinical at risk group (at least 75%)
- Pregnant women (at least 75%)
- 6 months to under 65 years in clinical risk groups (at least 75%)
- All children aged 2-10 years on 31 August 2020 (Pre-school 50%, Primary School 65%)
- Frontline Health and Social Care workers (100% offer)
- Household contacts of those on the NHS Shielded Patient List. Specifically individuals who expected to share living accommodation with a shielded person on most days over the winter and therefore for whom continuing close contact was unavoidable.
- Health and social care workers employed through Direct Payment (personal budgets) and/or Personal Health Budgets, such as Personal Assistants, to deliver domiciliary care to patients and service users.
- There would be a further extension to the vaccine programme in November and December to include the 50-64 year old age group, subject to vaccine supply. This extension was being phased to allow practices to prioritise those in at risk groups first. Providers would be given notice in order to have services in place for any additional cohorts later in the season.

In previous years General Practices would deliver flu vaccinations to their own patients. Covid-19 would make this more problematic, due to the need for increased infection control measures. Alternative methods of delivery had been explored for the extra cohorts. Where possible PCNs would work together to improve access to vaccinations.

The Director of Commissioning explained that Hyde PCN had chosen to deliver utilising a different model and had made significant changes to the way they would be offering their vaccinations this year. This would include a drive-through vaccination clinic at Hyde Leisure Centre. The drive-through method was expected to improve safety and efficiency. In order for the drive-through to be possible, all 8 practices had agreed to pool their vaccines and workforce. For patients who were unable to access the drive-through, they could book a face to face appointment at one of the 12 local pharmacies. Pharmacies would also vaccinate staff and residents of care homes for Hyde.

It was further explained that Hyde PCN took the decision to develop an online booking system to enable the practices and the pharmacies to work together, and to enable patients to have an easy way of booking an appointment at any location. The booking solution went live on the 19th August and there were 4500 patients registered. Health Innovation Manchester would evaluate the delivery model which has received national exposure.

With regards to the delivery in secondary care, Planning for the vaccination of front line acute and community staff in Tameside & Glossop Integrated Care Foundation Trust (ICFT) was in process, with an estimate of mid-September for the arrival of the first vaccines. The communications campaign was planned and managers were taking responsibility for promoting vaccination among their staff.

The maternity service was also planning their vaccination programme, which would be different this year due to Covid-19. Previously, maternity clinics had been undertaken in general practices. However, over the coming months, clinics, and therefore vaccinations, would take place in community settings.

Pennine Care Foundation Trust would be launching their staff vaccination communications campaign at the end of September. They would be holding vaccination clinics on an appointment-only basis. They would also vaccinate eligible in-patients in the Trust.

As last year, CGL, the provider of drug and alcohol services for Tameside, would be offering vaccination to their eligible service users. They were also offering to pay staff the cost of the vaccine as an incentive to get the vaccination.

It was stated that for the first time this year, the schools vaccination programme had been extended into secondary schools and vaccinations would be offered to all schoolchildren aged 4-10 years as at 31 August 2020.

Members were advised that the communications campaign would match the Greater Manchester campaign, and would focus on the same key cohorts, which were expected to be people with Learning Disabilities and children aged 2 – 3 years.

In July, an additional £3bn of funding was announced by the Prime Minister to help the NHS prepare for a potential second wave of coronavirus. Funding for the wider roll out of the national flu vaccine programme was included as part of this announcement. It was anticipated that funding would flow through GMHSCP accounts rather than CCG budgets. As such, the planned expansion of eligible cohorts would have minimal impact on CCG budgets.

Members were advised that the risk for this seasons flu campaign were considerable, vaccine supply, an increase in the size of the cohorts, workforce availability, social distancing and increased infection control measures make the delivery of the programme more challenging than ever before.

AGREED

That Members of the Board note the significant challenge of delivering the influenza vaccination programme during the Covid-19 pandemic.

5 OPERATIONS AND NEIGHBOURHOODS SERVICE CHANGE DECISIONS UPDATE SEPTEMBER 2020

Consideration was given to a report of the Executive Member for Neighbourhoods, Community Safety and Environment / Executive Member for Housing, Planning and Employment / Executive Member for Lifelong Learning, Equalities, Culture and Heritage / Executive Member for Transport and Connectivity / Director of Operations and Neighbourhoods.

The report provided 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 Meeting.

The Assistant Director of Operations and Neighbourhoods highlighted key changes and updates.

It was reported that the Ashton Indoor Market had continued to operate throughout this pandemic by supporting the essential businesses that had been allowed to continue their trade. Hyde Indoor Market reopened on the 1 June 2020 in a decision requested by the essential traders.

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. 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.

With regards to changes to the Bereavement Service 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 were allowed to attend burials outside when adhering to social distancing measures. The temporary closure to the public of the crematoria reception, waiting area and crematory was to continue until work had been completed to ensure visitor and staff safety. The scattering of cremated remains or the placing of cremated remains in memorial sanctums had recommenced from the 10 August 2020 with social distancing measures and updated service risk assessments in place. It was reported that 5 additional staff members had qualified to safely operate cremators under a special measure scheme to increase the resilience of the service.

Members were advised that the Council's statutory homelessness services, provided by their commissioned partner Jigsaw Homes, were now operating limited appointment only visits at their premises Tameside Housing Advice.

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 were 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 was a community hub which combined overnight emergency accommodation with a community café, counselling spaces, kitchens and meeting rooms where vulnerable service users could meet with specialists to address their needs and start to tackle the issues which had led to their homelessness.

The Assistant Director of Operations and Neighbourhoods stated that the Parking Services continued to operate a full range of services effective from the 1 July 2020 as approved by Executive Cabinet on the 24 June 2020.

Four of the Council's eight libraries re-opened on the 6 July 2020 following implementation of all Covid-19 safety measures and test and trace requirements. Visitors to these libraries expressed appreciation that the service was 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.

Using learning from the four venues currently operational, work had continued to prepare for the re-opening of the remaining four libraries with the same offer available. It was proposed that these sites open on the 12 October 2020 provided all relevant safety measures were in place. Monitoring of the recent local Covid-19 infection rates may have an impact on the opening date.

As more staff were 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 would not be possible to open Denton and Hyde libraries on Saturdays as there was insufficient staff available to cater for this across the service.

Consideration had been given to how Portland Museum can operate safely given the prevalence of Covid-19.

Following a Covid-19 risk assessment it had been determined that to keep people safe an appointment booking system would be required. This would in effect allow 10 people every 15

minutes to enter the museum (40 over an hour). By operating an appointment booking system and implementing a one-way system social distancing requirements could be satisfied. However, when busy it would 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 would not be asked to leave unless numbers cannot be safely managed. The number entering would be evaluated and reviewed if necessary following the initial weeks of opening. The appointment booking system was being developed, along with other Covid-19 safety measures with a view to opening the museum on the 14 October 2020, although this would be dependent on the local infection rates.

With regards to the Local Studies and Archive Centre, the nature of this service was research rather than a borrowing service like the public library service. In order to ensure Covid-19 safety there would 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 would also be in place.

A Covid-19 risk assessment had been undertaken and following relevant safety measures such as Perspex screens being installed it was proposed that this service re-open on the 13 October 2020. This would be dependent on the current local infection rates and all relevant safety measure being in place.

Alternative proposals have been developed for the Christmas celebrations across the borough. These proposals included lit Christmas trees across the 9 towns, albeit without the traditional switch on event and Civic buildings also being lit.

Additionally, it was proposed that the corporate Christmas celebration this year would be replaced with themed activities allowing for social distance and the avoidance of gatherings. The proposal involved theming the first twelve days of December around the traditional and festive *12 Days of Christmas* carol ensuring all nine towns of Tameside were featured in the project.

AGREED

That Members note:

- 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.**

6 COVID-19 PREVENTION AND COMMUNITY OUTREACH

Consideration was given to a report of the Executive Leader / Director of Governance / Assistant Director of Policy, Performance and Communications, which set out details of the proposed approach to supporting the most vulnerable, in particular the requirement to support those who were extremely clinically vulnerable in the event of being asked to shield or in the event of a local lock down.

It was explained that as Covid-19 rates in Tameside had been rising in recent weeks, there was an increasing possibility that those who were particularly vulnerable to the virus in terms of poor health outcomes or death would be asked by the government to shield. As a locality we were also starting to communicate directly with this cohort about planning for the possibility of a lockdown or call to shield and about the need to avoid potentially risky situations.

The government had passed responsibility to local authorities for supporting all shielded individuals with outreach and basic essentials in the event of a call to shield. Such a decision would be made by the government and has an impact on statutory sick pay eligibility.

Any call to shield/ lockdown could be pan Greater Manchester, whole borough or part borough. There remained significant questions around the impact of such a decision on those working in the borough and living outside and vice versa, we continue to seek advice and clarification on this matter.

There were around 10,000 individuals on the shielding list in the Borough in common with the work we did during the first lock down there would be a need to support those unable to access food and basic essentials as a result of financial or social factors.

It was stated that the Council would be required to support those individuals who were resident in the Borough to access food and basic essentials, Tameside and Glossop Clinical Commissioning Group we would also be required to support individuals in Tameside and Glossop with access to medicines and medical supplies.

The Assistant Director for Policy, Performance and Communications outlined the principles that were proposed to deliver an effective delivery of this support.

- Reduce reliance and dependency wherever possible, supporting and enabling individuals to find sustainable support for the long term.
- There had been time for commercial routes for support to evolve which should reduce the level of support needed to be provided directly by the public sector.

- Limited resources to support the most vulnerable would be protected and those who were able to pay for food would be supported to do so
- The exception to this would be in the event of a shortage of food supplies or difficulty accessing commercial offers a model of direct provision would be considered.
- The Council's role would be focused on providing support and brokerage.
- Any residual need which could not be met through commercial or welfare routes would be supported through the existing residual provision being delivered through the existing provision for the most vulnerable, operationally managed by operations and neighbourhoods, should the need for food grow or our assumptions prove to be wrong in terms of direct provision the Council would model the approach taken in the last lockdown and establish a food hub at Plantation Estate which could deliver larger volumes of food. A show plan was being developed to enable this provision to be established at short notice once the model was in place, although this would not be the preferred model.

With regards to Tameside's proposed shielding model, Individuals who were identified as extremely clinically vulnerable would be advised to take extra precautions and would receive a letter advising them to contact their local authority should they require support.

Individuals would be encouraged to identify family and or friends who can support them directly. This should be a reasonable option for the majority as it was not anticipated that there would be general problems with food supply and the move to a lockdown/ call to shield should be given with more notice. A letter had gone to all residents on the Clinically Extremely Vulnerable List to advise them to make preparations for the possibility of a shielding programme as rates rise.

The government had been clear that they were not expecting local authorities to necessarily provide food and basic essentials to residents but that they should play a key role in supporting and facilitating shielded individuals to access food and basic essentials.

In the event of friends or family being unable to support it was proposed that advisors would be encouraged to support individuals to access supermarket priority slots, which would be the preferred option for those individuals.

AGREED

That Members agree to:

- **the proposed outreach model and approach**
- **the principles around the operation of support to those required to shield**

7 DEFRA GRANT- LOCAL AUTHORITY EMERGENCY ASSISTANCE GRANT FOR FOOD AND ESSENTIAL SUPPLIES

Consideration was given to a report of the Assistant Director Policy, Performance and Communications / Assistant Director Operations and Neighbourhoods / Assistant Director Exchequer Services / Assistant Director Children's Services / Assistant Director Population Health.

The report outlined a proposal to spend the £331,533.64 provided to Tameside Council as part of the government's *'Local Authority Emergency Assistance Grant for Food and Essential Supplies'* fund. The proposals were one off schemes due to the non-recurrent nature of the grant from government. The report also suggested consideration was given to the establishment of a Tameside Welfare Assistance Scheme to build an ongoing model of emergency support to those in financial crisis to avoid escalation in outcomes and costs for both individuals and public bodies supporting them.

In acknowledgement of the wider impacts beyond shielding the government has provided local authorities with an emergency assistance grant for food and essential supplies. This paper outlines a series of proposals for how to spend the grant in Tameside.

The government announced an emergency fund of £63 million to be distributed to local authorities in England to help those who were struggling to afford food and other essentials due to Covid-19. *Grant No. 31/5110: Local Authority Emergency Assistance Grant for Food and Essential Supplies* was a one-off contribution for the 2020/21 financial year and was made under Section 31 of the Local Government Act 2003.

The grant letter defined the purpose of the funding as – ‘to help local authorities to continue to support those struggling to afford food and other essentials over the coming months due to COVID-19’. The grant guidance was relatively short and provides some flexibility for local discretion. The allocation for Tameside Metropolitan Borough Council was £331,533.64.

Each investment sought to achieve one or more of the following aims – alleviate extreme hardship; ensure access to the most basic essentials such as food and fuel; sustain tenancies and prevent homelessness; help families stay together; provide relief from immediate financial crisis; identify the cause of issues and work with people to find long-term sustainability and resilience.

The report summarised the he spending proposals as follows:

PROVISION	£
The Bread and Butter Thing	£100,000
Food support (investment in existing and new groups providing access to affordable food)	£30,000
Action Together coordination and support to voluntary, community, faith and social enterprise groups working with vulnerable people affected by Covid-19 in terms of access to basic supplies and essentials – food, fuel, clothing etc.	£85,000
Family support (provision of basic essentials like nappies, formula milk, school uniform, cots to families with babies and young children)	£15,000
Groundwork energy advice and support (top up to the existing Energy Redress funding secured by Groundwork)	£20,000
Financial and debt advice (additional capacity for the Welfare Rights team either employed or commissioned)	£40,000
Development and Sustainability Officer (fixed term post to oversee the delivery of the schemes, identify future opportunities , plan for sustainability and develop a Welfare Assistance Scheme)	£40,000
TOTAL	£330,000

It was stated that the discretionary element of the Social Fund was abolished as part of the Welfare Reform Act 2012. Tameside Council working with partners established the Tameside Independent Living Scheme. The scheme was part of a wider support network that provided support for people in a crisis and those in need of support to live independently. It aimed to provide a safety net in an emergency or when there was an immediate and serious risk to the health or safety of the applicant and their family and enable people to stay living at home or resettle into a new home following a period in institutional care, prison, temporary accommodation of living an unsettled way of life. In broad terms eligibility criteria were based on having a low income, no savings and experiencing a situation that warrants support in order to meet the aims as outlined.

Members were advised that the scheme ceased a few years ago. Although some aspects of the support provided were picked up within other areas such as the work of the Homelessness Team in helping people secure tenancies etc.

It was proposed that consideration was given to the establishment of a new scheme on similar terms. The purpose being to draw together some of the elements outlined in the plan to spend Covid-19 support grant (Grant No. 31/5110) with a view to providing a model that was available

beyond that limited funding in recognition of the impact of Covid-19 being substantial over the next few years.

The overarching aim of any Welfare Assistance Scheme would be to provide some form of stability in a financial crisis tied to advice and support to build resilience. Alongside this, a scheme would prevent escalation of problems and the associated knock on costs for public bodies.

AGREED

That the Living with Covid-19 Board recommend that the Strategic Commissioning Board and Executive Cabinet approve the:

- **Spending proposals for Grant No. 31/5110; and**
- **Development of a Tameside Welfare Assistance Scheme.**

CHAIR

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CARBON AND WASTE REDUCTION PANEL

9 September 2020

Commenced: 4.30 pm

Terminated: 5.55 pm

Present:

Councillors Mills (In the Chair), Cooper, B Holland, Jones, Lane, Mills, Patrick and Pearce

In Attendance:

Ian Saxon	Director, Operations and Neighbourhoods
Alison Lloyd-Walsh	Head of Environmental Development
Christina Morton	Environmental Development Officer
Garry Parker	Head of Waste Management
Lee Holland	Head of Engineering Services
Danielle Bamford	Project Support Officer

Apologies for Absence: Councillors Boyle and Gosling

7. APPOINTMENT OF CHAIR

RESOLVED

In the absence of the Chair, Councillor Boyle, that Councillor Mills be appointed as Chair for this meeting.

8. DECLARATIONS OF INTEREST

There were no declarations of interest.

9. MINUTES

The minutes of the meeting of the Carbon and Waste Reduction Panel held on 8 July 2020 were approved as a correct record.

10. CLIMATE EMERGENCY ACTION PLAN UPDATE

The Panel received a presentation from the Head of Environmental Development updating Members on the Council's Climate Emergency Action Plan. The Executive Leader had declared a climate emergency on behalf of the Council in February and the Action Plan would strive to put climate change at the heart of everything the Council did. Tameside Council was already committed to the Greater Manchester Five Year Plan on climate change and much of the Council's own Action Plan would be derived from this.

Members were informed that a cross-Council officer group had been created to better support the coordination of climate-based action and activity. The group had recently met for the first time and would meet on a monthly basis to discuss a wide range of issues. It was intended that an introductory report would be submitted to the Council's Board in October outlining the proposals contained within Tameside's strategy and how the aims would be supported. At present, the Action Plan was still a working progress and Members were invited to give their input. The intention was that the strategy and Action Plan would be formalised in February or March of 2021 and it would be the responsibility of Panel Members to monitor progress against the objectives outlined.

The Head of Environmental Development stressed that there would need to be awareness raising in relation to the climate agenda among both officers and Members and this would include comprehensive carbon literacy training. A discussion ensued regarding the provision of greener transport options available to staff. The Director of Operations and Neighbourhoods explained that the Council had launched a bike loan scheme, run from the Tame Street depot in Stalybridge, which

had proved very popular. It was hoped that as more staff returned to Tameside One, following the COVID-19 pandemic, the Council would also be able to introduce loan bikes at that location.

Panel Members were provided with an overview of the environmental actions that the Council intended to pursue across a range of areas including; buildings and energy use; travel and transport; the natural environment; reducing consumption and procuring sustainably; and influencing the behaviour of others. Members were pleased that work was already underway to fulfil a number of the actions. The Council had also had some success in achieving some of the actions outlined, notably the procurement of renewable energy across the public estate. Influencing the behaviour of others would also be a critical part of achieving the objectives outlined and the Council would look to work with small and medium enterprises (SMEs), energy companies and local residents.

Whilst much could be achieved at a Borough level, the Council would also work with local authorities across the city region and with the Greater Manchester Combined Authority (GMCA) to lobby for additional project funding. The Council would also coordinate with partners across Greater Manchester to lobby central Government for changes in policy at a national level. It was reported that the Chair of the Panel would sit on the Greater Manchester Green City Region Board and attend a meeting in October reporting details to Members at the next Panel in November.

RESOLVED

- i. That the content of the presentation be noted.**
- ii. That the Chair provide an update to Members on the Greater Manchester Green City Region Board meeting at November's Panel.**

11. NEW GOVERNMENT ENVIRONMENT FUNDING UPDATE

The Panel received a presentation from the Environmental Development Officer outlining measures recently announced by the Chancellor of the Exchequer to provide a combined £3 billion in energy efficiency funding to be delivered through a number of schemes.

Members were informed that the Government would invest £1 billion over the next year in a Public Sector Decarbonisation Scheme that would offer grants to public sector bodies, including schools and hospitals, to fund both energy efficiency and low carbon heat upgrades. The Council was hoping to have a number of 'shovel ready' projects that could be submitted for this funding. In addition, the Government was creating the Green Jobs Challenge Fund that would invest up to £40 million for environmental charities and public authorities to create and protect 5,000 jobs in England. The jobs would involve improving the natural environment, including; planting trees; restoring habitats; clearing waterways; and creating green space for people and wildlife.

Funding streams would also be available to improve the energy efficiency of homes through the Green Homes Grant Local Authority Delivery (LAD) Scheme, the Social Housing Decarbonisation Fund and the Green Homes Grant Scheme. It was explained that phase 1 of the Green Homes Grant LAD Scheme had been launched and Greater Manchester local authorities had submitted a joint bid for £5 million. The funding would be targeted at low-income households with a combined income of less than £30,000 per year and a property with a poor EPC rating. The Council was working E.ON, who in turn were working with local installers, on a number of projects to provide low carbon heating measures and insulation to such homes to ensure their improved energy efficiency.

The Social Housing Decarbonisation Fund would provide a total of £50 million in funding to social landlords to improve the least energy-efficient social rented homes. A competition to bid for funding would be launched in October 2020 and would be open to applications from local authorities and local authority-led consortia.

A wider £2 billion Green Homes Grant Scheme had also been launched that would enable homeowners and landlords in England to apply for vouchers worth up to two thirds of the cost of upgrading the energy efficiency of their home. The Environmental Development Officer explained

that most householders would be able to apply for a maximum contribution of £5,000 but those on the lowest incomes would be eligible for up to 100 per cent funding, up to a maximum of £10,000. In order to apply for funding households would be required to install at least one primary energy saving measure, such as upgrading to double or triple glazing when replacing single glazing, in order to qualify for vouchers to install secondary measures, including roof insulation and a ground source heat pump.

A discussion ensued regarding the steps that were being taken to advertise the various schemes to local residents. Members were advised that information would be displayed on the Council's website and the Communications team would also be circulating information through the Council's social media platforms. Elected Members were also urged to make contact with residents in their wards so as many people as possible could take advantage of the funding.

RESOLVED

That the contents of the presentation be noted.

12. WALKING AND CYCLING SCHEMES UPDATE

The Panel received a presentation from the Head of Engineering Services updating Members on the progress of delivering enhanced walking and cycling provision in Tameside and across Greater Manchester. Currently, 80 per cent of Greater Manchester residents were physically inactive and 70 per cent of air pollution could be attributed to vehicle traffic.

Members were informed that as part of the Greater Manchester Mayor's Challenge Fund to deliver the Bee Network, all local authorities across the city region had mapped out their vision for a walking and cycling network, detailing where current blockages and issues existed. In Tameside there were currently 11 projects, totalling £11.5 million, which had been approved. The two year delivery phase had begun and schemes at Chadwick Dam in Ashton/Stalybridge and Hill Street in Ashton were due to commence in November 2020 pending a critical frame review by Transport for Greater Manchester (TfGM).

The COVID-19 crisis had also presented a unique opportunity to further enhance walking and cycling provision in Greater Manchester as part of a strategy to 'Build Back Better' and ensure that the area became carbon neutral by 2038. Figures collated so far during the pandemic showed that cycle trips had increased 16 per cent on pre-lockdown levels with 200,000 trips per day now being made by bike in Greater Manchester. The Panel were informed that additional money had been made available by central Government to improve green modes of transport in response to coronavirus. As part of tranche one of COVID funding, a pop-up cycle lane from Lord Sheldon Way in Ashton along the A635 to the Manchester boundary had been introduced. A further four schemes across the Borough were put forward by Greater Manchester as part of tranche two funding totalling almost £1 million. £500,000 had also been made available to each Greater Manchester local authority to facilitate the quiet streets initiative.

The Head of Engineering Services explained that the schemes outlined were part of a longer-term project to transform the way that people travelled and lived their lives. The benefits of increased walking and cycling were outlined and included; better air quality; reduced levels of congestion; improved health; an improved environment; and increased community cohesion. Whilst some of the measures were introduced on a temporary basis, the current challenges arising from COVID-19 gave the Council an opportunity to reallocate road space permanently subject to consultation with residents and Members. The Bee Network would also need to adapt and change in response to demand from increased development.

A discussion ensued regarding the integration of the Bee Network with the wider public transport network across Greater Manchester. The Director of Operations and Neighbourhoods explained that TfGM were working on developing an integrated transport strategy for 2040 to establish how all modes of transport could work together.

RESOLVED

That the content of the presentation be noted.

13. GM CLEAN AIR AND MINIMUM LICENSING STANDARDS UPDATE

The Panel received a verbal update from the Director of Operations and Neighbourhoods updating Members on the implementation of the Greater Manchester Clean Air Zone and Minimum Licensing Standards for taxi drivers. Air pollution was linked to a range of serious health conditions and contributed to around 1,200 early deaths in Greater Manchester each year.

Members were informed that local authorities across Greater Manchester had been mandated by central Government to bring nitrogen dioxide levels on local roads within legal limits as soon as possible. The 10 Greater Manchester local authorities had worked together to consider a wide range of measures to tackle air pollution, including a Clean Air Zone. A public consultation on the planned Clean Air Zone would be launched in October 2020 that would apply only to the most polluting commercial vehicles. The scheme would include financial assistance to help the city region's people and businesses to switch to cleaner vehicles and avoid the charge.

Proposals had also been put forward to introduce a Greater Manchester Minimum Licensing Standard for taxis to support the wider Clean Air Plan. It was hoped that the proposals would achieve a single vision for licensed vehicles across the 10 local authority areas and lead to a zero emissions taxi fleet.

The Director of Operations and Neighbourhoods advised that the consultation on both schemes would take place from 8 October 2020 for eight weeks. Members hoped that that the consultation would not only allow local people to give their views but also provide an opportunity to dispel a number of myths related to the proposals.

RESOLVED

That the content of the update be noted.

14. URGENT ITEMS

There were no urgent items.

CHAIR

Report To: EXECUTIVE CABINET

Date: 2 November 2020

Executive Member / Reporting Officer: Cllr Ryan – Executive Member (Finance and Economic Growth)
Dr Ash Ramachandra – Lead Clinical GP
Kathy Roe – Director of Finance

Subject: STRATEGIC COMMISSION AND NHS TAMESIDE AND GLOSSOP INTEGRATED CARE FOUNDATION TRUST FINANCE REPORT
CONSOLIDATED 2020/21 REVENUE MONITORING STATEMENT AT 31 AUGUST 2020

Report Summary: This report covers the Month 5 2020/21 financial position, reflecting actual expenditure to 31 August 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.

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.

As at Period 5, the Council is forecasting an overspend against budget of £3.678m. The £3.678m pressure is non-COVID related and reflects underlying financial issues that the Council would be facing regardless of the current pandemic.

Section 3 of this report includes details of proposals to extend the scope of the Aldwyn School extension project and requests a capital budget approval.

Section 4 provides an update on the extension of the Adult Social Care Infection Control Fund and proposals for allocation.

Recommendations: Members are recommended to :

1. Note the forecast outturn position and associated risks for 2020/21 as set out in **Appendix 1**.
2. Approve a capital funding allocation of £320,000 of available School Condition Grant Funding to fund the roof repair works at Aldwyn School as set out in **section 3** of this report.
3. Note the distribution of 80% (£1,705,278) of Infection Control grant as set out in **section 4** of this report.
4. Approve delegated authority be given to the Director of Adult Services, in discussion with the Director of Commissioning (Strategic Commission) and the Director of Operations at Tameside & Glossop Integrated Care NHS Foundation Trust (ICFT) to distribute the remaining 20% (minimum value of £426,320) of the infection control grant funding in an appropriate manner

5. Approve the creation of a £122k free school meals budget to fund a free school meal voucher scheme for all eligible pupil over the autumn half term break, to be funded from the general Covid support grant funding that has been received from Government.

Policy Implications:

Budget is allocated in accordance with Council/CCG Policy

Financial Implications:

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

This report provides the 2020/21 consolidated financial position statement at 31 August 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.

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 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 :

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

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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 Capital Monitoring Reports covering the whole capital programme are usually prepared on a quarterly basis, with progress updates on Directorate areas reported to Strategic Planning and Capital Monitoring Panel. Only capital items requiring approval outside of this reporting timetable are included within this report.
- 1.3 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 £973 million.
- 1.4 Please note that any reference throughout this report to the Tameside and Glossop economy refers to the three partner organisations namely:
 - Tameside and Glossop Integrated Care NHS Foundation Trust (ICFT)
 - NHS Tameside and Glossop CCG (CCG)
 - Tameside Metropolitan Borough Council (TMBC)

2. FINANCIAL SUMMARY (REVENUE BUDGETS)

- 2.1 At Month 5, the Council is overspending by £5.2m on a YTD basis, with a forecast that this pressure will be reduced to £3.7m by the end of the year. The £3.7m 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. **Appendix 1** provides further detail of the financial position at Month 5.
- 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 1** provides a more in depth explanation of these issues.

3. EDUCATION CAPITAL PROGRAMME

- 3.1 Strategic Planning and Capital Monitoring Panel receive regular update reports on the Education Capital Programme. Included within the Education Capital Programme is a scheme to increase capacity at Aldwyn School from a 45-pupil intake to 60. The Scheme has a total approved budget of £2.716m.
- 3.2 In addition to the proposed extension works at Aldwyn School, the project scope will also include resurfacing of the flat roof area of the existing school. The proposed extension works require the new roof and existing roof to connect. Rather than forming a joint to a poor quality roof, it is recommended that given the age and condition of the existing roof (including ongoing leaks) it would be more cost effective and less disruptive to the school to renew the roof covering at the same time. This will reduce the potential future leak risk and water damage to the new extension. The estimated roofing cost is £320k. This will need to be funded from School Condition grant as the works relate to repairs and maintenance of the existing building.
- 3.3 The Council has £2,399,149 of School Condition funding available to be spent during the 2020/21 financial year, to improve and maintain the school estate. Grant has previously been earmarked for schemes totalling £1,900,000 and there is a balance of unallocated

School Condition funding of £499,149. This unallocated balance will reduce to £179,149 if this additional funding for Aldwyn is approved.

4. ADULT SOCIAL CARE INFECTION CONTROL FUND – ROUND 2

4.1 The purpose of this fund is to support adult social care providers, including those with whom the local authority does not have a contract, to reduce the rate of COVID-19 transmission within and between care settings, in particular by helping to reduce the need for staff movements between sites. The government announced on 1 October 2021 that the Adult Social Care Infection Control Fund has been extended until March 2021, with an extra £546 million of funding. This is a new grant, with revised conditions from the original Infection Control Fund. Tameside has been allocated a total of £2,131,598. The split of the funding has been determined as follows:

Allocation to care homes	£1,100,512
Allocation to community care providers	£604,766
Allocation for other care settings and IPC measures (20% discretionary element)	£426,320
Total allocation amount	£2,131,598

4.2 Local authorities should pass 80% of each instalment to:

- care homes within the local authority’s geographical area on a ‘per beds’ basis
- CQC-regulated community care providers (domiciliary care, extra care and supported living) within the local authority’s geographical area on a ‘per user’ basis

4.3 The other 20% of the funding must be used to support care providers to take additional steps to tackle the risk of COVID-19 infections but can be allocated at the local authority’s discretion. It is expected that any funding allocated through this 20% will be used to support the full range of social care providers regardless of whether the local authority already commissions care from them. The Council is currently engaging with Action Together and other local voluntary and community groups to determine the discretionary allocation of the 20% funding. The details of this will be included in the report that is submitted to Executive Cabinet. It is expected that the funding will be distributed to providers within 20 working days of receiving the funding allocation.

5. FREE SCHOOL MEALS FUNDING FOR OCTOBER HALF TERM

5.1 Following the provision of free school meals for pupils throughout the school summer holidays and the ceasing of the scheme by central government, the Council is seeking to protect its most vulnerable children during the October half term by introducing a voucher scheme for those eligible pupils. Based on the October census there 8,174 pupils eligible to receive free school meals and based on a £15 voucher for the week this will cost a maximum of £122k. The additional support can be funded from the general Covid Grant support that has been provided by central government to support Councils in their response to the pandemic. If approved an Executive Decision will follow setting out the implementation strategy.

6. FINANCIAL OUTLOOK 2020/21

6.1 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.

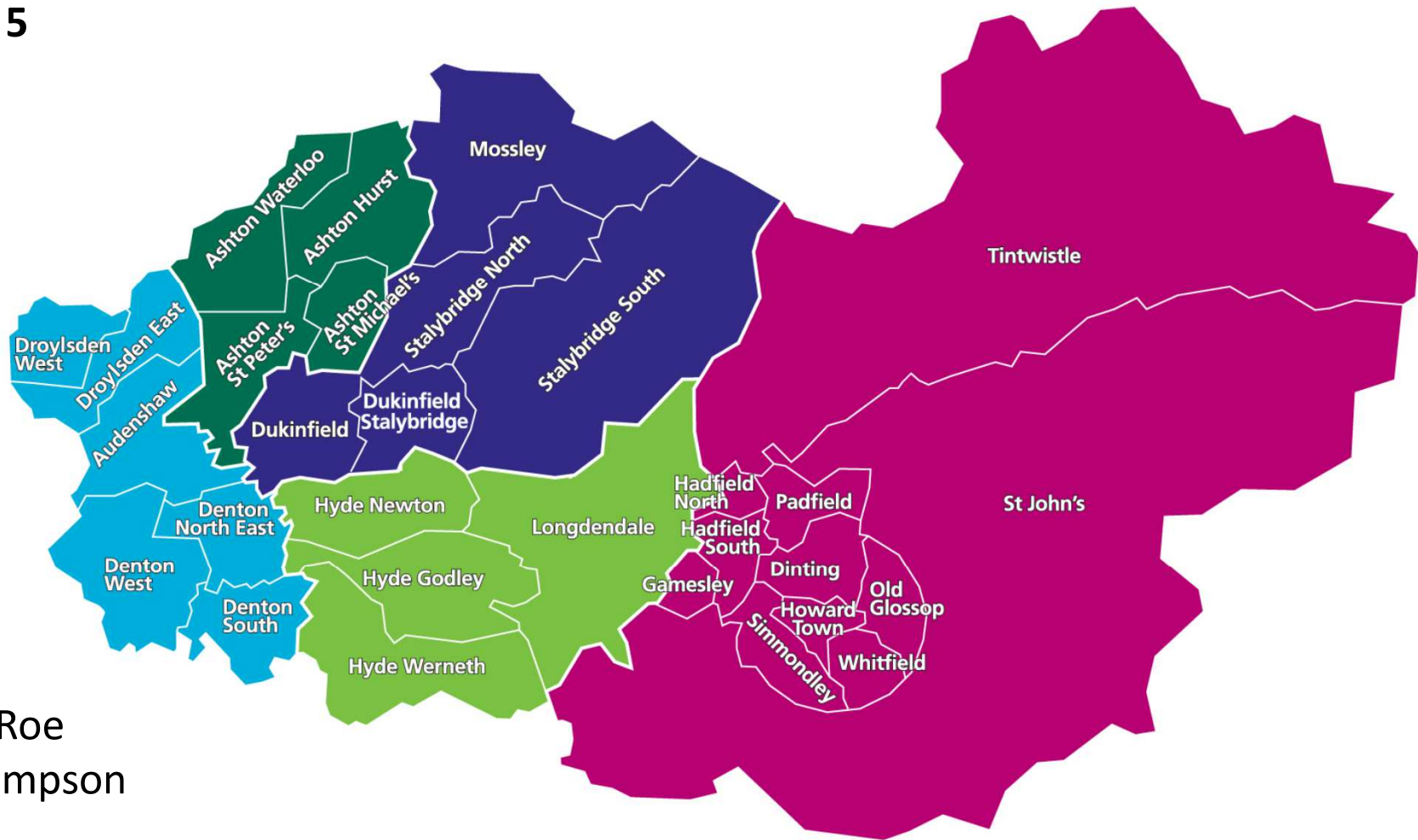
7. RECOMMENDATIONS

7.1 As stated on the front cover of the report.

Tameside and Glossop Strategic Commission

Finance Update Report Financial Year Ending 31st March 2021 Month 5

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Kathy Roe
Sam Simpson

Period 5 Finance Report

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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

Message from the Directors of Finance

As we enter Autumn, the financial position remains challenging and significant uncertainty remains as a result of the on-going Covid-19 pandemic. Pressures continue in Adults and Children’s services, together with significant income pressures for the Council. 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 to be introduced from Month 7 onwards.

At Month 5, the Council is overspending by £5.2m on a YTD basis, with a forecast that this pressure will be reduced to £3.7m by the end of the year. The £3.7m 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 £9.3m of additional COVID related costs in 2020-21, with a forecast that this will reach £11.3m by September, when the current scheme is due to end. This is in addition to £0.5m received in 2019-20. £8.5m of the forecast £11.3m is with the council, primarily to support Hospital Discharge and the Care Home sector and is included in the Councils income position.

The council are forecasting £31.5m of COVID income in total this year which is being used to offset direct and indirect COVID costs, and losses of income due to COVID.

The ICFT has reported an underlying overspend of £0.005m before the impact of COVID. COVID spend was £1.485m, meaning a top up payment of £1.490m is required to enable the reported breakeven position.

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	YTD Position			Forecast Position			Variance	
	Budget	Forecast	Variance	Budget	Forecast	Variance	Previous Month	Movement in Month
CCG Expenditure	180,317	180,317	0	432,760	432,760	(0)	(0)	0
TMBC Expenditure	86,629	91,889	(5,260)	205,279	208,957	(3,678)	(5,966)	2,426
Integrated Commissioning Fund	266,946	272,206	(5,260)	638,039	641,717	(3,678)	(5,966)	2,426

Finance Update Report – Strategic Commission Budgets

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Forecast Position £000's	Forecast Position					Net Variance		Net Variance	
	Expenditure Budget	Income Budget	Net Budget	Net Forecast	Net Variance	COVID Variance	Non-COVID Variance	Previous Month	Movement in Month
Acute	223,219	0	223,219	223,238	(19)	(19)	0	(29)	10
Mental Health	40,039	0	40,039	40,486	(447)	(447)	0	(359)	(88)
Primary Care	90,771	0	90,771	91,614	(843)	(843)	0	(544)	(299)
Continuing Care	17,332	0	17,332	17,337	(5)	(5)	0	(5)	(0)
Community	34,107	0	34,107	34,107	0	0	0	0	0
Other CCG	22,805	0	22,805	32,837	(10,032)	(10,032)	0	(9,771)	(261)
CCG TEP Shortfall (QIPP)	0	0	0	0	0	0	0	0	0
CCG Running Costs	4,486		4,486	4,486	0	0	0	0	0
CCG COVID-19 Notional 20/21 Funding	0	0	0	(11,346)	11,346	11,346	0	10,709	637
Adults	85,659	(46,972)	38,687	40,600	(1,912)	(981)	(931)	(1,929)	16
Children's Services - Social Care	64,234	(10,288)	53,946	56,641	(2,695)	0	(2,695)	(2,328)	(367)
Education	32,477	(26,079)	6,398	7,350	(952)	(612)	(340)	(953)	0
Individual Schools Budgets	119,648	(119,648)	0	0	0	0	0	0	0
Population Health	15,882	(263)	15,619	19,040	(3,421)	(3,464)	43	(3,421)	0
Operations and Neighbourhoods	80,537	(27,566)	52,971	53,287	(316)	(674)	358	(316)	0
Growth	45,631	(34,643)	10,988	12,094	(1,106)	(221)	(884)	(1,106)	0
Governance	67,071	(57,540)	9,531	9,186	344	45	299	344	0
Finance & IT	10,129	(2,219)	7,910	7,903	7	(35)	42	7	0
Quality and Safeguarding	430	(237)	193	184	9	0	9	(10)	19
Capital and Financing	10,619	(9,624)	996	7,573	(6,577)	(6,632)	55	(6,577)	0
Contingency	2,857	0	2,857	2,880	(23)	0	(23)	(23)	0
Contingency - COVID Direct Costs	0	0	0	18,708	(18,708)	(18,708)	(0)	(18,414)	(294)
Corporate Costs	5,486	(301)	5,184	5,089	96	(100)	196	96	0
LA COVID-19 Grant Funding	0	0	0	(24,266)	24,266	24,266	0	24,266	0
Other COVID contributions	0	0	0	(7,311)	7,311	7,311	0	6,823	488
Integrated Commissioning Fund	973,419	(335,380)	638,039	641,717	(3,678)	194	(3,872)	(3,540)	(138)

Forecast Position £000's	Expenditure Budget	Income Budget	Net Budget	Net Forecast	Net Variance	COVID Variance	Non-COVID Variance	Previous Month	Movement in Month
CCG Expenditure	432,760	0	432,760	432,760	(0)	(0)	0	0	(0)
TMBC Expenditure	540,659	(335,380)	205,279	208,957	(3,678)	194	(3,872)	(3,540)	(138)
Integrated Commissioning Fund	973,419	(335,380)	638,039	641,717	(3,678)	194	(3,872)	(3,540)	(138)

Headlines

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.

Children's Services

The Children's Social Care Directorate is reporting an adverse movement of £367K compared to the finance position reported at period 4. This is predominately due to an increase in the placement forecasts (£233K) of which £206K is in relation to externally commissioned placements (Children's Residential Homes, Independent Foster Agency and Semi Independence provision). Whilst the number of externally commissioned placements and unit costs have remained relatively unchanged between period 4 and 5, a number of expensive placements have been extended further than previously forecasted. Further work is required to review the forecast end dates for existing placements. Salary forecasts have increased by a total £134K since period 4 which is predominantly due to an increase in agency employees (£150K). There have been further slippages in filling vacant posts (£16K) which has partially offset the increase in agency employees.

Population Health

The forecast position includes assumed financial support to Active Tameside for loss of income of £3.5m. The MHCLG income compensation scheme does not cover Leisure Services run by Active Tameside and therefore this remains a significant pressure resulting from COVID.

Income

The adverse variances in Growth, Operations & Neighbourhoods, and Capital & Financing are predominantly due to significant shortfalls in income, most as a result of the COVID pandemic. MHCLG have recently launched an income compensation scheme which will enable the Council obtain additional funding to compensate for income losses in some areas (such as car parking losses). Forecasts as at Month 5 do not yet reflect this income compensation scheme, however the first claim will be submitted in September and forecasts updated as at period 6. The income compensation scheme only covers certain categories of income and will not provide any compensation for losses in respect of the Manchester Airport Dividend or losses on rental income.

Collection Fund

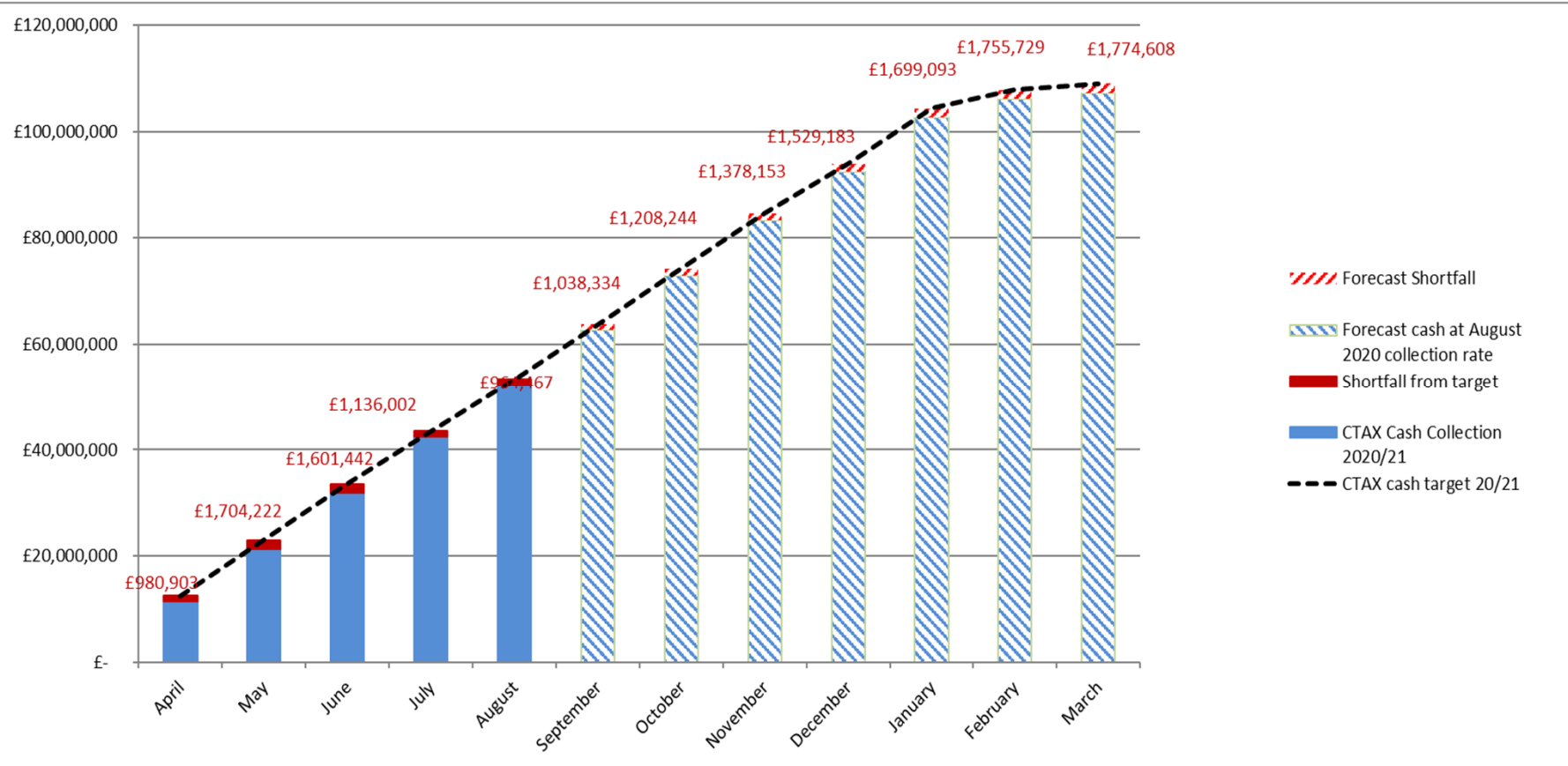
As set out on pages 6 and 7, the Council is still experiencing significant shortfalls on Council Tax and Business Rates income which will result in a deficit on the Collection Fund for 20/21. This deficit will need to be repaid over a three year period (rather than the usual one) but will still place significant pressure on future year budgets.

Collection Fund

Council Tax and Business Rates Collection

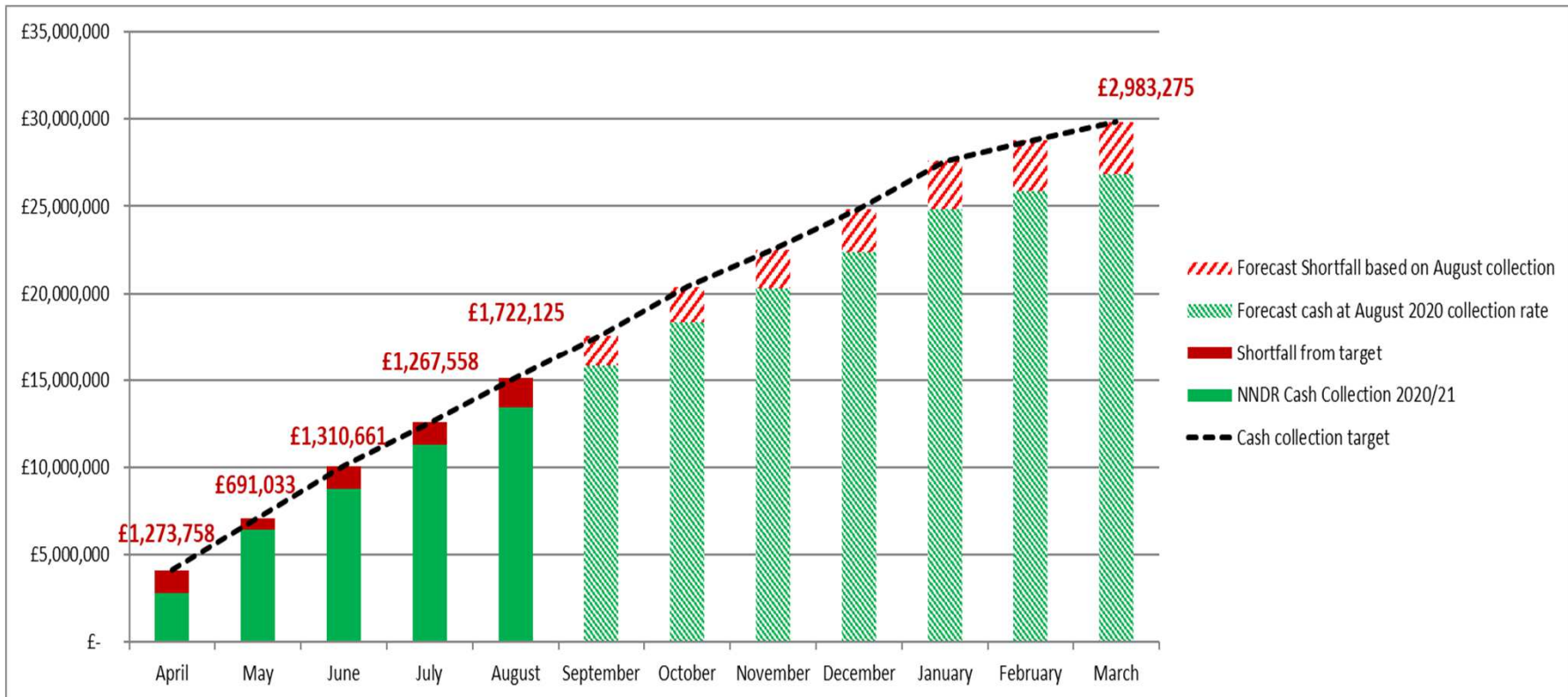
As at the end of August, collection of both Council Tax and Business Rates is below target and prior year trends, and this is attributed to the economic impact of COVID-19.

Council Tax collection rates have slowly improved since April, but remain 2% below target. If this trend continues then the forecast deficit on Council Tax collection by the end of March 2021 is £1.775m of which the Council's share is £1.484m. 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 July, However this improvement was not sustained in August and 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 £2.983m. 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 5 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 six 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 5, 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 5 report is based on the 2020-21 financial plans approved through internal governance and submitted to NHSE prior to the pandemic, plus an adjustment for additional COVID related costs in 2020/21. 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 six 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 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. Data about our financial position based on current run rates has been provided to GMHSCP in preparation for phase 3 and to allow speedy financial analysis once financial envelopes are published.

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	1,735,211	1,136,825	7,940,136
Remote management of patients	175,417	348,381	362,749	241,968	185,173	157,641	372,282	1,843,611
National Procurement Areas	0	204,973	139,509	124,968	7,630	90,350	195,000	762,429
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	3,220	0	117,220
Backfill for higher sickness absence	0	0	21,985	18,230	11,701	790	0	52,707
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	372,606	319,400	910,357
Grand Total	546,496	1,281,692	1,685,619	1,896,856	2,098,906	2,359,820	2,023,507	11,892,896

- The table above summarises £11,893k of additional costs associated with COVID-19. In line with the latest guidance we are able to claim for additional related COVID costs upto the end of September. A new financial regime will be in place from October onwards.
- This table captures actual and forecast COVID spend with all providers across two financial years. £546k relates to 2019/20 financial year, with £11,346k in 2020/21. Actual spend of £9,869k to end of August has been reported to NHSE (£9,323k in the current financial year).
- The outturn position at M5 has increased by £637k since last month. This pressure has been driven by an increase in the number of packages of care under the Hospital Discharge Programme, the inclusion of an approved GM scheme for additional mortuary costs, an extension to the Silver Cloud Mental Health service and new guidance allowing primary care services delivered in care homes to be claimed from COVID. These pressures have been partially offset by reduced spend on GP practice claims, the Integrated Urgent Care Team (IUCT) and community equipment/adaptations.
- Our COVID spend represents a significant pressure against nationally calculated indicative funding of £6.2m (covering March - July). The CCG was required to complete supplementary templates explaining this variance at the end of both M3 and M4. However 'top up' budget allocations have been received to fully cover YTD spend at M4.
- Based on current run rates and known changes next month, we currently project spend of £11,893k to the end of September. The majority of this spend (£8,522k) is with TMBC and is included in the Council part of the Integrated Commissioning Fund.

Month 5 Position

Summary

Trust I&E excluding COVID-19 expenditure -	£5k overspend
COVID-19 expenditure:	£1.485m
Net deficit (I&E + COVID-19 Exp):	£1.490m overspend

Additional Top up (True up) funding required:	(£1.490m)
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Net deficit	Break Even
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In Month Movement:	(£329k) Adverse
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- I&E Excl COVID-19:	(£502k) Increase
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- COVID-19 Expenditure:	(£173k) Reduction
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Agenda Item 5

Report to:	EXECUTIVE CABINET
Date:	2 November 2020
Executive Member/Clinical Lead/Reporting Officer:	<p>Cllr Brenda Warrington – Executive Leader</p> <p>Cllr Oliver Ryan - Executive Member – Finance and Economic Growth</p> <p>Dr Ashwin Ramachandra / Dr Asad Ali – Co-chairs (Tameside and Glossop Clinical Commissioning Group)</p> <p>Sarah Dobson –Assistant Director of Policy, Performance and Communications (Governance and Pensions)</p> <p>Tom Wilkinson – Assistant Director of Finance (Finance)</p>
Subject:	BUDGET CONVERSATION 2021-22
Report Summary:	<p>It is important that Tameside and Glossop Strategic Commission (Council and CCG) understand the priorities of the public – local residents, businesses, patients and service users. This report outlines a proposal to engage with the public in autumn 2020 on their priorities for spending within the context of the financial challenges facing public services, including the impact of the Covid-19 pandemic. Engagement will take place through an online survey, attendance at virtual meetings, in-person meetings (where Covid-19 restrictions allow), social media and email. Engagement will be supported by an extensive communications campaign which will include digital methods such as websites, social media and email and non-digital methods such as newspapers, radio, and partner organisation networks. The public will be provided with the opportunity to leave comments and feedback including ideas and suggestions for saving money and improving services.</p>
Recommendations:	<p>Executive Board notes the content of the report and agrees the proposal is taken forward to seek approval to proceed from Executive Cabinet and Strategic Commissioning Board.</p>
Links to Corporate Plan:	<p>An effective conversation with the public will inform the budget setting process and ensure the budget aligns with the priorities of local people and the Strategic Commission’s Corporate Plan.</p>
Policy Implications:	<p>The budget reflects the policy choices that the Council and CCG intends to pursue. The outputs from the conversation with public will inform the budget setting for 2021/22 and in turn that budget will have implications for future policy.</p>
Financial Implications:	<p>In February and March 2020, the Strategic Commission agreed 2020/21 budgets for the Tameside and Glossop Clinical Commissioning Group (CCG) and Tameside Council. When the 20/21 budget was set, projections for 2021/22 estimated a funding gap of just over £19m. This gap has increased significantly as a result of the COVID-19 pandemic, mainly due to a number of key income sources being reduced or eliminated in the short or medium term.</p> <p>Work is ongoing to assess the most likely impact for 21/22 but</p>

early modelling suggests a gap of between £36m and £61m depending on a number of scenarios. Whilst there remains a significant degree of uncertainty over the financial impact of COVID-19, and whilst some additional government funding has been provided in 20/21, initial indications are that this is far from sufficient to cover the additional costs and significant loss of income resulting from the pandemic in the medium term. The funding shortfall facing the Strategic Commission in 2021/22 remains significant. In the absence of further additional funding, reprioritisation of resources and identification of significant budget savings will be needed to enable a balanced budget to be set.

Legal Implications:

As set out in the main body of the report the Council has a legal duty to both undertake and consider the outcome of consultation.

Failure to do both could leave the Council budget decisions vulnerable to challenge.

Particular care needs to be taken when undertaking consultation at this time to ensure that residents are able to engage in consultation whilst complying with all covid related requirements especially regarding social distancing.

Risk Management :

The Council and CCG have statutory duties to engage and consult with the public. Failure to engage on the spending priorities and proposed changes to the budget could lead to challenge and negative public attitude.

Access to Information :

The background papers relating to this report can be inspected by contacting Simon Brunet, Head of Policy, Performance and Intelligence, Governance and Pensions.



Telephone: 0161 342 3542



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

1.0 BACKGROUND

- 1.1 Tameside & Glossop Strategic Commission (Tameside Metropolitan Borough Council and NHS Tameside & Glossop Clinical Commissioning Group) continue to face major financial challenges, which have been further impacted by the ongoing Covid-19 pandemic.
- 1.2 The council has a statutory duty to consult with business and other representatives of non-domestic ratepayers on our annual spending proposals which has taken place when the draft budget has been prepared. Since 2018 the Strategic Commission has undertaken a joint budget conversation with residents and businesses across Tameside and Glossop in the form of two broad, open-text questions. These were conducted in late 2018/early 2019 for the 2019/20 budget and in winter 2019/20 for the 2020/21 budget. It is proposed that a budget conversation will take place again between 28 October 2020 and 6 January 2021 seeking public input on the 2021/22 budget.
- 1.3 It remains important that we understand the priorities of local residents and service users, particularly following the unprecedented health, financial and societal impact of the Covid-19 pandemic. This report outlines a proposal on how we will engage with the public in autumn 2020 / winter 2021 on the budget challenges facing Tameside & Glossop Strategic Commission.

2.0 BUDGET CONVERSATION

Engagement

- 2.1 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 and their priorities including the impact of the Covid-19 pandemic.
- 2.2 Due to changing national and local Covid-19 social distancing restrictions, engagement may take place at in-person meetings if safe and practical, but the majority of engagement is likely to take place through virtual engagement. Methods of virtual engagement may include Skype or Zoom video meetings, an online survey and social media. Engagement will be supported by an extensive communications campaign that will include digital methods such as websites, social media and email and non-digital methods such as newspapers, radio, and partner organisation networks
- 2.3 The conversation will be used to educate and inform the public on the Strategic Commission's budget and its financial challenges whilst also allowing feedback and ideas from the public on how services can be improved and savings made.
- 2.4 The conversation with Glossop residents will relate to health services commissioned by Tameside & Glossop Strategic Commission only. Engagement material will be tailored accordingly.
- 2.5 It is proposed that the Budget Conversation will cover the following topics:
 - Where the Strategic Commission's money comes from: business rates, council tax and government grant.
 - Change in funding over time
 - Financial impact of Covid-19
 - How the Strategic Commission currently spends its money: broad spending areas including general spend (wages, buildings etc) and service spend
 - Examples of how the Strategic Commission has provided support to residents during the Covid-19 pandemic
 - Invite any views and comments on the information outlined above
 - Invite any ideas or suggestions on how we can make further savings

2.6 A set of draft slides outlining the proposed content for the Budget Conversation is included at **Appendix 2**.

Communications

2.7 To support the engagement activity, a full programme of communications will be undertaken. This will include a full suite of infographics that can be used to help explain the Strategic Commission's budget and spend. These infographics will be used in the presentation to make it easier for the public to digest the information. This can then also be used on social media, websites, and other promotional material.

2.8 Web pages dedicated to the Budget Conversation will be created explaining all aspects of the conversation with links to the feedback form. These will be hosted on the Council and CCG websites. A dedicated email account will also be provided to enable public / service users / businesses to make any comments.

2.8 The following channels will be used for communicating to the public (including staff) that the engagement is taking place:

- Websites: Tameside Council, Tameside & Glossop CCG, Tameside and Glossop Integrated Care NHS Foundation Trust.
- Twitter
- Facebook
- Instagram
- E-News
- Leader's blog
- Leader's weekly column (Report & Weekly News)
- Tameside Radio
- Tameside Reporter
- Stalybridge Correspondent
- Tameside Advertiser
- Tameside Citizen
- Press release
- Members and Staff Portals
- Staff e-mail signature and screensavers
- Chief Executive's brief
- LiveWire
- Public access TV – GP surgeries
- Public sector partners' newsletters, emails, websites etc.
- Partnership Engagement Network mailing list
- Big Conversation mailing list
- Equalities, Consultation and Engagement Champions mailing list
- Purple Wifi
- Information Ambassadors Network
- Head Teacher E-Newsletter
- Use of VCSE networks and channels

2.9 Target Audience

- Tameside and Glossop Residents
- Service Users (both TMBC and T&G CCG)
- Patients
- Local Stakeholders.
- TMBC and T&G CCG staff
- Elected Members.
- Businesses
- Voluntary & Community Sector
- Strategic and Community Partners, including:

- Tameside & Glossop Integrated Care (NHS) Foundation Trust
- GP Surgeries.
- Sixth Form Colleges
- Tameside Youth Council
- Patient Neighbourhood Groups
- Patient Participation Groups
- Representatives of different protected characteristic groups e.g. Tameside Carers Group, Age UK, People First Tameside, Diversity Matters North West etc.

2.10 Key messages

- TMBC and T&G CCG are responsible for a range of services from bin collections through care for the elderly to the provision of GP surgeries.
- The total amount of money spent by both organisations combined is £974 million.
- Both TMBC and T&G CCG are legally required to set a balanced budget for 2021/22.
- Over the past year TMBC and T&G CCG have faced significant financial challenges due to ongoing cuts from central government funding.
- The impact of the coronavirus pandemic has significantly reduced our income (potential challenge to collect business rates and council tax) and increased demand for services.
- We must find increasingly new and innovative ways to provide the services local people want – particularly as we look to build back better post-coronavirus.
- The Budget Conversation aims to explain where the money we spend comes from, where we spend it then ask for your views that will help us set out budget for 2021/22.
- Go to our Budget Conversation webpage (*link to be included*) to find out more and tell us what is important to you.

3.0 TIMELINE

3.1 The table below sets out the engagement timetable for the Budget Conversation.

ACTIVITY	DATE
Initial Report & Presentation to SLT	6 October 2020
Initial Report to Executive Board	14 October 2020
Initial Report to Strategic Commissioning Board and Executive Cabinet (Approval to launch)	28 October 2020
Engagement begins	28 October 2020
Launch of communications campaign including social media	28 October 2020
Press release Executive Leader's blog	2 November 2020
Events / Engagement period	28 October 2020 – 6 January 2021
Ongoing messaging through all communication channels	28 October 2020 – 6 January 2021
Engagement ends	6 January 2021
Final Report to SLT	19 January 2021
Final Report Executive Board	3 February 2021
Final Report to Strategic Commissioning Board and Executive Cabinet	10 February 2021
Budget Report (including Budget Conversation results) to Full Council	23 February 2021

3.2 The table below sets out the timetable for the statutory budget consultation with business rate payers.

ACTIVITY	DATE
Executive Board	3 February
<u>Commencement</u> of statutory consultation with business ratepayers on the draft budget – i.e. when papers for Executive Cabinet (joint meeting with Overview (Audit) Panel) and Strategic Commissioning Board are published.	To commence when Executive Cabinet / SCB papers are released
Statutory budget consultation with business rate payers	Date Executive Cabinet / SCB papers are released to Day prior to Full Council papers being released
Executive Cabinet	10 February 2021
<u>Close</u> of statutory consultation with business rate payers on the draft budget – i.e. day before papers issued for Full Council	Day prior to Full Council papers being released
Full Council	23 February 2021

LIST OF EVENTS

A1. The following groups will be used to engage with residents and businesses in Tameside and Glossop. This list is not exhaustive. Service areas will be requested to submit ideas for groups that can be engaged to ensure coverage across all council and CCG areas of responsibility. If Covid-19 restrictions allow these meetings to take place in-person we will look to do so, alternatively we will look to engage with these groups virtually.

- Elected Member Scrutiny Sessions (x2)
- Tameside & Glossop Partnership Engagement Network
- Employee Engagement Group
- Ashton Sixth Form College
- Clarendon Sixth Form College
- Tameside College
- Youth Council
- Tameside Carers Association
- Derbyshire Carers
- Patient Neighbourhood Groups including Glossop/Patient Participation Groups
- Action Together
- The Bureau – Glossop
- High Peak CVS
- Heathwatch (Tameside and Glossop branches)
- Tameside & Glossop MIND
- Volunteer Centre Glossop and District
- Other local voluntary organisations networks
- Poverty Action Group
- Grafton Centre
- RSL networks
- Countryside volunteers
- Age Concern Tameside/Glossop
- Residents Associations
- Stroke Association
- Dementia UK

Subject to Covid-19 social distancing restrictions, drop- in sessions may also be arranged in key locations across Tameside & Glossop for residents to access. These could be held at locations such as civic buildings, libraries, children's centres, markets etc.

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BUDGET CONVERSATION



Page 103



BUDGET CONVERSATION



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

The total amount of money spent by both organisations combined is £974 million. Although a significant sum of money, that amount has reduced considerably over recent years due to cuts in funding from central Government. Both organisations have had to find increasingly new and innovative ways to provide the services local people want.

The coronavirus pandemic has also resulted in significant financial challenges for the Strategic Commission, which now need to be addressed as part of our budget setting process.

Over the next few pages we explain where the money we spend comes from, where we spend it and then ask for your views that will help us set our budget for 2021/22.

(Note 1: The figures in the following pages are an indicative guide to the scale of spending and the main areas of spend. The figures are not a draft budget for 2021/22).

(Note 2: Tameside & Glossop Strategic Commission provide health services for Tameside & Glossop and council services for Tameside only. Council services in Glossop are the responsibility of Derbyshire County Council and High Peak Borough Council and are not part of this budget conversation).

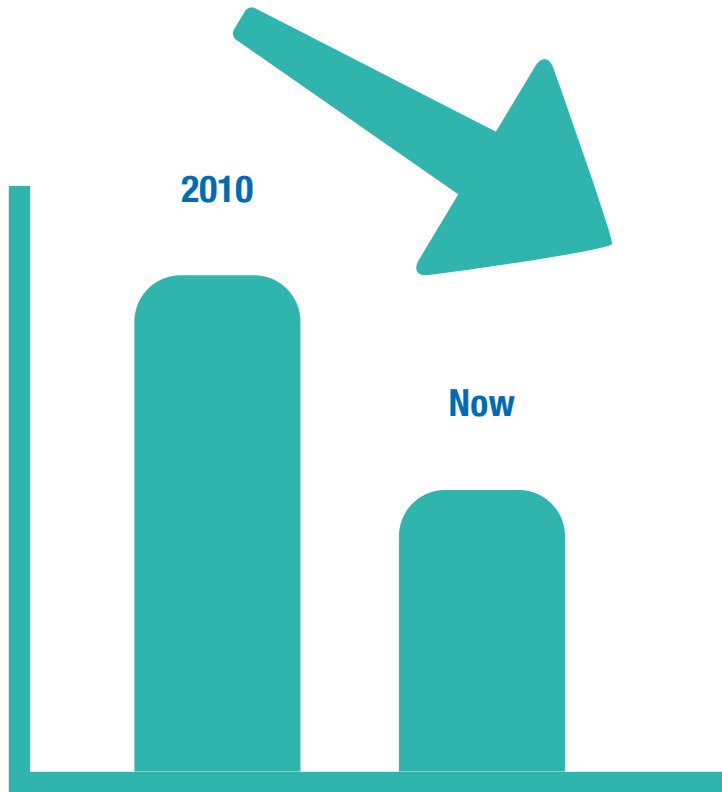


BUDGET CONVERSATION

2021
2022

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

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

We have had to save
£171 million

in the last 7 years to balance the books. This is due to a combination of rising costs, cuts in funding from central government and increased demand for services.



We estimate that we may need to save
over £60 million
in 2021.

The impact of Covid-19 has more than doubled what we expected we would already have to save. This estimation is based on increased demand on services and reduced income from business rates, fees, charges and investments. However there are significant uncertainties around the financial impact of Covid-19, particularly on income sources, and whether the government will provide more emergency funding.

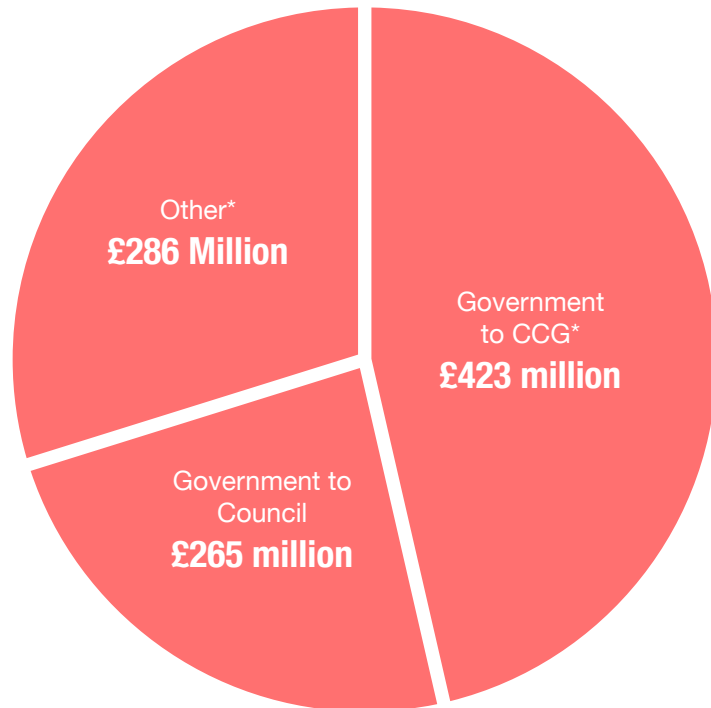
BUDGET CONVERSATION

2021
2022

So where does the £974 million come from?

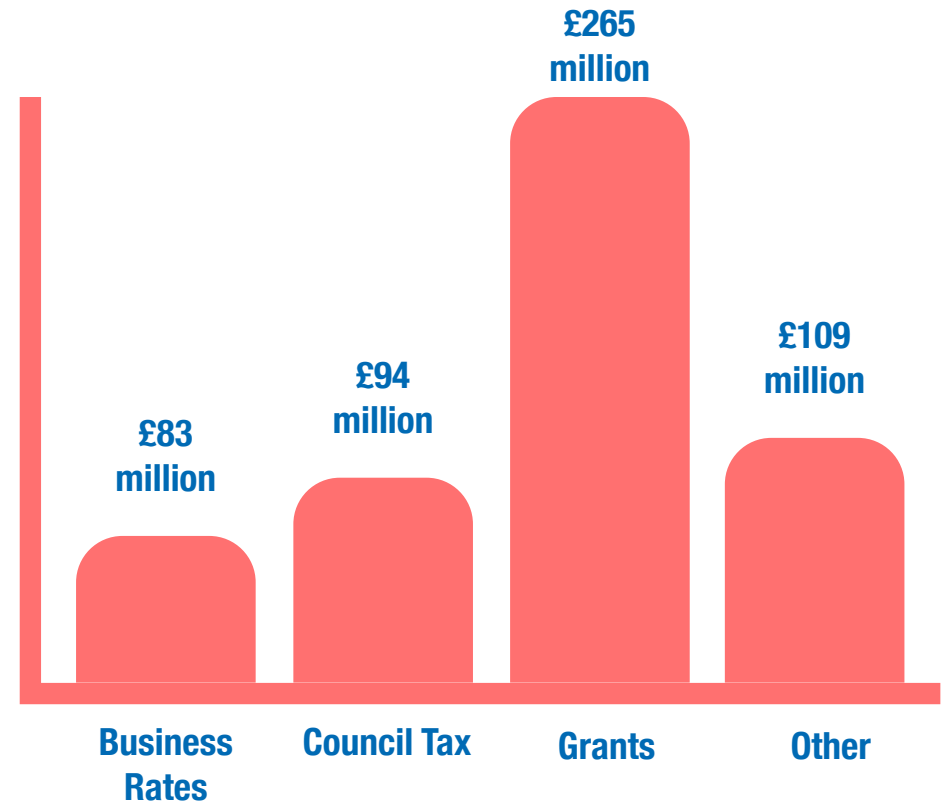
Government Funding

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



Council Tax, Business Rates, Grants and Other

Money from Council Tax makes up just 17% of council spending.



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

(Tameside Council spending only)

BUDGET CONVERSATION

2021
2022

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



£189 million

on wages for staff directly employed by the council and CCG (including school based staff)



£43 million

on drugs and medicines



£121 million

passed straight to schools to decide how to spend



£9 million

on vehicles and machinery



£23 million

on buildings and premises from which we provide services.



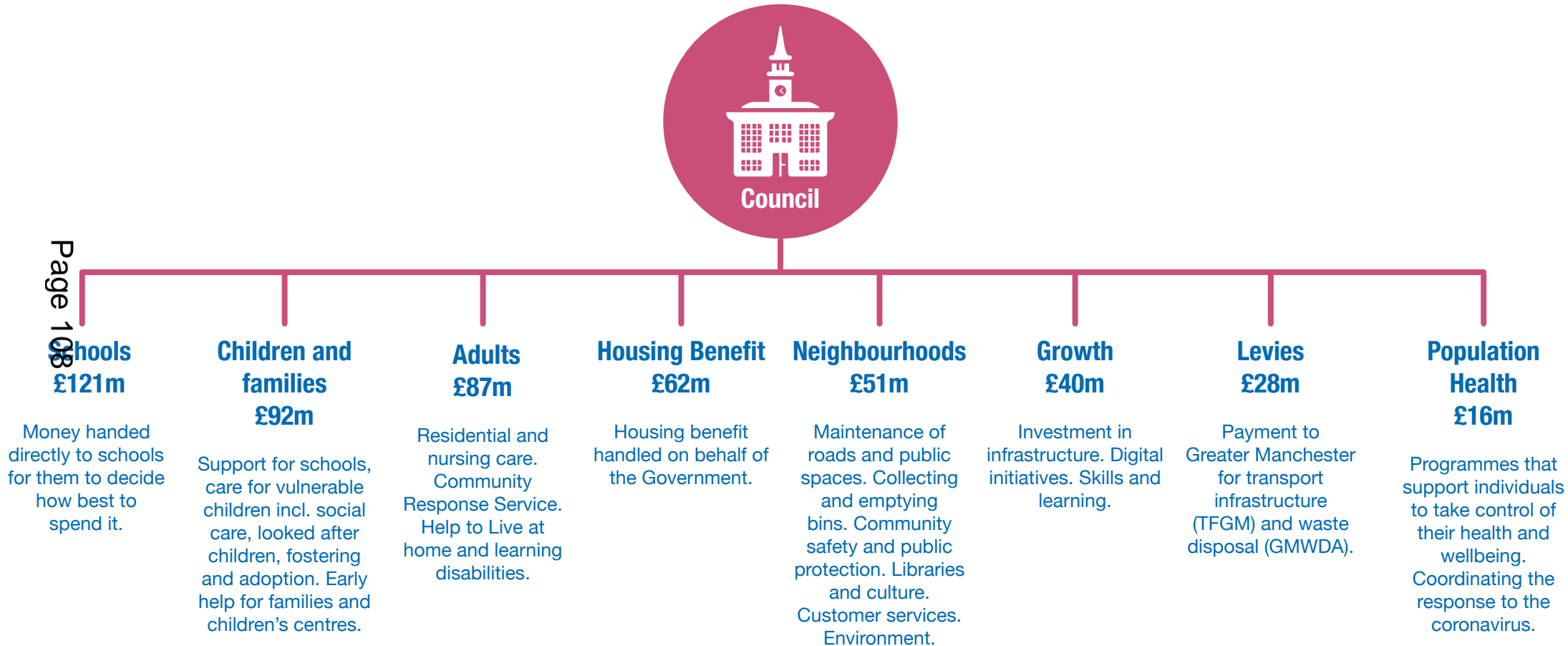
£41 million

for GP's and other Primary Care services

BUDGET CONVERSATION

2021
2022

The main spending areas are:



The council has limited influence over some areas of spending such as schools and housing benefits as they are set by the government. As such savings to balance the budget have to be made from the other areas of spend.

BUDGET CONVERSATION

2021
2022

The main spending areas are:



T&G ICFT
£186m

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

Other Acute Care
£80m

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

Prescribing
£43m

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

Primary Care
£41m

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

Mental Health
£40m

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

Continuing Care
£15m

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

BUDGET CONVERSATION

2021
2022

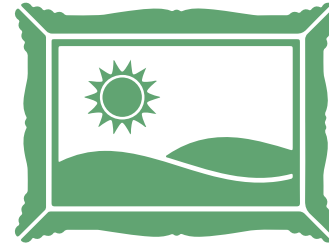
Examples of services provided:



37,245 pupils
taught across
98 schools



Offered over
1.2 million GP appointments,
dealt with over **55,600** GP referrals,
and dealt with over **10,400** IAPT
(Improving Access to Psychological
Therapies) referrals



Had **523,633** visits to our
libraries last year
15,580 visits to our local
studies and archives centre
111,560 visits to Portland
Basin museum
2,690 visits to Astley Cheetham
Art Gallery

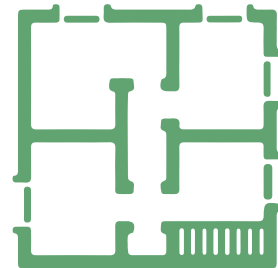


Answered
96,461 calls
to the call-centre last year

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



Dealt with
1,450
planning
applications



Dealt with
32,359
customer services
visits last year



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

BUDGET CONVERSATION

2021
2022

Examples of services provided:



22,500

Parking Penalty Charge
Notices issued



38,000

volunteer hours including
community payback



40,000

metres of ducting installed for
Digital Tameside



5,890

supported through Housing
Advice



Transport

750

vulnerable residents each day



Maintain and operate a fleet of over

200

vehicles and items of plant



1,500

residents supported to claim

4.5 million

pounds of welfare benefits



379

residents assisted with

1.2 million

pounds of debt

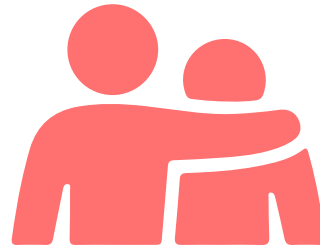
BUDGET CONVERSATION

2021
2022

Examples of services provided:



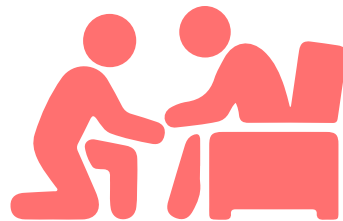
Commission care for
633 people
in residential or
nursing homes



Act as parent to
**Over 710 looked
after children**



We have visited or contacted
2,629 new mothers
to offer help and advice



Provide support to
2,899 people
to live independently
and remain in their
own homes



Directly helped
553 people
to stop smoking

BUDGET CONVERSATION

2021
2022

Our Covid-19 Response:



Provided support to approximately
2,200 vulnerable people

who were unable to leave their house and had no family or friends to support them during the Covid-19 shielding and national lockdown period, including:



Helped organise approx.
560 shopping buddy partnerships
between people unable to leave their house and volunteers willing to shop for them



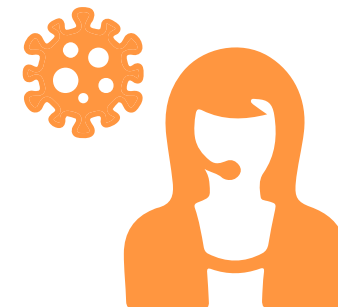
Providing nearly
3,000 food parcels
to approximately
1,660 vulnerable people



Organised the delivery of nearly
500 prescriptions
to vulnerable people



Helped organise wellbeing calls for approx.
228 vulnerable people
to help reduce social isolation and loneliness and improve mental health



Answering over
6,000 calls
to our Covid-19
emergency helpline

We'd love to hear your views.



Please go onto our survey and answer a couple of questions in your own words.

- What do you think should be the spending priorities for the Tameside and Glossop Strategic Commission for 2021/22 and future years?
- Do you have ideas or suggestions for how we might deliver services more efficiently, save money or raise revenue?

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Report To:	EXECUTIVE CABINET															
Date:	2 November 2020															
Executive Member / Clinical Lead Reporting Officer:	Councillor Eleanor Wills - Executive Member Adults Social Care and Population Health Ashwin Ramachandra (Living Well, Finance & Governance) Stephanie Butterworth – Director Adults															
Subject:	ALLOCATION OF THE ADULT SOCIAL CARE INFECTION CONTROL FUND RING-FENCED GRANT 2020															
Report Summary:	The report describes the Conditions of the Adult Social Care Infection Control Fund Grant and how the Council is expected to allocate, distribute and report on the Grant across the CQC registered residential settings and community care settings and non-CQC registered 'other' care settings in the borough.															
Recommendations:	That Strategic Commissioning Board be recommended to agree: (i) The distribution of £2,131,598 of the grant funding, subject to the specified Conditions, is noted. (ii) That £1,100,512 is distributed across CQC regulated care homes, £604,766 is distributed across CQC regulated community care providers, and £426,320 is distributed across other care settings as detailed in Appendix 1 of this report.															
Financial Implications: (Authorised by the Section 151 Officer & Chief Finance Officer)	<table><tr><td>Budget Allocation</td><td>Investment Decision</td><td>(if £ 2,131,598)</td></tr><tr><td>CCG or Allocation</td><td>TMBC</td><td>Budget</td></tr><tr><td>Integrated Fund Section – s75, Aligned, In-Collaboration</td><td></td><td>TMBC – Adult Services</td></tr><tr><td>Decision Executive Governing Body</td><td>Body – Cabinet,</td><td>SCB CCG</td></tr><tr><td></td><td></td><td>Strategic Commissioning Board</td></tr></table> <p>Section 75</p> <p>Additional Comments</p> <p>The report provides details of the proposed allocation of the £ 2.131 million grant that will be received by the Council relating to Infection Control.</p> <p>Appendix 1 provides details of the allocations to Care Homes via the first instalment of the grant received (£ 1.065 million) with a reconciliation of the residual balance available of the first instalment in section 4.8, table 2. It is expected that instalment two will be distributed to care homes on the same basis as the calculations in Appendix 1. The report recommends that delegated authority be given to the Director of Adult Services, in discussion with the Director of Commissioning (Strategic Commission) and the Director of Operations at Tameside & Glossop Integrated Care NHS Foundation Trust (ICFT) to distribute the remaining 25% (minimum) of the grant funding in</p>	Budget Allocation	Investment Decision	(if £ 2,131,598)	CCG or Allocation	TMBC	Budget	Integrated Fund Section – s75, Aligned, In-Collaboration		TMBC – Adult Services	Decision Executive Governing Body	Body – Cabinet,	SCB CCG			Strategic Commissioning Board
Budget Allocation	Investment Decision	(if £ 2,131,598)														
CCG or Allocation	TMBC	Budget														
Integrated Fund Section – s75, Aligned, In-Collaboration		TMBC – Adult Services														
Decision Executive Governing Body	Body – Cabinet,	SCB CCG														
		Strategic Commissioning Board														

an appropriate manner. A sum of £ 0.317 million is available from the first instalment as the 25% element of the grant.

Reports to the Department of Health and Social Care will be due on 26 June and 30 September 2020 respectively on utilisation of the grant allocation.

It is essential that appropriate monitoring arrangements are implemented to ensure the grant is expended in accordance with the grant conditions and that assurance is provided to the Department of Health and Social Care as set out in section 3 of the report.

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

There are no immediate legal implications arising from this report save that the officers managing this grant need to comply with the terms and conditions imposed by central government on the distribution of the grant.

**How do proposals align with
Health and Wellbeing
Strategy**

The proposals align with the Developing Well and Living Well programmes for action.

**How do the proposals align
with the Locality Plan:**

The service is consistent with the following priority transformation programmes:

- Enabling self-care;
- Locality-based services;
- Planned care services

**How do the proposals Align
with the Commissioning
Strategy**

The service contributes to the Commissioning Strategy by:

- Empowering citizens and communities;
- Commission for the 'whole person'.

**Recommendations/views of
the Health and Care Advisory
Group:**

This report has not been presented at the Health and Care Advisory Group

**Public and Patient
Implications:**

It is anticipated that the funding will have a positive impact on the people who reside at the care homes and the staff who support them.

Quality Implications:

Through the delivery of this funding is expected that the quality of infection control response within care homes will be supported to maximise the protection of both people living at the homes and the staff who support them.

**What are the Equality and
Diversity implications?**

The proposals will not affect protected characteristic group(s) within the Equality Act.

The service will be available to Adults regardless of ethnicity, gender, sexual orientation, religious belief, gender reassignment, pregnancy/maternity, marriage/civil and partnership.

**What are the safeguarding
implications:**

There are no anticipated safeguarding issues. The purpose of the Grant is to enhance the safety of care home residents. Where safeguarding concerns arise as a result of the actions or inactions of the provider and their staff, or concerns are raised by staff

members or other professionals or members of the public, the Safeguarding Policy will be followed.

What are the Information Governance implications? Has a privacy impact assessment been conducted?

A privacy impact assessment has not been completed. Services adhere to the Data Protection Act when handling confidential personally identifiable information.

Risk Management:

Close oversight of spend against this non-recurrent funding will be ensured through Adult Management Team and the returns that will be submitted to the Department of Health and Social Care.

Background Papers:

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

Sandra Whitehead, Assistant Director (Adult Services)



Telephone: 0161 342 3414



e-mail: sandra.whitehead@tameside.gov.uk

1. INTRODUCTION

- 1.1 The Adult Social Care Infection Control Fund (ICF) was first introduced in May 2020 and was initially worth £600 million. The purpose of the fund was to support adult social care providers, including those with whom the Council does not have a contract, to reduce the rate of COVID-19 transmission within and between care settings, in particular by helping to reduce the need for staff movements between sites.
- 1.2 Due to its success in limiting the transmission of COVID-19 within and between care settings, the Adult Social Care Infection Control Fund has been extended until March 2021, with an extra £546 million of funding. This is a new grant, with revised conditions from the original Infection Control Fund
- 1.3 Annex B of the Department of Health and Social Care *Adult Social Care Infection Control Fund Ring-Fenced Grant 2020 Local Authority Circular* published on 1 October 2020 reports that the allocation given to Tameside Council is £2,131,598. This total amount of funding is to be distributed across three care sectors across the borough as follows:
 - CQC Registered Care Homes - £1,100,512
 - CQC Registered Community Care Providers - £604,766
 - Other Care Settings - £426,320

It is expected that each care home should receive an amount per CQC registered bed, and each community care provider should receive an amount per CQC registered community care user, representing 80% of the funding. Annex B reports that there are 1639 registered care home beds in the borough – this varies from the number of available beds in the borough as Kingsfield Care Centre, a 54 bed home is registered with CQC, but not currently operational and Hyde Nursing Home has 100 registered beds but only 50 are operational and available. To this end, the Council will assume a total of 1535 registered beds when allocating the grant i.e. a reduced number of 104 beds than the registered total of 1639. Details of the allocation per home are available in **Appendix 1**.

- 1.4 This report provides details of the conditions attached to allocation of the first and second payments of the grant and describes the reporting process that will be put in place to demonstrate the appropriate application of the grant by the Council and the providers.
- 1.5 All care homes in the borough are owned and managed by independent sector providers. The Council and CCG have entered into a Pre-Placement Agreement with all local care homes. The Council spot purchases beds across the sector in line with the Care Act 2014 and The Care and Support and After-care (Choice of Accommodation) Regulations 2014. There are no block contracts in place with any of the local care homes.
- 1.6 The CQC registered Community Care providers are largely a mix of in house provision and independent sector provision across domiciliary care and supported living settings. The support is commissioned via internal budget provision to the in house provider, via block contract to the supported living providers and through spot purchase contract arrangements with domiciliary providers.
- 1.7 In relation to other care settings the Council has focused on distributing the IC (IC) Grant primarily across community and day support services (in particular where the implementation of infection prevention and control measures that support such services to remain open), and the voluntary sector.

2 PURPOSE AND CONDITIONS OF THE GRANT

- 2.1 The purpose of the Grant is to provide support to adult social care providers, including those with whom the Council does not have a contract, to reduce the rate of COVID-19 transmission

in and between care homes and support wider workforce resilience to deliver infection control. The Grant must only be used to support care homes and community care providers to tackle the risks of COVID-19 infections.

2.2 The Conditions of the Grant are set out in the LA Circular published 1 October 2020 at Annex C: Grant Conditions. Local authorities must ensure that 80% of the grant is allocated to care homes and CQC-regulated community care providers on a 'per bed' and 'per user' basis in order to support the following specific measures:

In respect of care homes:

- ensuring that staff who are isolating in line with government guidance receive their normal wages while doing so. At the time of issuing the grant circular, this includes:
- staff with suspected symptoms of COVID-19 waiting for a test
- where a member of the staff's household has suspected symptoms of COVID-19 and are waiting for a test
- where a member of the staff's household has tested positive for COVID-19 and is therefore self-isolating
- any staff member for a period of at least 10 days following a positive test
- if a member of staff is required to quarantine prior to receiving certain NHS procedures (generally people do not need to self-isolate prior to a procedure or surgery unless their consultant or care team specifically asks them to)
- limiting all staff movement between settings unless absolutely necessary, to help reduce the spread of infection. This includes staff who work for one provider across several care homes, staff that work on a part-time basis for multiple employers in multiple care homes or other care settings (for example in primary or community care). This includes agency staff (the principle being that the fewer locations that members of staff work in the better). Where the use of agency staff is absolutely necessary, this should be by block booking
- limiting or cohorting staff to individual groups of residents or floors/wings, including segregation of COVID-19 positive residents
- to support active recruitment of additional staff (and volunteers) if they are needed to enable staff to work in only one care home or to work only with an assigned group of residents or only in specified areas of a care home, including by using and paying for staff who have chosen to temporarily return to practice, including those returning through the NHS returners programme. These staff can provide vital additional support to homes and underpin effective infection control while permanent staff are isolating or recovering from COVID-19
- steps to limit the use of public transport by members of staff (taking into account current government guidance on the safe use of other types of transport by members of staff)
- providing accommodation for staff who proactively choose to stay separately from their families in order to limit social interaction outside work.
- supporting safe visiting in care homes, such as dedicated staff to support and facilitate visits, additional IPC cleaning in between visits, and capital-based alterations to allow safe visiting such as altering a dedicated space
- ensuring that staff who need to attend work for the purposes of being tested (or potentially in the future, vaccinated) for COVID-19 are paid their usual wages to do so

In respect of CQC-regulated community care providers:

- ensuring that staff who are isolating in line with government guidance receive their normal wages while doing so. At the time of issuing the grant circular, this includes:
- staff with suspected symptoms of COVID-19 waiting for a test
- where a member of the staff's household has suspected symptoms of COVID-19 and are waiting for a test
- where a member of the staff's household has tested positive for COVID-19 and is therefore self-isolating
- any staff member for a period of at least 10 days following a positive test

- if a member of staff is required to quarantine prior to receiving certain NHS procedures (generally people do not need to self-isolate prior to a procedure or surgery unless their consultant or care team specifically asks them to)
- steps to limit the number of different people from a homecare agency visiting a particular individual or steps to enable staff to perform the duties of other team members/partner agencies (including, but not limited to, district nurses, physiotherapists or social workers) when visiting to avoid multiple visits to a particular individual
- meeting additional costs associated with restricting workforce movement for infection control purposes. This includes staff who work on a part-time basis for multiple employers or in other care settings, particularly care homes. This includes agency staff (the principle being that the fewer locations that members of staff work in the better)
- ensuring that staff who need to attend work for the purposes of being tested (or potentially in the future, vaccinated) for COVID-19 are paid their usual wages to do so
- steps to limit the use of public transport by members of staff (taking into account current government guidance on the safe use of other types of transport by members of staff)

2.3 Local authorities must use 20% of the funding to support other providers in care settings to put in place COVID-19 infection control measures, but this can be allocated at their discretion. This can include providing support on the infection prevention and control measures to a broader range of care settings (for instance, community and day support services) and other measures that the local authority could put in place to boost the resilience and supply of the adult social care workforce in their area to support effective infection control.

2.4 To be compliant with the conditions of this fund the Council must:

- make the allocation directly to pay care providers (care providers include local authorities who provide care directly, care homes with self-funding residents; care homes with which local authorities do not have contracts, CQC-regulated community care providers with self-funded clients, and community care providers with which local authorities do not have contracts, other organisations providing care)
- report on their spending as outlined in the Reporting Section below
- ensure any support made to a residential care provider is made on condition that the provider has completed the Capacity Tracker at least twice (that is, 2 consecutive weeks) and continues to do so on a weekly basis until 31 March 2021
- ensure any support made to a community care provider is made on condition that the provider has completed the CQC homecare survey at least twice (that is, 2 consecutive weeks), and has committed to completing the CQC homecare survey (or successor, as per government guidance) at least once per week until 31 March 2021
- ensure that payments to the care provider are made on condition that the provider will repay the money to the local authority if it is not used for the infection control purposes for which it has been provided
- provide DHSC with a return describing how providers in their area have spent the funding up to 31 October 2020 and what their planned use of their total infection control fund allocation by reporting point 1 as specified below and thereafter monthly returns on spending to April 2021
- write to DHSC by 31 October 2020 confirming that they have put in place a winter plan, and that they are working with care providers in their area on business continuity plans
- provide the department with a statement certifying that that they have spent the funding on those measures at reporting point 6 (30 April 2021)
- publish their progress in distributing the funding at reporting points 3 (29 January 2021), and 6 (30 April 2021)

2.5 The grant will be paid in 2 equal instalments with the first being made by 20 October 2020 (£ 1,065,799) and the second in December 2020. The Council must not make an allocation of the second instalment of funding to a care provider who has not completed the Capacity Tracker or CQC homecare survey at least weekly since 1 October 2020. And if the authority believes that the provider has not used the money for the purposes for which it was provided

it must withhold the second payment until satisfied that the provider has used it as per the conditions set out. In addition, if a provider has not used it or any part of it for the infection control measures for which it was provided the Council must take all reasonable steps to recover the money that has not been so used.

- 2.6 All providers offered an allocation of this Grant will be issued with a Grant Agreement to comply with the related Grant Conditions with a return date of 17 October 2020 to the Council duly signed.

3. REPORTING

Requirements on the Council

- 3.1 The Council must write to the Department by 31 October 2020 confirming that they have put in place a Winter Plan, and that they are working with care providers in their area on business continuity plans and submit monthly high-level returns specifying how the grant has been spent. An example template has been provided and these must be submitted to the Department who will review the returns on behalf of the Secretary of State for Health and Care. The second instalment is contingent on the Department receiving these returns.

- 3.2 The Council should return this information at six points:

- 23 November 2020, with information on October spending
- 31 December 2020, with information on October and November spending
- 29 January 2021, with information on October to December spending
- 26 February 2021, with information on October to January spending
- 31 March 2021, with information on October to February spending
- 30 April 2021, with information on October to March spending

- 3.3 At the close of the Fund the Council's Chief Executive (or the authority's S151 Officer) and the Director of Adult Social Services must certify that, to the best of their knowledge, the amounts shown on the supporting reports relate to eligible expenditure and that the Grant has been used for the purposes intended.

- 3.4 Providers will need to provide the Council with the information needed to complete the monthly returns on their spending at least 1 week before the deadlines to be set, and they will need to complete the Capacity Tracker or CQC homecare survey (as applicable, as per government guidance) at least once per week.

Requirements on Providers - Contingency of first instalment

- 3.5 Residential care providers, including homes with self-funding residents, will be required to have completed the Capacity Tracker at least twice (i.e. two consecutive weeks) and have committed to continuing to do so at least once per week until 31 March 2021 to be eligible to receive funding via the 80% 'per beds'/'per user' allocation.

- 3.6 CQC-registered community care providers, including those with exclusively self-funded clients, must have completed the CQC homecare survey (or successor, as per government guidance) at least twice (i.e. two consecutive weeks) and have committed to completing that survey at least once per week to be eligible to receive funding via the 80% 'per beds'/'per user' allocation.

- 3.7 The Council must not make a first allocation of any funding to a provider unless they have met the above conditions, even if this means payments are not made within twenty working days.

Requirements on Providers - Contingency of first instalment

- 3.8 In order to receive the second instalment, providers will need to be able to demonstrate to the Council that they have realistic plans to spend the funding that are consistent with the

Conditions of the fund. The Council will not require providers to prove that they have spent all of the funding before passing on the second instalment.

- 3.9 It is not expected that providers will have spent the entire first instalment before reporting point 1 (23 November 2020). However, providers will need to report on the spending they have incurred up to 31 October 2020 and on how they intend to spend the funding over the lifetime of the fund. It is expected that providers will have spent all of the first instalment by 31 December 2020 and to have fully spent the funding by the end point of the fund on 31 March 2021.
- 3.10 Providers will need to demonstrate that the funding passed to them has been spent in line with the infection prevention control Conditions. Those providers who have not fully spent their allocation at the end of the fund will be expected to repay any unspent monies.
- 3.11 Councils are not expected to routinely require providers to provide them with receipts or invoices to prove how the funding has been spent. Providers will, however, need to keep these records and make them available to the Council or the Department if they are required to provide reassurances that the funding has been used in accordance with the Grant Conditions.
- 3.12 To receive the second instalment of the fund, providers must have been completing the Capacity Tracker or CQC homecare survey (as per government guidance) at least once per week since they first received support from the new Infection Control Fund (which came into place on 1 October 2020).

4. FINANCIAL IMPLICATIONS

- 4.1 The Grant will be paid to the Council in 2 equal instalments:
- Payment 1: October 2020
 - Payment 2: December 2020
- 4.2 Residential care providers, including homes with self-funding residents will be required to have completed the Capacity Tracker at least once and committed to completing the Tracker on a consistent basis to be eligible to receive funding. The payment of the second instalment is contingent on the first being used for infection control measures and being used in its entirety. This will be monitored by the Commissioning Team and overseen by Adult Management Team (AMT).
- 4.3 There are no immediate financial implications for the Council with the allocation of the Grant. The Council is expected to make two payments to providers subject to their agreement to the Conditions as set out in the Grant.
- 4.4 The potential financial implications would be if the DHSC determined that the Grant had not been appropriately applied and demanded a return of any part of the funding. The Council would then be a position of attempting to recoup the allocated funds from the providers it had been distributed to.
- 4.5 The risk of this is low as close monitoring of compliance with the Grant Conditions will be undertaken via the Commissioning Team and overseen by Adult Management Team (AMT).
- 4.6 Appendix 1 provides a summary of the Grant and values to be allocated to care providers.

5. RECOMMENDATIONS

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

TAMESIDE ALLOCATION

Local authority name	Total allocation amount (A)	Allocation to care homes (B)	Allocation to community care providers (C)	Allocation for other care settings and IPC measures (D)	Number of registered care home beds, September 2020 (E)	Number of community care users, September 2020 (F)
Tameside	£2,131,598	£1,100,512	£604,766	£426,320	1,639	1,777

CQC Registered Care Homes

Page 124	CQC	Registered No. For Payment	Each Instalment will be (2 payments in total)	Total Allocation per home
	Registered		£	
Auden House Residential Home	24	24	8,603.35	£17,206.70
Balmoral Care Home	33	33	11,829.61	£23,659.22
Bourne House	33	33	11,829.61	£23,659.22
Charnley House	40	40	14,338.92	£28,677.84
Clarkson House Residential Care Home	28	28	10,037.24	£20,074.49
Daisy Nook House	40	40	14,338.92	£28,677.84
Downshaw Lodge	45	45	16,131.28	£32,262.57
Eden House	5	5	1,792.36	£3,584.73
Fairfield View	54	54	19,357.54	£38,715.08
Fir Trees	46	46	16,489.76	£32,979.51
Firbank House	42	42	15,055.86	£30,111.73
Greatwood House	60	60	21,508.38	£43,016.76
Guide Lane Nursing Home	41	41	14,697.39	£29,394.78

Hatton Grange	70	70	25,093.11	£50,186.21
Holme Lea	48	48	17,206.70	£34,413.40
Hurst Hall	50	50	17,923.65	£35,847.30
Hyde Nursing Home	100	50	17,923.65	£35,847.30
Kings Park Nursing Home	44	44	15,772.81	£31,545.62
Kingsfield Care Centre	54	0	0.00	
Laurel Bank Residential Care Home	51	51	18,282.12	£36,564.24
Lowry House	12	12	4,301.68	£8,603.35
Millbrook Care Centre	46	46	16,489.76	£32,979.51
Moss Cottage Nursing Home	34	34	12,188.08	£24,376.16
Oakwood Care Centre	18	18	6,452.51	£12,905.03
Parkhill Nursing Home	38	38	13,621.97	£27,243.95
Polebank Hall Residential Care Home	29	29	10,395.72	£20,791.43
Riverside	90	90	32,262.57	£64,525.13
Sandon House	42	42	15,055.86	£30,111.73
St Lawrence's Lodge	20	20	7,169.46	£14,338.92
Staley House Care Home	27	27	9,678.77	£19,357.54
Stamford Court	40	40	14,338.92	£28,677.84
Sunrise	43	43	15,414.34	£30,828.67
The Beeches	32	32	11,471.13	£22,942.27
The Lakes Care Centre	77	77	27,602.42	£55,204.84
The Sycamores	60	60	21,508.38	£43,016.76
The Vicarage Residential Care Home	30	30	10,754.19	£21,508.38
Thornclyffe Grange	50	50	17,923.65	£35,847.30
Yew Trees	43	43	15,414.34	£30,828.67
Total	1,639	1,535		£1,100,512.00

CQC Registered Community Care Providers

	Where possible latest figures taken from ring round data 30/9	Each Installment will be (2 payments in total)	Total Allocation per provider
Provider	No. of SUs	£	
ABLE CARE & SUPPORT SERVICES LTD	110	18,676.10	37,352.20
CARELINE HOMECARE LTD	277	47,029.81	94,059.62
AVANT HEALTHCARE	10	1,697.83	3,395.65
COMFORT CALL	243	41,257.20	82,514.40
CREATIVE SUPPORT	216	36,673.06	73,346.13
DIRECT CARE	211	35,824.15	71,648.30
SMARTWAY	13	2,207.18	4,414.35
MEDICS HEALTHCARE PLC	145	24,618.49	49,236.98
PERSON CENTRED CARE SERVICES	52	8,828.70	17,657.40
ICARE SOLUTIONS	44	7,470.44	14,940.88
LIBERTY SUPPORT SERVICES	16	2,716.52	5,433.05
COMMUNITY INTEGRATED CARE	57	9,677.61	19,355.23
TURNING POINT	70	11,884.79	23,769.58
TAMESIDE LINK	6	1,018.70	2,037.39
APOLLO	5	848.91	1,697.83
PULSE	0	0.00	0.00
ROUTES HEALTHCARE	74	12,563.92	25,127.84
HOME INSTEAD SENIOR CARE	1	169.78	339.57
CARETECH	30	5,093.48	10,186.96
RICHMOND FELLOWSHIP	32	5,433.05	10,866.09
Extrahand Care Services	18	3,056.09	6,112.18
Care & Support Tameside		0.00	0.00
Elite Care Services	15	2,546.74	5,093.48
Optima Health and Social Care Ltd	1	169.78	339.57
Tameside LD Services (in-house)	84	14,261.75	28,523.49

Wilshaw House (Night service - in-house)	45	7,640.22	15,280.44
Autism Initiatives	6	1,018.70	2,037.39
Total*:	1781		
* = Still clarifying total number in relation to the 1,777 that DHSC has identified			

Other Care Settings

Page 127 Provider	Info. from KYN of direct from Provider	Each Installment will be (2 payments in total)	Total Allocation per provider	Comments
	No. of SUs	£		
FIR TREES	20	9,390.31	18,780.62	
GREATWOOD	9	4,225.64	8,451.28	
SANDON	0	0.00	0.00	
GREENSCAPES	13	6,103.70	12,207.40	
LDS - COPLEY	14	6,573.22	13,146.43	
LDS - CREATIVE CRAFTS	3	1,408.55	2,817.09	
LDS - DENTON	22	10,329.34	20,658.68	
LDS - DROYLSDEN	15	7,042.73	14,085.46	
LDS - HURST	21	9,859.82	19,719.65	
LDS - LOXLEY	21	9,859.82	19,719.65	
MENCAP	39	18,311.10	36,622.20	
PEOPLE FIRST TAMESIDE	19	8,920.79	17,841.59	

THE SHED	10	4,695.15	9,390.31	
TAMESIDE ARTS	39	18,311.10	36,622.20	
TAMESIDE COUNTRYSIDE	3	1,408.55	2,817.09	
ACTIVE TAMESIDE	74	34,744.14	69,488.28	
WILSHAW HOUSE	82	38,500.26	77,000.53	
Grafton Centre	2	939.03	1,878.06	Based on No. of people employed
Community Cutz	1	469.52	939.03	Based on No. of people employed
Age UK	16	7,512.25	15,024.49	Based on No. of people employed
T&G MIND	10	4,695.15	9,390.31	Based on No. of people employed
Action Together	10	4,695.15	9,390.31	Based on No. of people employed
Diversity Matters	6	2,817.09	5,634.19	Based on No. of people employed
Being There	2	939.03	1,878.06	Based on No. of people employed
Anthony Seddon Fund	3	1,408.55	2,817.09	Based on No. of people employed
Total*:	454		426,320.00	
* = Combination of Service Users who receive a direct service and staff who are employed to facilitate support				

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Agenda Item 7

Report to:	EXECUTIVE CABINET
Date:	2 November 2020
Executive Member:	Councillor Oliver Ryan – Executive Member for Finance and Economic Growth
Reporting Officer:	Ilys Cookson – Assistant Director Exchequer Services
Subject:	COVID 19 - SELF ISOLATION PAYMENTS
Report Summary:	This report sets out the eligibility criteria for self-isolation payments where the NHS has advised that self-isolation is necessary. The criteria includes being in receipt of specified welfare benefits; local authorities are to administer self-isolation payments and a self-isolation discretionary fund.
Recommendations:	It is recommended that Executive Cabinet approve the discretionary scheme criteria in Section 3 of the report.
Corporate Plan:	This supports the economy by ensuring that those on low income and forced to self-isolate receive a one-off payment for the self-isolation period.
Policy Implications:	From 28 September 2020 a new legal duty came into effect for anyone who tests positive for COVID-19 or is identified by NHS Test and Trace as a close contact, requiring them to self-isolate subject to eligibility. Failure to comply will be an offence and will carry a fine. The government is providing funding for a new Test and Trace Support Payment scheme for people on low incomes who are unable to work while they are self-isolating because they cannot work from home. The new process will require additional resource and a discretionary policy.
Financial Implications: (Authorised by the statutory Section 151 Officer & Chief Finance Officer)	Payment of support grants is expected to be funded in full by Government Grant. It is difficult to forecast the number of payments that will need to be made, but there may be a significant administrative burden resulting from this scheme. Some additional administration grant has been allocated to contribute to the administrative cost of making the payments but this may not be sufficient.
Legal Implications: (Authorised by the Borough Solicitor)	<p>The report sets out the critical steps and risks in relation to the administration of this scheme.</p> <p>In terms of legal implications the data sharing agreement will be critical and legal services will offer any support required by the service to ensure that an appropriate agreement is in place.</p> <p>Also as set out in the report the Council has a duty to manage the scheme as effectively as possible to ensure that only genuine claimants receive a payment. Therefore robust risk management will be necessary as set out in section 5.</p> <p>Finally it would be advisable to undertake an equality impact assessment in relation to the criteria for the discretionary element of the scheme.</p>

Risk Management:

The risks are outlined in Section 5 of this report.

Background Information:

The background papers relating to this report can be inspected by contacting Ilys Cookson Assistant Director Exchequer Services



Telephone: 0161 342 4056



e-mail: ilyc.cookson@tameside.gov.uk

1. INTRODUCTION

- 1.1 Self-isolation payments were announced by government in a press release on 27 August 2020 confirming that people on low incomes who need to self-isolate, and are unable to work from home in areas with high incidence of COVID-19, will benefit from a new payment scheme starting on Tuesday 1 September 2020.
- 1.2 Blackburn with Darwen, Pendle and Oldham local authorities trialled the process, which aimed to support people who are unable to work from home while self-isolating, either after testing positive, or after being identified by NHS Test and Trace as living in the same household as, or coming into contact with someone who has tested positive. It would be available to people currently receiving either Universal Credit or Working Tax Credit and local authorities must check the NHS Test and Trace system to confirm the individual has been asked to self-isolate. If the individual is unable to provide this information the local authority will put in place checks to prevent fraud and ensure compliance through welfare and employment checks.
- 1.3 To be eligible for the funding, individuals must:
- have tested positive for COVID-19 or received a notification from NHS Test and Trace asking them to self-isolate on or after 28 September 2020.
 - have agreed to comply with the notification from NHS Test and Trace and provided contact details to the local authority
 - be employed or self-employed:
 - employed people will be asked to show proof of employment
 - self-employed will be required to show evidence of trading income and that their business delivers services which the local authority reasonably judges they are unable to carry out without social contact
 - be unable to work from home (checks will be undertaken on all applicants) and will lose income as a result
 - be currently receiving Universal Credit or Working Tax Credit
- 1.4 If the approach was successful, the government made clear that the scheme would be quickly applied in other areas of high COVID-19 incidence.

2. LOCAL AUTHORITY ROLE IN ADMINISTERING PAYMENTS

- 2.1 On 20 September 2020 the Rt Hon Matt Hancock MP wrote to all local authority Chief Executives and Leaders (**Appendix A**) confirming that with effect from 28 September 2020 there would be a new legal duty on all those who test positive for COVID-19 or are identified by the NHS Test and Trace as a close contact, requiring them to self-isolate. Failure to comply would carry a fine.
- 2.2 The letter made clear that local authorities should focus on the principle of encouraging, education and supporting compliance, and alongside that would be funding for a new Test and Trace Support Payment scheme for people on low incomes who are unable to work while they are self-isolating because they cannot work from home.
- 2.3 The expectation is that all local authorities will process applications and administer payments and that systems are expected to be in place by 12 October. Individuals who are eligible prior to that date will be able to make a backdated claim.
- 2.4 To be eligible for the Test and Trace Support Payment, an individual must:
- have been asked to self-isolate by NHS Test and Trace either because they've tested positive for coronavirus or have recently been in close contact with someone who has tested positive;
 - be employed or self-employed;

- be unable to work from home and will lose income as a result; and
- be currently receiving Universal Credit, Working Tax Credit, income-based
- Employment and Support Allowance, income-based Jobseeker's Allowance, Income Support, Housing Benefit and/or Pension Credit.

2.5 Individuals who are required to self-isolate and who meet the benefits-linked eligibility criteria will be entitled to £500. This will be payable as a lump sum. Payments will be subject to income tax but not be subject to National Insurance contributions. The payments will be disregarded as income or capital in the Housing Benefit calculation and for Council Tax Support. Individuals who have tested positive or who had been advised to self-isolate prior to 28 September 2020 will not qualify for the payment.

2.6 The scheme will run until 31 January 2021. During this time, government will continue to review the efficacy of the scheme, and the impact of COVID-19 incidence levels. These changes came into effect on 28 September 2020, alongside the legal duty to self-isolate. Local authorities are expected to have systems in place by 12 October; individuals who are eligible prior to that date will be able to make a backdated claim.

2.7 NHS Test and Trace data must be available to local authorities to check eligibility for the payments and the government has made clear that local authorities must:

- Provide an online application (or a telephone application) and submit as supporting evidence:
- notification from NHS Test and Trace asking them to self-isolate (this will include a Unique ID number);
- a bank statement; and
- proof of employment, or, if they are self-employed, evidence of self-assessment returns, trading income and proof that their business delivers services which cannot be undertaken without social contact.

2.8 The data sharing agreement for this access has not been agreed at the time of writing this report. Local authorities must have staff in place to verify eligibility, process applications and make payments, and access to the right data sources to check the benefits that people are entitled to, as well as access to NHS Test and Trace data, to identify if an individual has been asked to self-isolate. Access to the DWP Searchlight system to confirm receipt of DWP benefits must also be available.

2.9 The number of claims to process will depend on the level of COVID-19 incidence in each area and the number of people on low incomes. At the start of the scheme, the government have advised local authorities should be prepared for a backlog of cases to work through.

2.10 Further requirements are that local authorities must:

- put in place a publicity campaign
- contact the Police if fraud is suspected

3 FUNDING ARRANGEMENT AND DISCRETIONARY FUND

3.1 The government also announced on 25 September 2020 in the letter to local authority Chief Executives and Leaders that a discretionary fund would be available for individuals who do not qualify for the Test and Trace Support Payment but require corresponding financial support to self-isolate.

3.2 Further detailed guidance on the amount of funding to be available for both the statutory and discretionary scheme was released on 05 October 2020.

3.3 The Department of Health and Social Care (DoHSC) have confirmed funding for Tameside as follows:

Funding	£ k	Estimated number of awards
Statutory Scheme	121,500	243
Discretionary Scheme	73,134.13	146
Admin costs	38,079.20	

3.4 DoHSC have been prescriptive in who must be considered eligible for a £500 lump sum payment if the person instructed to self-isolate by the NHS does not qualify as not in receipt of specified benefits as detailed in Section 2.4. Such applicants must apply for a discretionary payment where

- *Individuals have been told to stay at home and self-isolate by NHS Test and Trace, either because they have tested positive for coronavirus or have recently been in close contact with someone who has tested positive;*
- *are employed or self-employed; and*
- *are unable to work from home and will lose income as a result.*

In addition, the discretionary payment is for people:

- *who are not currently receiving Universal Credit, Working Tax Credit, income-based Employment and Support Allowance, income-based Jobseeker's Allowance, Income Support, Housing Benefit and/or Pension Credit; and*
- *who are on low incomes and will face financial hardship as a result of not being able to work while they are self-isolating.*

Local authorities can introduce additional criteria to determine eligibility for discretionary payments in their area, as long as these operate in addition to, rather than instead of, the criteria set out above.

3.5 Given that discretionary funding is low in comparison to cases that may be anticipated and a set payment of £500 must be made, only 146 applicants could receive discretionary funding. This is a similar position across the GM region in terms of limited discretionary funding, therefore, agreement in principle has been reached across all of the Greater Manchester boroughs that:

In addition all of the above, the discretionary payment is for people:

- *who have property related costs, e.g. rent/mortgage and are liable for Council Tax (occupied properties only) we may consider applications from those who are not liable for Council Tax where a formal tenancy agreement is in place*
- *who are not currently receiving Universal Credit, Working Tax Credit, income-based Employment and Support Allowance, income-based Jobseeker's Allowance, Income Support, Housing Benefit and/or Pension Credit; and*
- *who are on low incomes and will face financial hardship as a result of not being able to work while they are self-isolating.*
- *Who may have no recourse to public funds if they meet criteria above.*

3.6 The discretionary element of the scheme will require relevant evidence to be provided in all cases to satisfy the proposed eligibility criteria based on the self-isolators individual circumstances. The DoHSC have been prescriptive in the types of evidence required to support evidence of an individual being self-employed.

4 ISSUES

4.1 The timescales within which the government expect local authorities to put in place a new system, identify resources to process applications and payments, devise an on-line claim form, interface with NHS Test and Trace data and implement a publicity campaign in just 14 days to ensure payment is made in 3 working days is extremely difficult. A small team of trained Benefits Assessors are supporting this work with appropriate management oversight.

- 4.2 This comes at a time when three other new government initiatives are being administered within Exchequer Services in addition to existing increasing demand and increasing volumes of day-to-day work as a result of COVID-19. Each new initiative requires additional resource, new process set up, IT solutions and additional management responsibilities. The new additional work is sizeable in terms of volume includes the latest Business Rates grants and discretionary scheme as a result of local lockdowns imposed by BEIS, the Housing Benefit Accuracy project imposed by the DWP, the Discharge to Assess for financial assessments from March lockdown imposed by DoHSC.
- 4.3 The collection of Council Tax, Business Rates and income from Sundry Debts as well as prompt payment of Housing Benefit and Council Tax Support remains vital to support the Councils overall budget position and also to support the most financially vulnerable in the Borough, in addition to the Self Isolation Payments, and resources are considerably stretched.
- 4.4 Learning from neighbouring pilot authorities of Oldham and Blackburn has taken place including the sharing of a draft on-line form however, the guidance released by DoSCH is more prescriptive than information initially considered. Data sharing with Test and Trace did not appear to be consistent hence the requirements for national data sharing agreements to be in place. It was clear that setting up the new process, verifying information provided and actually making payment was time consuming and resource intensive for the few claims that were paid during the pilot period.
- 4.5 The DoHSC has specified the information that local authorities are required to maintain pertaining to applications, assessments and payments, however host revenues and benefits systems cannot be used to store information as eligible applicants may not be in receipt of benefit or have a council tax liability. Evidence from applicants will be stored on the corporate document imaging system, and payments will be made based on manually compiled information via Creditors. The DoHSC have confirmed that they do not expect a system solution to be available for this work.

5 RISKS

- 5.1 There is a risk that the full system may not be in place by 12 October 2020, and the data sharing between local authorities and the Test and Trace system is critical. There is a risk that payment may not be made within 3 days, as the DoHSC has specified, however it is clear that local authorities must be in receipt of all necessary evidence before an eligibility assessment can take place and therefore, once assessed, systems are in place to ensure payments can be made within the timescales wherever possible.
- 5.2 Colleagues across the organisation are supporting this process notably Internal Audit to ensure processes and systems are robust in relation to the guidance received, Finance to ensure appropriate reconciliation of monies paid, IT for on-line forms and interfaces, Marketing and Communications for publicising the payment.

6 CONCLUSIONS

- 6.1 The DoHSC has introduced a flat rate payment of £500 for any individual instructed by the NHS to self-isolate with effect from 28 September 2020 providing that specific eligibility criteria is met. The payments are to be administered by local authorities.
- 6.2 Discretionary funding has also been provided to local authorities to consider payment of £500 to individuals who do not meet the statutory eligibility criteria and are on a low income and guidance has been received from DoHSC in respect of this.

- 6.3 The amount of funding received is £121,500 for the statutory payments, £73,134.13 for discretionary payments and £38,079.20 to cover administration costs. DoHSC did not release full guidance on the scheme until 30 September and the entire scheme is to be fully operational from 12 October 2020, which gives a very tight timescale within which to identify resources and design and implement robust administration and payment processes.
- 6.4 A critical part in the assessment process is the verification of the NHS unique number given to individuals who are instructed to self-isolate. At the time of drafting this report the data sharing agreement required to do this had not been finalised with any local authority.
- 6.5 Greater Manchester local authorities have agreed in principle to a common approach to the limited availability of discretionary funding which is detailed in Section 3. There is a risk that the full scheme may not be fully operational on 12 October and DoHSC have advised that local authorities may start with a backlog situation and the data sharing agreement is critical to this process.

7 RECOMMENDATIONS

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



Department
of Health &
Social Care

20 September 2020
*From the Rt Hon Matt Hancock
MP Secretary of State for
Health and Social Care*

Local Authority Leaders
cc: Local Authority Chief Executives

Dear Leader

SELF-ISOLATION FOR PEOPLE WHO HAVE TESTED POSITIVE FOR COVID-19 AND THEIR CLOSE CONTACTS

Thank you for your continuing hard work and effort in helping to tackle the challenges presented by COVID-19. Your role is critical to containing the pandemic and mitigating its effects on individuals, their families and communities. I am writing to inform you about – and ask for your support to implement – planned changes to self-isolation requirements and financial support for people who are required to self-isolate.

Ensuring that people who have been infected and their close contacts isolate is one of our most powerful tools for controlling transmission of COVID-19. By ensuring that people self isolate when they need to do so, we will reduce transmission of coronavirus in the UK and help prevent family, friends and the community from contracting the virus, as well as helping to protect the NHS and vital public services. Your role in making this work will be critical.

This is why the Government is announcing today that, from 28 September in England, there will be a new legal duty on all those who test positive for COVID-19 or are identified by NHS Test and Trace as a close contact, requiring them to self-isolate. Failure to comply will be an offence carrying a fine of at least £1,000 and up to £10,000 for multiple breaches.

To reinforce the importance of self-isolation and help ensure people have access to the support they need, NHS Test and Trace will work with local authorities to ensure more regular contact with individuals who have to self-isolate. We are asking local authorities to focus on the principle of encouraging, educating and supporting compliance – we know you are already doing a tremendous amount and you will not be expected to enforce the legal requirements. The police will have the power to investigate and fine those who do not follow the rules.

Alongside this new requirement, the government is providing funding for a new Test and Trace Support Payment scheme for people on low incomes who are unable to work while they are self-isolating because they cannot work from home.

We are asking local authorities in England to put in place arrangements to process applications and make these payments. We will work with you to implement these arrangements as quickly as

possible and by 12 October at the latest, with eligible individuals who are notified on or after 28 September that they have to self-isolate able to make backdated claims where necessary. I appreciate that these new arrangements have significant implications for your work, at a time when you are under considerable pressure. I also know that you are uniquely placed to work alongside us to make these vital changes in the interest of local people and wider communities, and we will work with you and ensure that you have the funds and data you need to make this happen. I hope the attached Q&A document is helpful in setting out more detail on what is planned.

I am deeply grateful for the work of local authorities in responding to the challenges posed by COVID-19. By working together across local authorities, NHS Test and Trace, public health and police colleagues to ensure that people self-isolate where necessary, we will make a real difference in tackling the spread of this virus.

Yours ever,

A handwritten signature in blue ink that reads "Matt". The signature is written in a cursive, slightly slanted style.

MATT HANCOCK

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Agenda Item 8

Report To:	EXECUTIVE CABINET
Date:	2 November 2020
Executive Member	Councillor Brenda Warrington – Executive Leader Councillor Warren Bray – Executive Member (Transport and Connectivity)
Reporting Officer:	Tracy Brennand – Assistant Director People & Workforce Development
Subject:	WORKFORCE GREEN TRAVEL OFFER – EXPANSION OF THE CYCLE TO WORK SCHEME
Report Summary:	The report outlines the importance of a strong Green Travel Offer for the workforce with the opportunity to expand the Council's current Cycle to Work scheme via salary sacrifice to eligible employees of the CCG, whilst increasing the £1,000 purchase limit to enable the purchase of higher priced bikes; or to support those looking to buy an electric bike. The provision of a cycle to work scheme as part of the Green Travel Offer supports the 'living well' corporate priority whilst also enabling cost savings for both the employee and the Council.
Recommendations:	That it be determined that: <ul style="list-style-type: none">(i) The current £1,000 purchase limit on the Council's Cycle to Work scheme is increased to £5,000, to provide the option of purchasing higher priced bikes, including e-bikes to make cycling more accessible.(ii) The existing Council Cycle to Work scheme is expanded to be inclusive of eligible employees of the CCG, in order to promote and enable greener travel across the workforce.(iii) To manage the risk of higher bike purchases for both the Council and the CCG, a value linked repayment framework is applied(iv) That the scheme be approved to include the following parameters:<ul style="list-style-type: none">• Approval is subject to meeting the required eligibility checks and signing the agreed terms of the salary sacrifice scheme• Only employees who have successfully passed their probation period are eligible to apply• Only employees who are not subject to a formal performance/capability process or with a live performance/capability warning are eligible to apply.
Link to Corporate Plan:	Creating a Green Travel Offer which includes a cycle to work scheme, which would improve air quality and provide health and wellbeing benefits to employees, whilst also providing employer and employee saving opportunities supports the Living Well priority.
Policy Implications:	The Cycle to Work guidance would need to be reviewed and updated following the approval of the changes set out in this report.

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

The proposals set out in this report are intended to provide employees with a cost effective means of purchasing a bike through a salary sacrifice scheme, enabling the employee to benefit from tax and NI savings. The arrangement also enables the employer to benefit from savings on employer NI costs as set out in Appendix A. Assuming an average bike loan value of £2,000, and a take up rate of between 2% and 4% of employees in the Council, the employer savings are estimated in the region of £15k to £30k per annum. Administration of the scheme will continue to be undertaken by the Council's payroll team within existing revenue budgets, with the CCG undertaking administrative checks for CCG employees.

The Cycle to Work Scheme is effectively a loan arrangement between the employer and employee. As repayments are made through deductions from salary the risks are low, however the financial risk to the Council of non-repayment (where an employee leaves the Council before the end of repayment term) cannot be eliminated entirely. The terms and conditions of the scheme should provide for arrangements where an employee terminates employment prior to the end of the loan term.

The existing arrangements provide a loan of up to £1,000 over a 12 month period and to date the Council has not experienced any financial loss from this arrangement. Extending the scheme to provide loans up to the value of £5,000 and over a period of up to 3 years increases the risk of default on the loan payments, however as repayments are made through a deduction from salary, this risk remains low.

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

There is a risk that if an employee leaves the Council whilst the loan is outstanding that the Council will not recover the loan as there are no additional protections or security provided by the law. Extending the scheme to provide loans up to the value of £5,000 and over a period of up to 3 years increases the risk of default on the loan payments and this should be kept under review and monitored. It should be noted that whilst it is intended that should an employee leave the remainder of the loan outstanding would be deducted from their final salary this may not be feasible or possible as the law prevents the Council from making a deduction that causes financial hardship and it may be the case that instalment have to be agreed.

Risk Management:

The scheme encompasses clear terms and conditions to help mitigate the small element of risk that exists with this scheme.

Access to Information:

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



Telephone: 0161 342 2983



e-mail: jenny.dickie@tameside.gov.uk

1. INTRODUCTION

- 1.1. The organisation is committed to reducing its carbon footprint and encouraging our residents and workforce to become carbon literate and review their individual activity and the impact of this on our environment. Crucial to this is the ability to provide and promote a comprehensive Green Travel approach that enables the workforce to make the right choice for them whilst contributing and making a difference to the environment.
- 1.2. The current circumstances provide an opportunity to review the existing arrangements in place and improve the available package whilst encouraging greener modes of travel.
- 1.3. Cycling is a vital and easy way to improve air quality, reduce pollution and create vibrant towns and cities.
- 1.4. Making sure that bikes are easily available is crucial to helping more people make the switch to greener modes of travel. Ensuring people of all abilities and fitness levels can cycle together is a key part of this.
- 1.5. Tameside Council already operates a Cycle to Work Scheme, which offers employees and Elected Members the opportunity to save money on the hire of a bicycle, and equipment; through the salary sacrifice scheme provider - Cyclescheme.
- 1.6. A salary sacrifice allows an employee to reduce (sacrifice) their salary by an agreed amount, equivalent to the value of a benefit provided by the employer. The sacrificed pay thus avoids income tax and National Insurance Contributions (NICs).
- 1.7. This report sets out a proposal to implement a Cycle to Work scheme for employees of Tameside & Glossop CCG, in addition to increasing the purchase limit from £1,000 to £5,000 in order to provide a greater range of available bikes, particularly for those who are advanced cyclists looking to purchase a higher priced bike, or those looking to buy an electric bike (e-bike) to make cycling more accessible.

2. TMBC'S CURRENT CYCLE TO WORK SCHEME

- 2.1. In line with our efforts to improve the carbon footprint and reduce the impact on the environment the organisation has in place a cycle to work scheme for employees and Elected Members to support them in the purchase of a bike through a salary sacrifice scheme of up to £1,000.
- 2.2. The current circumstances provide us with an opportunity to encourage employees and elected Members to cycle and take opportunity of this scheme, which enables them to save when purchasing through the scheme and ultimately enjoy the benefits of cycling on their physical and mental wellbeing.
- 2.3. The scheme continues to be available to all Council and School employees, in addition to elected Members, and will be further promoted during this period of time to encourage and support access and usage of the scheme.
- 2.4. It is important to recognise that in order to change people's mind-set around carbon literacy and the health and wellbeing benefits of cycling to work as opposed to driving and / or the use of public transport; the organisation must work to embed such changes in culture and employee attitudes through further workforce engagement, so that employees can feel empowered to make cycling a part of their everyday lives.

- 2.5. Cyclescheme, the Council's provider of the salary sacrifice scheme, offers a vast choice of bikes and safety equipment to choose from. Cyclescheme have over 1800 Partner Stores throughout the UK, making them the largest supplier network on the market.
- 2.6. Employees should use the bike mainly for commuting to and, if relevant, between work places (at least 50% of the bike's use should be for work purposes). However, the bike can also be used for non-work purposes.
- 2.7. Employees will make savings in income tax and National Insurance Contributions (NICs) as their net salary is reduced by the scheme.
- 2.8. Here's an example of how the savings work during the hire period, assuming the following:
- Employee is paid monthly
 - Employee is a standard rate tax payer requesting a £1,000 Certificate
 - The hire period is 12 months
 - The Employee's monthly gross salary is £1,800.00

	Salary before scheme participation	Salary during scheme participation
Monthly Gross Salary	£1,800.00	£1,800.00
Bike value including VAT Gross salary sacrifice total		£1,000.00 £1,000.00
MONTHLY GROSS SALARY SACRIFICE = £1,000 / 12 months		£83.34
Monthly Gross Salary after salary sacrifice	£1,800.00	£1,717.66
Monthly NIC contribution (12%)	£216.00	£206.12
Monthly income tax contribution (20%)	£360.00	£343.53
Net Salary	£1,224.00	£1,168.01
MONTHLY NET SALARY REDUCTION	£1,224.00 minus £1,168.01=	£55.99
MONTHLY SAVING	£83.34 minus £55.99 =	£27.35

- 2.9. As the participants pay less income tax and National Insurance their net salary reduction is less than the gross salary reduction, and this is how savings are achieved. In this example, the employee makes a £83.34 contribution to the employer, but it only costs them £55.99, resulting in a saving of £27.35 per month.
- 2.10. The Council also realises cost savings as there is a reduction in employer NICs of 13.8% of the total value of the salary sacrifice contributions.
- 2.11. Not only are there financial and environmental benefits to the scheme, there are health and wellbeing benefits as well. A Cycling UK survey of more than 11,000 people found that 91% of participants rated off-road cycling as fairly or very important for their mental health – strong evidence that heading out on the bike is a good way to de-stress and clear the mind.
- 2.12. Whether an employee's route to work is on or off road, it's likely to help clear the mind, boost mental well-being and lead to long term mental health benefits.

- 2.13. Since the launch of the scheme there has been a relatively low uptake with only approximately 170 employees using the scheme. However, since March 2020, there has already been a further 23 applications for the cycle to work scheme demonstrating an appetite for the provision.
- 2.14. The Council cycle allowance, payable at 20p per mile (HMRC rate), is available for any employee who uses their bike to travel between meetings during the course of their daily work activities. At present, this allowance is not highly utilised, with only 1 employee making claims over the last 12 months; totalling £73 for the annual period. To support increased use of cycling to work appointments, the scheme will be publicised further with the whole workforce.
- 2.15. Any cycle allowance payment will be subject to future staff travel review to ensure the payable rate remains appropriate.
- 2.16. The organisations Bike Loan Scheme could support the salary sacrifice scheme, by providing employees with an opportunity to try cycling for work travel and truly understanding the benefits prior to purchasing a bike through the salary sacrifice scheme.

3. EXTENDING THE SCHEME TO CCG EMPLOYEES

- 3.1. In order to promote and enable greener travel across the workforce, it is proposed that the Council's existing cycle scheme is extended to eligible employees of the CCG; who don't currently have a scheme in place.
- 3.2. This would be achieved by extending the existing scheme arrangements, with a robust monitoring system in place to control and audit the take up and cost liability for the two employers (Council and CCG).
- 3.3. This potential extension would be subject to the same controls offered under the Council scheme.
- 3.4. This would be achieved by the Council initially paying the invoice for the value of the voucher that has been order by a CCG employee, on the Cyclescheme platform. The CCG would then transfer the value of the voucher to the Council, as part of a reconciliation process.
- 3.5. Administration and financial controls would be established to ensure all scheme eligibility rules i.e. contractual status, National Minimum Wage / National Living Wage Threshold and financial risk is managed appropriately for each employer operating under the one scheme.
- 3.6. Following approval, an instruction would be sent to the CCG's Payroll Team to make the deduction from the employee's salary.
- 3.7. Due to the relatively small number of CCG employees, the impact on administrative tasks in connection with the scheme is expected to be minimal.
- 3.8. Participating employees will also be able to benefit from financial savings, in addition to the health and wellbeing advantages that cycling to work can have.
- 3.9. The CCG, as the employer, would also realise the NICs savings, as outlined above and be responsible for any liability related to their employees.

4. INCREASING THE PURCHASE LIMIT

- 4.1. Previously, the workforce hired their cycling equipment from the Council; because of the Financial Conduct Authority's (FCA) exemption that allows employers to loan their staff cycling equipment worth up to £1,000. Now, following the changes in legislation in June 2019, employees will hire their bike directly from Cyclescheme. And because Cyclescheme have their own FCA Authorisation, they can hire bikes, components and accessories up to any value.
- 4.2. It is recommended that, in order to mitigate risk, the purchase limit is increased to £5,000 as opposed to completely removing it. This will still provide a greater range of available bikes, particularly for those who are advanced cyclists looking to purchase a higher priced bike, or those looking to buy an electric bike (e-bike) to make cycling more accessible.
- 4.3. E-bikes have an integrated motor that helps a cyclist pedal, allowing them to reach speeds of up to 15.5 mph in the UK. They are seen as a game changer for their potential to make it easier for a wider range of people to make cycling their preferred mode of transport.
- 4.4. Halfords is one of Cyclescheme's most popular participating retailers. Halford's most expensive bike is a Full Suspension Electric Mountain Bike, at a cost of £2,999. Decathlon, another popular participating retailer, lists their most expensive bike at £3,499. Setting the purchase limit at £5,000 allows for the employee to select a higher – priced bike, in addition to any additional cycling equipment / accessories they may need.
- 4.5. A recent survey of 2,000 commuters (commissioned by Evans Cycles) estimated that by switching from car, bus, tube or train to e-bikes, commuters could save an average of £7,791 over 5 years.
- 4.6. To support the increased take up of the scheme the organisation has the option to amend the limit and support higher value purchases.
- 4.7. Whilst the removal of the purchase limit presents some financial risk, the scheme encompasses clear terms and conditions, which sets out at the start of the agreement how money will be recovered where required i.e. if the employee leaves their employment.
- 4.8. To further mitigate the financial risk, it is proposed that a payment framework is implemented which dictates the term of the hire agreement, dependent upon the price of the bike. The framework is as follows:
 - For bikes up to and including the value of £2,000, the term of the hire agreement is 12 months.
 - For bikes over £2,000, up to the value of £5,000, the term of the hire agreement can be 18, 24 or 36 months.
- 4.9. **Appendix A** shows an illustration of the monthly amount of the hire agreement over various values and terms, together with a basic savings calculation and projected potential savings.
- 4.10. In addition, as savings are based on the amount of salary sacrificed by each employee; increasing the spending limit will also increase the savings realised by both the organisation and the participating employees.
- 4.11. Following the removal of the purchase limit, here's an example of how the savings work during the hire period, assuming the following:
 - Employee is paid monthly
 - Employee is a standard rate tax payer requesting a £2,000 Certificate
 - The hire period is 12 months
 - The Employee's monthly gross salary is £1,800.00

	Salary before scheme participation	Salary during scheme participation
Monthly Gross Salary	£1,800.00	£1,800.00
Bike value including VAT Gross salary sacrifice total		£2,000.00 £2,000.00
MONTHLY GROSS SALARY SACRIFICE = £2,000 / 12 months		£166.67
Monthly Gross Salary after salary sacrifice Monthly NIC contribution (12%) Monthly income tax contribution (20%) Net Salary	£1,800.00 £216.00 £360.00 £1,224.00	£1,633.33 £196.00 £326.67 £1,110.66
MONTHLY NET SALARY REDUCTION	£1,224.00 minus £1,110.66=	£113.34
MONTHLY SAVING	£166.67 minus £113.34 =	£53.33

5. RISKS & FINANCIAL CONSIDERATIONS

- 5.1. HMRC approved salary sacrifice schemes are popular and legitimate methods of reducing both the employers' and employees' tax liability in return for a benefit.
- 5.2. A salary sacrifice allows an employee to reduce (sacrifice) their salary by an agreed amount, equivalent to the value of a benefit provided by the employer. In this case the benefit is the leased car. The sacrificed pay thus avoids income tax and National Insurance Contributions (NICs).
- 5.3. Clearance for the scheme from HMRC has already been obtained.
- 5.4. The eligibility criteria within the HMRC salary sacrifice rules are:
 - The arrangement must be for a minimum of 12 months
 - Employees cannot sacrifice below the National Minimum or Living Wage (age dependant)
 - Employees cannot sacrifice below the Lower Earnings Limit (currently £6,240pa / £120pw)
 - The scheme must be open to the majority of staff
 - Employees must agree to the salary sacrifice variation before being approved for the scheme.
- 5.5. Once signed, the Hire Agreement is non-cancellable after a cooling-off period of 14-working days following collection of the goods. This means that if an employee leaves the organisation during the hire period they are obliged to pay the remaining salary sacrifice amount in full from net pay i.e. without any tax exemptions.
- 5.6. Increasing the purchase limit does increase the risk. For example, if an employee leaves the organisation during the hire period the outstanding costs may not be able to be recovered in total from the final month's net pay.

- 5.7. However, whilst increasing the purchase limit does increase the risk of the scheme, it is worth noting that to date (based on a £1,000 purchase limit), the Council has not suffered any financial losses as part of the scheme.
- 5.8. At the end of the Hire Period, Cyclescheme will contact the employee and manage their Ownership Options.
- 5.9. Cyclescheme's employer Agreement includes a provision for Cyclescheme to take on the ownership of all the bikes and cycling equipment that the organisation processes on the scheme. This makes Cyclescheme accountable for the disposal of the equipment.
- 5.10. When an employee orders a certificate via the Cyclescheme website, and once the eligibility checks have been completed and approved, the organisation is sent an invoice for the full amount of the certificate. The value of the certificate is then recouped monthly via the employee's sacrificed salary, for the term of the hire period.
- 5.11. Only employees who have successfully passed their probation period, and are not subject to a formal performance/capability process or with a live performance/capability warning are eligible to apply.
- 5.12. The proposed payment framework outlined in this report, which links the term of the hire agreement to the value of the bike, further mitigates the financial risk of increasing the purchase limit.

6. RECOMMENDATIONS

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

APPENDIX A

BIKE LOAN ILLUSTRATION & PROJECTED SAVINGS

Gross loan repayment values (Before Savings)									
Loan Value Term	£1,000	£1,500	£2,000	£2,500	£3,000	£3,500	£4,000	£4,500	£5,000
1 Year / 12 Months	£83	£125	£167	£208	£250	£292	£333	£375	£417
1.5 Years / 18 Months	£56	£83	£111	£139	£167	£194	£222	£250	£278
2 years / 24 Months	£42	£63	£83	£104	£125	£146	£167	£188	£208
2.5 years / 30 Months	£33	£50	£67	£83	£100	£117	£133	£150	£167
3 Years / 36 months	£28	£42	£56	£69	£83	£97	£111	£125	£139

Employee Savings Calculations - 2020/21 Tax Year									
	£2,000 over 1 year	£3,500 over 2 years	£5,000 over 3 years	£2,000 over 1 year	£3,500 over 2 years	£5,000 over 3 years	£2,000 over 1 year	£3,500 over 2 years	£5,000 over 3 years
WITHOUT salary sacrifice									
Gross Salary	19,000	19,000	19,000	25,000	25,000	25,000	35,000	35,000	35,000
Personal Allowance	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500
NI Threshold	9,504	9,504	9,504	9,504	9,504	9,504	9,504	9,504	9,504
Taxable Income Tax @ 20%	6,500	6,500	6,500	12,500	12,500	12,500	22,500	22,500	22,500

	2,000	3,500	5,000	2,000	3,500	5,000	2,000	3,500	5,000
Net cost of Bike	1,360	2,380	3,399	1,360	2,380	3,399	1,360	2,380	3,399
Employee Saving (Total over loan term)	640	1,120	1,601	640	1,120	1,601	640	1,120	1,601

Employer NI savings Calculations - 2020/21 Tax Year									
	£2,000 over 1 year	£3,500 over 2 years	£5,000 over 3 years	£2,000 over 1 year	£3,500 over 2 years	£5,000 over 3 years	£2,000 over 1 year	£3,500 over 2 years	£5,000 over 3 years
WITHOUT salary sacrifice									
Gross Salary	19,000	19,000	19,000	25,000	25,000	25,000	30,000	30,000	30,000
NI Threshold	8,784	8,784	8,784	8,784	8,784	8,784	8,784	8,784	8,784
NI'able income	10,216	10,216	10,216	16,216	16,216	16,216	21,216	21,216	21,216
NI @ 13.8%	1,410	1,410	1,410	2,238	2,238	2,238	2,928	2,928	2,928
WITH salary sacrifice									
Gross Salary	19,000	19,000	19,000	25,000	25,000	25,000	30,000	30,000	30,000
Salary Sacrifice	2,000	1,750	1,667	2,000	1,750	1,667	2,000	1,750	1,667
Taxable Salary	17,000	17,250	17,333	23,000	23,250	23,333	28,000	28,250	28,333
NI Threshold	8,784	8,784	8,784	8,784	8,784	8,784	8,784	8,784	8,784
NI'able income									

	8,216	8,466	8,549	14,216	14,466	14,549	19,216	19,466	19,549
NI @ 13.8%	1,134	1,168	1,180	1,962	1,996	2,008	2,652	2,686	2,698
Employer NI Saving (Total over loan term)	276	483	690	276	483	690	276	483	690

annual saving 276 242 230

Potential annual employer savings based on 2,705 headcount (Council excluding Schools), Cyclescheme suggest average uptake of 3.83%

Average Loan value	£2,000
2% take up	£14,904
3% take up	£22,356
4% take up	£29,808
5% take up	£37,260

Report To:	EXECUTIVE CABINET
Date:	2 November 2020
Executive Member/Reporting Officer:	Councillor Brenda Warrington – Executive Leader Tracy Brennand – Assistant Director People & Workforce Development
Subject:	WORKFORCE GREEN TRAVEL OFFER - CAR LEASING SCHEME VIA SALARY SACRIFICE
Report Summary:	The report outlines the importance of a strong Green Travel Offer for the workforce with the opportunity to implement a car leasing scheme via salary sacrifice for employees of Tameside Council. The provision of a car leasing scheme as part of the Green Travel Offer will support the 'living well' corporate priority whilst also enabling cost savings for both the employee and the Council.
Recommendations:	<p>That Executive Cabinet be recommended to APPROVE that:</p> <ol style="list-style-type: none">(i) The Council implements a car leasing scheme via salary sacrifice for employees of Tameside Council (excluding Schools) to promote and enable greener travel where car is the chosen mode of transport(ii) The chosen provider from the lead 2 companies outlined in the report is NHS Fleet Solutions(iii) That the car leasing scheme be approved to include the following parameters:<ul style="list-style-type: none">• Sacrificed salary deduction cannot reduce pay below the minimum wage• One lease arrangement per employee• Approval is subject to meeting the required eligibility checks and signing the agreed terms for the salary sacrifice arrangement• Only employees who have successfully completed their probation period, and are not subject to a formal performance/capability process or with a live performance/capability warning are eligible to apply• Apply risk protection measures as built in costs where appropriate i.e. Family Cover to mitigate any potential financial loss.(iv) To place an emissions cap within the car leasing scheme at 110 – 120 g/km; steering individuals towards eco-friendly transport, but would continue to allow popular, lower emission, petrol cars to be included.(v) To pay the HMRC advisory fuel rates for company cars, as updated each quarter.(vi) that the scheme should be offered to School Staff
Link to Corporate Plan:	Creating a Green Travel Offer which includes a car leasing scheme with low emissions to improve air quality whilst also providing employer and employee saving opportunities supports the Living Well priority.
Policy Implications:	The proposals would be in line with existing policy matters.
Financial Implications:	The proposals set out in this report are intended to provide employees with a cost effective means of leasing a low emission

**(Authorised by the Section
151 Officer)**

vehicle. The salary sacrifice arrangement also provides the Council with savings on National Insurance and Employer Pension Costs. The value of savings to the Council will depend on the scheme provider and levels of take up but estimates range from circa £17k to over £100k per annum. Administration time for the Council is minimal and is expected to be managed within existing revenue budgets.

As set out in the report, the arrangements are intended to minimise the risk to the Council, however the financial risk cannot be eliminated entirely. In the event of an employee leaving the Council, there is risk that the Council may be liable for some termination fees. This risk is considered to be low, and needs to be considered in the context of potential savings.

The salary sacrifice arrangements also present potential financial risks to the employee in respect of implications for pension contributions and pensionable pay. The Council cannot provide financial advice to employees but must ensure that pension implications are clearly signposted.

Legal Implications:

**(Authorised by the Borough
Solicitor)**

The proposed details of the scheme are set out in the main body of the report. It would be advisable to consider undertaking an Equality Impact Assessment on the scheme.

In relation to the procurement of the scheme provider it is understood that this will be undertaken via an existing Framework Agreement. Advice should be taken from STAR in order to ensure that a compliant procurement route is undertaken and that the project officers are aware and understand the terms of the contract as under Framework Agreements there is not the option to negotiate bespoke terms. Therefore the project officers need to be content that the terms are acceptable to the Council.

It would also be advisable to give careful consideration to how the Council will manage any early termination of lease arrangements due to redundancy and/or dismissal.

Additionally extremely clear warning need to be given in respect of pension impact that employees need to acknowledge and sign up to avoid claims at a later date. This is because The Local Government Pension Scheme (LGPS) consider car leasing as a non-allowable benefit, which means that pension contributions and benefits are based on the salary after the lease amount has been sacrificed. This does produce a short term saving for the organisation as the employers' pension contributions are paid on the reduced salary and not the gross salary. However the longer term implication is reduced pension contributions from employees who participate in the scheme for the duration of the lease term.

Risk Management:

The risks of introducing such a scheme are set out in the report, in addition to what provisions are in place to mitigate such risk.

Access to Information:

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



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e-mail: jenny.dickie@tameside.gov.uk

1. INTRODUCTION

- 1.1. The organisation is committed to reducing its carbon footprint and encouraging our residents and workforce to become carbon literate and review their individual activity and the impact of this on our environment. Crucial to this is the ability to provide and promote a comprehensive Green Travel approach that enables the workforce to make the right choice for them whilst contributing and making a difference to the environment. The current circumstances provide an opportunity to review the current arrangements in place and improve the available package whilst encouraging greener modes of travel.
- 1.2. This report sets out a proposal to introduce a HMRC approved, green car leasing scheme via salary sacrifice to the employees of Tameside MBC.
- 1.3. Tameside & Glossop CCG already offer a salary sacrifice car leasing scheme to their employees, through the provider NHS Fleet Solutions. As a partner organisation in the Single Commissioning Group, selecting this provider would achieve a consistent approach to the reward offer for the workforce, whilst also engaging a public sector organisation.
- 1.4. Many local authorities (including Salford, Warrington, Trafford and Stockport), as well as the majority of NHS trusts within the North West of England, are taking advantage of the significant cost efficiency and duty of care benefits that salary sacrifice lease cars offer both the employer and the workforce.
- 1.5. The scheme allows an employer to provide employees with a brand new fully maintained and insured car, at a lower cost than they could normally achieve in the retail market.
- 1.6. The employee pays for their car over a two or three year period through a fixed reduction in their gross salary, via a HMRC approved salary sacrifice scheme.

2. CAR LEASING SACRIFICE SCHEME REQUIREMENTS

- 2.1. HMRC approved salary sacrifice schemes are popular and legitimate methods of reducing both the employers' and employees' tax liability in return for a benefit.
- 2.2. A salary sacrifice allows an employee to reduce (sacrifice) their salary by an agreed amount, equivalent to the value of a benefit provided by the employer. In this case the benefit is the leased car. The sacrificed pay thus avoids income tax and National Insurance Contributions (NICs).
- 2.3. Clearance for the scheme must be obtained from HMRC. Clearance is sought by the scheme provider, on behalf of the Council.
- 2.4. The eligibility criteria within the HMRC salary sacrifice rules are:
 - The arrangement must be for a minimum of 12 months
 - Employees cannot sacrifice below the National Minimum or Living Wage (age dependant)
 - Employees cannot sacrifice below the Lower Earnings Limit (currently £6,240pa / £120pw)
 - The scheme must be open to the majority of staff
 - Employees must agree to the salary sacrifice variation before being approved for the scheme.
- 2.5. As an alternative, employees could access the scheme via net deduction, as opposed to salary sacrifice. Net deduction schemes work well when an employee doesn't want their

pension affected, or for employees who cannot take part in a salary sacrifice scheme due to NMW / NLW restrictions.

2.6. The table below shows the impact on an employee's salary when choosing net deduction as opposed to salary sacrifice:

- Option 1: Salary Sacrifice
- Option 2: Net Deduction

Option 1

Salary Sacrifice	
Monthly Gross Salary Sacrifice:	£ 311.37
Savings on NI:	£ -37.36
Savings on Tax:	£ -56.48
Savings on Pension:	£ -28.96
Total savings per month:	£ -122.80
Monthly Take Home Pay reduced by:	£ 188.57
Monthly Car Tax Liability:	£ 81.50
Total cost per month:	£ 270.06

Option 2

Salary Deduction	
Deduction from (net) take home pay:	£ 317.13
Monthly car tax liability:	£ 5.38
VAT:	£ 63.42
Total cost per month:	£ 385.94

However, a net deduction scheme is less tax efficient, and employees make no savings using this scheme. Moreover, dependent upon the provider, savings to the Council are significantly reduced or non-existent. Therefore, it is recommended to promote the salary sacrifice scheme in the first instance, but net deduction schemes are an option dependent upon an individual's circumstances.

3. EMPLOYER BENEFITS AND RISKS OF A CAR LEASING SCHEME

3.1. There are a number of advantages to the Council of implementing a car leasing scheme, including:

- 'Green' credentials – by helping to remove old / energy inefficient cars and replace them with new cars which emit less CO2.
- There will be a reduction in employer NICs and pension contributions directly related to the amount that is salary sacrificed.
- Recruitment and retention - the scheme will aid the organisation's ability to recruit and retain employees, as easy access to a good-value car leasing deal is an attractive employee benefit. New recruits with existing car leasing arrangements to transfer into the scheme; enabling the organisation to realise new savings and the new recruit to continue to enjoy their existing benefit (subject to employer scheme discretions).
- Compliance / duty of care – cars owned by employees but used for work make up what is known as a 'grey fleet'. The Council is liable for ensuring that employees are licensed, taxed, insured and that their cars are roadworthy. New cars leased through the salary sacrifice arrangement being proposed dramatically reduce the organisation's liability as the lease cost to the driver includes insurance, servicing and maintenance of the vehicle, breakdown cover as well as tyre and windscreen replacement.

3.2. Whilst the scheme has a number of benefits, there are also risks; some of which have a financial implication. Risks include:

- The Local Government Pension Scheme (LGPS) consider car leasing as a non-allowable benefit, which means that pension contributions and benefits are based on the salary after the lease amount has been sacrificed.
- This does produce a short term saving for the organisation as the employers' pension contributions are paid on the reduced salary and not the gross salary. However the longer term implication is reduced pension contributions from employees who participate in the scheme for the duration of the lease term.
- One of the main risks relating to the scheme is early termination fees. Whilst the providers have measures in place to mitigate such risk from the organisation, in some circumstances the Council would be liable for any outstanding costs that cannot be recovered from the employee e.g. when an employee leaves without working their notice period.
- Risks vary depending upon the scheme provider, and are explored in more detail below.

4. EMPLOYEE BENEFITS AND RISKS OF A CAR LEASING SCHEME

4.1. There are also a number of advantages to the employee of the Council implementing a car leasing scheme, including:

- Ultra-Low Emission vehicles – tax-savings possible for vehicles emitting 75g/km of CO2 or less, which now includes a growing choice of popular vehicles from leading manufacturers
- New car at low monthly rates – the monthly cost to the employee is competitive with the retail market, plus it comes with additional connected benefits e.g. insurance and maintenance
- Wide choice of cars
- Key features of the scheme for employees include no credit checks, no deposit and comprehensive insurance for employees (including business use) and at least 2 additional drivers (subject to employer discretions)
- Ability to purchase at the end of contract – employees can obtain a price to purchase their vehicle (determined by the leasing company at current market value) at the end of their lease period.
- Employees agree to a reduction in salary, equivalent to the value of the vehicle. The sacrificed pay thus avoids income tax and National Insurance Contributions (NICs), creating savings for the employee.

4.2. Whilst providing a great benefit to the employee, the scheme does also present some risks, such as:

- Pension contributions are based on the salary after the lease amount has been sacrificed, which means for the duration of the scheme, the employee's contribution to their pension is reduced. Taking advantage of a car leasing scheme needs to be considered carefully by each employee, and the effect on pension needs to be balanced against any financial saving through the scheme.

- For LGPS members on a career average scheme, the reduced salary will impact on the calculation of the employee's career average pay. For LGPS members with a final salary pension scheme, the reduced salary amount will be taken as the final years pay if a member has a leased car via a salary sacrifice in their final year of employment,. Furthermore, if a member is due to retire, or needs to retire earlier due to ill health or on efficiency grounds during the salary sacrifice term, pension benefits would be reduced. As an alternative, employees could access the scheme via net deduction, as opposed to salary sacrifice.
- Following the lease term, employees will be liable for any excess mileage and / or damage that is in excess of the fair wear and tear levels outlined in the terms and conditions.

5. PROVIDING A GREEN SCHEME

- 5.1. In April 2020, HM Treasury introduced a significant incentive for drivers to consider “greener” salary sacrifice vehicles.
- 5.2. From 2020/21, fully electric cars will be free of benefit-in-kind taxation for drivers, when provided as a benefit by employers. Small increases of only 1% and 2% of vehicle list price will follow in subsequent years.
- 5.3. To achieve an increased take-up to the scheme it is recommended to place an emissions cap at 110 - 120 g/km, rather than just an Ultra-Low Emission Vehicle (ULEVs) offer, to allow employees who may have a reasonable need to drive a small petrol car for commuting purposes, or who would not have the ability to install a home charging point i.e. flats, listed buildings, homes on main roads etc.
- 5.4. Placing the emissions cap at 110 – 120 g/km offers an eco - friendly option, but would allow popular petrol cars to be included, thus increasing the take – up rates, resulting in higher savings for the organisation whilst providing a green travel offer to support the objective to improve air quality and sustainable green travel.

6. EXTENDING THE SCHEME TO SCHOOL EMPLOYEES

- 6.1. Teachers are subject to national pay and conditions, and car leasing schemes via salary sacrifice are not approved, and therefore the salary sacrifice proposal cannot be extended to include teachers.
- 6.2. However, teachers would be able to participate in the scheme via net deduction. Whilst net deduction schemes are less tax efficient, allowing teachers to participate in the scheme demonstrates the organisation's commitment to being a good employer by providing an inclusive approach to employee benefits and supporting the green agenda across the whole workforce.
- 6.3. Support staff in schools that are not on Teachers terms and conditions would be able to participate in the salary sacrifice scheme. This would allow schools to realise the cost savings that the scheme provides, as outlined in this report. Schools would be responsible for the associated costs and liability within the scheme, as outlined in the report.
- 6.4. In addition, the inclusion of school staff in the scheme would provide an opportunity for SLA income, as the administration costs would be considered as part of the SLA charge.

- 6.5. Any risk / liability arising from the scheme would lie with the school. For example, schools would be liable for any outstanding costs that cannot be recovered from the employee, such as when an employee leaves without working their notice period.
- 6.6. This additional risk could negatively impact a school's budget. Therefore, as part of the process, schools need to be aware of the risks in order to manage them appropriately.

7. SELECTING A PROVIDER

7.1. The following schemes were identified via the Council approved procurement Crown Commercial Services (CCS) Framework, and were considered for adoption:

- Fleetcare
- NHS Fleet Solutions
- Tusker Direct

7.2. Fleetcare was selected for consideration due to specialising in providing the scheme to the public sector. After meeting with the providers, Fleetcare was removed as a consideration due to:

- Risks around costs e.g. early termination, damages etc.
- Their online portal was not as advanced – employees would not have access to live quotations, and orders were taken over the phone.
- More involvement with administration was required of the Council, which would increase resource costs.

NHS Fleet Solutions

7.3. NHS Fleet Solutions was selected for consideration as they are the existing provider for Tameside & Glossop CCG's car leasing scheme, and therefore this would provide consistency in employee benefits across the strategic commission.

7.4. NHS Fleet Solutions is a department of Northumbria Healthcare NHS Foundation Trust (NHCT), and their customer base is exclusively public sector; including Warrington, Stockport and Trafford Councils.

7.5. NHCT is the largest user of the scheme; with 1,400 of their 10,000 employees (14%) driving salary sacrifice cars.

7.6. The key points of the NHS Fleet Solutions scheme are:

- A guaranteed fixed surplus of £700 per car, per year in savings for the Council; regardless of the type of car selected
- All applicants will automatically receive a net deduction quote as an alternative to salary sacrifice. This is a good option for employees who wish to avoid their pension entitlement being adversely affected. However, each net deduction order only generates £450 fixed surplus for the Council (as opposed to £700 for salary sacrifice)
- There are no admin fees to the Council
- Leases are for 2 or 3 year periods, depending on the employee's preference. Employees pay the same monthly cost for the whole period of the lease

- Everything is packaged up in one price for the employee, with no additional costs; including comprehensive insurance, windscreen repair, breakdown, road tax, full maintenance and tyres
- After the end of the lease term, employee pays for any damage or any excess mileage, and receive a quote to purchase the car
- Online platform for employees that provides live quotations and a secure, paperless order approval system (including NMW / NLW checker)
- A free mobile app (includes copy of insurance certificate and contact numbers for breakdown and tyre / windscreen replacements)
- Employees will also have access to an employee engagement team, live chat and a dedicated helpline for anyone that can't access the internet.
- Drivers can add up to 4 additional drivers (subject to employer discretion / scheme rules)
- Low administration - employee applies online, which sends an email to the Payroll and Pensions Team; who have to confirm the employee has entered the correct salary / working hours / tax code / and whether they have any other salary sacrifices
- All marketing materials provided
- P11D information supplied annually to support the Payroll Team with the HRMC return
- Dedicated experienced field-based account manager
- Quarterly onsite review meetings (or less frequently, if preferred)
- Driver debts are chased by NHS Fleet Solutions, for up to three months per incident i.e. parking fines, speeding tickets.
- Annual licence check completed directly with the DLVA
- The employee pays the agreed monthly cost for their chosen vehicle via salary sacrifice. NHS Fleet Solutions then invoice the Council, which can be done either monthly or annually (CCG currently pay invoices monthly for their car leasing scheme)

7.7. The following projection is based on the £700 surplus per car, per year; with a workforce of 2,500 employees.

Low Take Up	2020/21	2021/22	2022/23
Participation	1.00%	2.00%	3.50%
Cars	25	50	88
Annual income £	17,500	35,000	61,600
Cumulative income £	17,500	52,500	114,100
Medium Take Up	2020/21	2021/22	2022/23
Participation	1.50%	3.00%	5.00%

Cars	38	75	125
Annual income £	26,600	52,500	87,500
Cumulative income £	26,600	79,100	166,600
High Take Up	2020/21	2021/22	2022/23
Participation	2.00%	4.50%	8.00%
Cars	50	113	200
Annual income £	35,000	79,100	140,000
Cumulative income £	35,000	114,100	254,100

- NHS Fleet Solutions will mitigate risk and cost to both the employer and employee in the delivery of the salary sacrifice scheme. One of the main risks relating to the scheme is early termination fees. On a 3 year agreement, early termination fees are calculated on the basis of 5 x monthly payments if terminated in year 1 of the agreement, 3 x monthly payments if terminated in year 2, and 1 x monthly payment if terminated in year 3. For a 2 year agreement, early termination fees are calculated on the basis of 3 x monthly payments if terminated in year 1, and 1 x monthly payment if terminated in year 2. The early termination penalties are made clear in the employee's contract.
- NHS Fleet Solutions indemnifies the employing organisation against non-payment of early termination fees in the following situations:
 - NHS Fleet Solutions will endeavour to charge the employee any contractual termination fees, however should that prove unsuccessful; the costs will be met by NHS Fleet Solutions and not the Council (providing the Council has given NHS FS 14 days' notice of the employee's impending departure)
 - Should the employee remain in employment with the Council, the termination fee should be recovered from their salary. If this is not possible, the Council will not be liable for this cost
 - Family cover (for maternity / paternity / adoption / shared parental) can be provided at a cost of £10 per month for all employees joining the scheme. The Council has the option to make this cost mandatory, and it will be automatically built in to the employee's costs when they receive their quotation. This protection will reimburse fleet solutions lease charges in respect of the vehicle, up to £3,000 or 6 months costs, whichever is the lowest. The period covered will be the date the employee can no longer sacrifice the required level of salary to meet their contractual obligations until the date the driver resumes employment.
- Should an employee return from family leave on a reduced number of hours resulting in the requirement to terminate the agreement e.g. falling below NMW / NLW, the contractual early termination penalty will apply. The Council would be liable for the early termination penalty. However, these costs could then be recovered through a net deduction of the employee's salary.
- In the event an employee falls below NMW / NLW following a reduction in contractual hours or grade, this constitutes a termination and will result in a termination penalty. The Council would be liable for the early termination penalty. However, these costs could then be recovered through a net deduction of the employee's salary.

- In the event an employee has a period of long term sickness and enters in to statutory pay or no pay, the employee is able to keep the car whilst they are not in work, and the Council will continue to pay the monthly invoice. However, as the employee will have fallen below NMW/NLW, the Council is not able to recover these costs from the employee's salary. In this instance, once the employee returns to work and thus returns to normal pay, the Council would extend the variation to contract period and the employee would continue to pay the outstanding monthly costs after the lease term has ended.
- In the event of loss of licence on medical grounds / diagnosis of a terminal illness or death in service; the car is returned to NHS Fleet Solutions and **no** early termination penalties will apply.
- NHS Fleet Solutions recommends ring-fencing £90 per car, per year to act as a contingency pot; should the Council need to cover any outstanding costs that cannot be recovered from the employee.

Tusker Direct

7.8. Tusker was selected for consideration as they are the market leaders for salary sacrifice car schemes and currently have 530 live schemes with the majority in the public sector; including neighbouring GM Authorities.

7.9. The key points of the Tusker scheme are:

- Savings to the Council can be between £600 and £865 per car, per year; dependent on an employee's choice of car. However, Tusker's average employer saving is approximately £650 per car, per year.
- There is an option to access the scheme via net deduction as opposed to salary sacrifice. However, this provides no savings to the Council or the employee.
- No admin fees to the Council
- All servicing and maintenance of the vehicle is included in the monthly salary reduction along with fully comprehensive motor insurance and the option to add up to 2 additional drivers
- Tusker has one number to call should the employee have any vehicle query, need to book a service or to speak to a member of the team. There is also a live chat facility available via the scheme website
- Everything is packaged up in one price for the employee, with no additional costs; including comprehensive insurance, windscreen repair, breakdown, road tax, full maintenance and tyres
- Leases are for 3 years – employee costs change across all 3 years but employee is shown this on the portal, prior to ordering
- After the end of the lease term, the employee pays for any damage or any excess mileage, and receives a quote to purchase the car, should they choose to
- Annual licence check completed directly with the DLVA
- A fully – branded, online platform for employees that provides live quotations and a secure, paperless order approval system (including NMW / NLW checker)

- Staff would also have access to an employee engagement team, live chat and a dedicated helpline for anyone that can't access the internet.
- Low administration - employee applies online, which sends an email to the Payroll and Pensions Team; who have to confirm the employee has entered the correct salary / working hours / tax code / and whether they have any other salary sacrifices
- P11D information supplied annually to support the Payroll Team with the HMRC return
- The Council is invoiced on the 1st working day of each month, following the employee's salary sacrifice reduction on the 15th of the previous month
- Provisions for resignation, redundancy, retirement, loss of driving licence, ill health, death in service. In these circumstances the arrangement is ended and the car returned at no cost
- Additional protection for employers whereby Tusker will assume risk for dismissal, reduced hours and bad leavers (as long as the Council have demonstrated that all reasonable measures have been taken to recover the money owed from the employee directly).
- For maternity / paternity / adoption leave - once the employees pay reaches statutory level the employee will be unable to make any further reductions. In these circumstances the scheme protection is enabled and the employee has nothing further to pay until they return to work. There is no 'catch up' period on returning to work for the employee. The Council will continue to receive monthly invoices from Tusker and these will need to be paid in line with the agreed payment terms. On the employee's return to work or resignation following their period of maternity, paternity, adoption or shared parental leave, the monthly gross salary sacrifice will be credited to the Council for a maximum of 12 months and up to £500 a month.
- In the event an employee has a period of long term sickness and enters in to statutory pay or no pay, the Council will continue to receive monthly invoices from Tusker and these will need to be paid in line with the agreed payment terms. On the employee's return to work following their period of long-term sick leave, the monthly gross salary sacrifice will be credited to the Council for a maximum of 6 months and up to £500 a month. Alternatively, if the employee has had the car for more than 18 months and is not able to return to work, but is not resigning from their employment, the Council can choose to return the car at no cost instead of requesting a reimbursement from Tusker The protection is valid from the Sick Leave commencement date until the date the employee resumes employment or leaves their employment.
- If an employee's circumstances change due to reasons within their control, they will be liable to pay an Early Termination Charge to return the vehicle early.
- The employee is responsible for all early termination costs. Where costs can't be recovered from final salary, the Council just has to demonstrate all reasonable measures have been taken to recoup the costs from the employee directly. Where this has been demonstrated, Tusker provide full risk mitigation, and the Council will not be charged
- Tusker's early termination charges are set out in the table below:

Number of Months Remaining on the Agreement	Number of Gross Reductions	
1	1	NO Early Termination charge for Resignation, Redundancy, Retirement or TUPE after 3 months
2-11	2	
12-17	3	
18-23	4	
24-29	5	
30+	6	

Should an employee incur an Early Termination Charge, this will be invoiced by Tusker to the Council, to recharge onto the employee. Typically, this is collected through an employee's final net salary, or the Council can request payment in full where insufficient funds are available from salary.

- Tusker develop a rolling 12 month events calendar including live events, competitions and campaigns in order to market the scheme
- All marketing materials provided

7.10. The following projection is based on Tusker's estimate of an average £650 savings per car, per year; with a workforce of 2,500 employees.

Low Take Up	2020/21	2021/22	2022/23
Participation	1.00%	2.00%	3.50%
Cars	25	50	88
Annual income £	16,250	32,500	57,200
Cumulative income £	16,250	48,750	105,950
Medium Take Up	2020/21	2021/22	2022/23
Participation	1.50%	3.00%	5.00%
Cars	38	75	125
Annual income £	24,700	48,750	81,250
Cumulative income £	24,700	73,450	154,700
High Take Up	2020/21	2021/22	2022/23
Participation	2.00%	4.50%	8.00%
Cars	50	113	200
Annual income £	32,500	73,450	130,000

Cumulative income £	32,500	105,950	235,950
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7.11. See **Appendix A** for a comparison of both providers on the main aspects of the scheme.

8. PENSION CONSIDERATIONS

- 8.1. The Local Government Pension Scheme (LGPS) consider car leasing as a non-allowable benefit, which means that pension contributions and benefits are based on the salary after the lease amount has been sacrificed.
- 8.2. This does produce a short term saving for the organisation as the employers' pension contributions are paid on the reduced salary and not the gross salary. However the longer term implication is reduced pension contributions from employees who participate in the scheme for the duration of the lease term.
- 8.3. Under the current 'defined benefit' scheme rules, if a member has a leased car via a salary sacrifice in their last year of employment, the reduced salary amount will be taken as the final years pay. If an employee is in the career average scheme then the reduced salary will have an impact on the calculation of the career average salary. Furthermore, if a member is due to retire, or needs to retire earlier due to ill health or redundancy during the salary sacrifice term, pension benefits would be reduced. Alternatively, employees could access the scheme via net deduction, as opposed to salary sacrifice.
- 8.4. No employee in the pension scheme will be able to proceed with their order without having first agreed to read the financial impact of the salary sacrifice on their defined benefit, upon retirement. Taking advantage of a car leasing scheme needs to be considered carefully by each employee, and the effect on pension needs to be balanced against any financial saving through the scheme.
- 8.5. The decision is the employees to take, and the organisation cannot offer advice in this respect.
- 8.6. It is a requirement of teacher's national terms and conditions that they must receive their specified annual salary in full and without deduction. The only exceptions being the salary sacrifice for childcare vouchers. For this reason, teachers are not permitted to participate in the salary sacrifice scheme.

9. EMPLOYEE EXPENSES

- 9.1. Employees are able to claim expenses when using a car for work purposes.
- 9.2. HMRC set out advisory rates payable for employers dependent on whether the employee is using their own vehicle or a company car, however, employers may choose to pay above these rates with the excess being taxable.
- 9.3. At present, the Council pays the advisory rate for mileage for those who use their own car for work purposes, currently 45p per mile. The same approach for company cars will be applied.
- 9.4. The HMRC advisory fuel rates for company cars, reviewed on a quarterly basis (1 March, 1 June, 1 September and 1 December), with the current rate as at 1 September 2020, are shown below:

Engine Size	Rate per Mile	
	Petrol	Liquefied Petroleum Gas (LPG)
1400cc or less	10p	7p
1401cc to 2000cc	12p	8p
Over 2000cc	17p	12p

Engine Size	Rate per Mile
	Diesel
1600cc or less	8p
1601cc to 2000cc	10
Over 2000cc	12p

10. WORKFORCE ANALYSIS AND COST BENEFIT

10.1. The Council has 2,689 employees (as of April 2020, excluding schools).

10.2. Based on the expected take up of 1.5% in the first year of the scheme, expanding to 5% in year 3; here is a summary of the expected savings for the Council (based on 1 car per participating employee):

NHS Fleet Solutions	2020/21	2021/22	2022/23
Participation	1.50%	3.00%	5.00%
Cars	38	75	125
Annual income £	26,600	52,500	87,500
Tusker	2020/21	2021/22	2022/23
Participation	1.50%	3.00%	5.00%
Cars	38	75	125
Annual income £	24,700	48,750	81,250

10.3. This cost analysis is based on a modest take up, using an average monthly amount sacrificed per employee.

10.4. Savings to the Council if using Tusker are based on their average lease value but could be greater than forecast if higher value cars are selected. However, NHS Fleet Solutions provide a guaranteed surplus of £700 per car, per year, regardless of the lease value.

10.5. This saving could grow with promotion of the salary sacrifice scheme. Amongst some participating organisations, the take up rate has increased to 9%. If participation increased to just 8% then the Council could achieve annual savings of approximately £140k per annum with the NHS scheme.

10.6. There are currently 14 active participants in the Tameside & Glossop CCG Car Leasing Scheme, through the provider NHS Fleet Solutions. This equates to a take-up rate of approximately 14%.

11. FINANCIAL & RESOURCE CONSIDERATIONS

11.1. On-going administration of the scheme would be managed through the Payroll & Pensions Team. Administrative tasks would be relatively minimal, and involve confirming the employee has entered the correct salary / working hours / tax code / and whether they have any other salary sacrifices.

11.2. The Payroll & Pensions team would need to set up a new salary sacrifice scheme for the car provision to enable the salary sacrifice deductions in the HR/Payroll system. To create the scheme in the HR/Payroll system, support from an external consultancy firm is required to ensure the scheme is set up accurately to meet HMRC requirements and calculates pay and statutory payments correctly, which would incur a cost. Estimated support time is 2 days at a cost of £1,000 per day, totalling £2,000.

11.3. There are no costs to the Council to access the frameworks and there are no launch costs or ongoing costs from either provider.

11.4. Whilst the providers have measures in place to mitigate risk from the organisation, in some circumstances the Council would be liable for any outstanding costs that cannot be recovered from the employee e.g. when an employee leaves without working their notice period or where the notice period does not provide sufficient time to recover the outstanding costs. In these circumstances the debtors process would be followed to recover the costs.

12. IMPLEMENTATION CONSIDERATIONS

12.1. The selected provider would apply for the scheme clearance from HMRC on behalf of the organisation, at no extra cost.

12.2. The car leasing scheme via salary sacrifice will require some additional employer checks to ensure that the salary reduction does not reduce the employee's income below the appropriate minimum level for that individual. The HMRC website states: "A salary sacrifice arrangement cannot reduce an employee's cash earnings below the National Minimum Wage rates." This is likely to affect very few staff, if any.

12.3. Much of the scheme administration / liaison is dealt with by the scheme provider, except for e-sign off of employee lease car application forms (i.e. employee meets any eligibility criteria, salary above minimum earnings limit etc.); invoice processing; and payroll instructions.

12.4. Copies of digitally signed authorisations to sacrifice salary are held in a secure web portal and can be printed or saved locally on an employee's employment record.

12.5. Management information relating to scheme take up, accident management etc. would be delivered by the scheme provider as per the contract agreement between them and the Council.

12.6. Following the completion of the Council's formal governance process, implementation could be achieved within 1-2 months with the chosen provider.

13. PROCUREMENT

- 13.1. In order to engage the services of a scheme provider, the Council would need to go through the required procurement process, managed by STAR Procurement. The provider can be engaged through an approved framework.

14. RISKS

- 14.1. The proposed option is not free from risk as it requires compliance with the HMRC. Appropriate monitoring systems will be in place to ensure compliance to minimise these risks.
- 14.2. Pension contributions are based on the salary after the lease amount has been sacrificed, which means for the duration of the scheme, the employee's contribution to their pension is reduced. Taking advantage of a car leasing scheme needs to be considered carefully by each employee, and the effect on pension needs to be balanced against any financial saving through the scheme.
- 14.3. The longer term implication is reduced pension contributions from employees who participate in the scheme for the duration of the lease term.
- 14.4. For LGPS members with a final salary pension scheme, the reduced salary amount will be taken as the final years pay if a member has a leased car via a salary sacrifice in their final year of employment. If an employee is in the career average scheme then the reduced salary will have an impact on the calculation of the career average salary. Furthermore, if a member is due to retire, or needs to retire earlier due to ill health or redundancy during the salary sacrifice term, pension benefits would be reduced.
- 14.5. Only employees who have successfully completed their probation period, and are not subject to a formal performance/capability process or with a live performance/capability warning are eligible to apply.
- 14.6. In order to further mitigate risk, it is recommended that only 1 lease arrangement per employee is permitted.
- 14.7. Employees are liable for excess mileage costs and damage that exceeds the fair wear and tear limits set out in the scheme's terms and conditions. Employees must sign to agree to early termination / damage costs prior to being approved for the scheme.
- 14.8. Whilst the providers have measures in place to mitigate risk from the organisation, in some circumstances the Council would be liable for any outstanding costs that cannot be recovered from the employee e.g. when an employee leaves without working their notice period.
- 14.9. The Council is liable for ensuring that employees are licensed, taxed, insured and that their cars are roadworthy. New cars leased through the salary sacrifice arrangement being proposed dramatically reduce the organisation's liability as the lease cost to the driver includes insurance, servicing and maintenance of the vehicle, breakdown cover as well as tyre and windscreen replacement.
- 14.10. If the scheme became 'unrecognised' by Government, then the benefit-in-kind tax on ULEVs would increase. The scheme would still be operable, and the advantages around nil-deposit, no credit checks and all-inclusive package would still ensure the scheme remained competitive. The disadvantage would be that employer and employee savings would be reduced. However, this is highly unlikely to occur, given the Government's commitment to the zero carbon agenda.

- 14.11. If the Government were to completely ban all car lease schemes via salary sacrifice, then the scheme would close to any new orders and the existing leases would be managed to the end of their contracts.
- 14.12. The potential financial gains could be significant and therefore effective management of the potential risks are worthwhile.

15. RECOMMENDATIONS

- 15.1. As set out at the beginning of the report.

APPENDIX A

Comparison of Providers – Key Features

Key Feature	NHS Fleet Solutions	Tusker
Council Savings per Year	A guaranteed £700 per car, per year	Savings can range between £600 and £865 per car, per year; dependent upon the type of car. Tusker advise using £650 per car, per year; to estimate savings to the Council
Net Deduction Scheme	Guaranteed surplus would be reduced to £450 per car, per year	No savings to the Council or the employee
Administration Fees	No Administration Fees	
Lease Term	2 or 3 years, dependent upon the employee's preference and MNW/NLW thresholds taken in to account	3 years
Expected Uptake	An average of 3% take – up is expected in the first 3 years of the scheme. Warrington has an uptake of 9%	
Invoicing	Can be done monthly or annually, whichever is preferred	1 st of each month
Insurance	Insurance provided by Alliance. Insurance is a fixed cost, built in to each employee's monthly cost. Employee's insurance is fully comprehensive and includes business use.	Insurance provided by Aviva. Employee's insurance is fully comprehensive and includes business use.
Average Cost to the Employee	£300 per month (on average, car dependent), for the whole term of the lease	Costs change across the 3 years. Employee is shown the costs across all 3 years before they order
Home Charging Point	£6 per month, added on to an employee's monthly cost	No Cost
Multiple Cars?	It is recommended that only 1 lease arrangement per employee is allowed for the first 12 months of the scheme; after which time a review of the scheme success will be undertaken to determine whether this should be increased to a maximum of 2 lease arrangements per employee at any one time.	
Included in the Monthly Cost	Includes full servicing, maintenance, fully comprehensive insurance (including business use), replacement tyres, road tax, RAC European Cover, Driver Support, 24hr Accident Management, annual driver licence check	
Additional Drivers	Up to 4 additional drivers (premium for under 21s)	Up to 2 additional drivers (premium for under 21s)
Payroll & Pensions Team Involvement	Low administration - employee applies online, which sends an email to the Payroll and Pensions Team; who have to confirm the employee has entered the correct salary / working hours / tax code / and whether they have any other salary sacrifices. Payroll then have to make the correct amendments in the iTrent system to set up the salary reduction	

Payroll Information	<p>Monthly Payroll deduction report - provider does P46 report to HMRC</p> <p>Monthly MI reports</p> <p>P11D report provided annually for all participating employees</p>	
Risks	<p>Under the terms and conditions of the scheme the employee agrees to meet all costs associated with the scheme and where relevant (fines, excess mileage or damage for example) net salary deductions can be made.</p> <p>NHS Fleet Solutions will endeavour to charge the employee any contractual termination fees, however should that prove unsuccessful; the costs will be met by NHS Fleet Solutions and not the Council (providing the Council has given NHS FS 14 days' notice of the employee's impending departure)</p> <p>Family cover (for maternity / paternity / adoption / shared parental) will be provided at a cost of £10 per month for all employees joining the scheme.</p> <p>In the event an employee falls below NMW / NLW following a reduction in contractual hours or grade, this constitutes a termination and will result in a termination penalty. If the employee has entered into additional salary sacrifice agreements (e.g. Childcare, cycle to work) since the variation of contract date relating to the vehicle, resulting in the employee no longer being able to meet their contractual obligations – NHS Fleet Solutions will not indemnify the employer against the penalty in these scenarios.</p>	<p>Under the terms and conditions of the scheme the employee agrees to meet all costs associated with the scheme and where relevant (fines, excess mileage or damage for example) net salary deductions can be made.</p> <p>Where costs can't be recovered from final salary, the Council just has to demonstrate all reasonable measures have been taken to recoup the costs from the employee directly. Where this has been demonstrated, Tusker provide full risk mitigation, and the Council will not be charged</p>
Damages / Excess Mileage	<p>Employee is liable for any damage that is in excess of fair wear and tear. Employees will need to sign the itemised damage, and</p>	

	costs will be redeemed from the following month's salary. Any excess mileage will also be paid for at the end of the lease period.	
Available on a Framework?	Available on Crown Commercial Services and ESPO	
Online Portal	Online platform for employees that provides live quotations and a secure, paperless order approval system (including NMW / NLW checker) Also has a free mobile app	Online platform for employees that provides live quotations and a secure, paperless order approval system (including NMW / NLW checker)
Other GM Authorities?	Stockport, Trafford and Warrington	Salford
Implementation Timeframe	2-4 weeks	4-6 weeks

Report to:	EXECUTIVE CABINET
Date:	2 November 2020
Executive Member:	Councillor Oliver Ryan Executive Member for Finance and Growth
Reporting Officer:	Jayne Traverse, Director of Growth
Subject:	INCLUSIVE GROWTH STRATEGY 2021-26
Report Summary:	This reports sets out the vision, aims and priorities of the emerging Tameside Inclusive Growth Strategy 2021-26 along with a timeline for consultation and adoption.
Recommendations:	<p>Executive Cabinet are recommended to:</p> <ol style="list-style-type: none">1. Review the draft Inclusive Growth Strategy for consultation2. Approve the commencement of the consultation on the Draft Inclusive Growth Strategy with a minimum consultation period of 6 weeks.3. Note the Economic Baseline Report and to make it available as part of the consultation with the public.
Corporate Plan:	This Strategy supports activity and outcomes across all priorities in the Corporate Plan.
Policy Implications:	Effective Inclusive Growth for Tameside's economy is cross cutting and supports delivery of the Corporate Plan.
Financial Implications: (Authorised by the statutory Section 151 Officer & Chief Finance Officer)	<p>Before any costs are expended in delivering this strategy they will need to be identified and agreed. This may be from within existing resources or as individual reports and their action plans are considered the funding/costs will be included as part of the report.</p> <p>In respect of the consultation, any costs that are incurred will be funded from within existing resources in the service.</p>
Legal Implications: (Authorised by the Borough Solicitor)	<p>As set out in the main body of this report a significant amount of work has already been undertaken, including engagement with other organisations to develop the draft to its current point. However it is still an evolving document and strategy as the next stage is consultation with the public.</p> <p>12 weeks is the recommended period for consultation as endorsed by both common law and statute but in all cases the period of consultation needs to be reasonable and proportionate for the consultation to be meaningful matter being consulted on and the circumstances of the consultation eg during a pandemic in order for it to be meaningful.</p> <p>It is understood that the project team are aware of the additional challenges that consulting at this current time poses and they are of the view that the proposed 6 weeks consultation period will be an adequate period for effective consultation although accepting that the consultation period will be extended if required.</p> <p>Members need to determine whether they are satisfied that the period is sufficient given the current circumstances and whether an equality impact assessment should be undertaken on the consultation to reduce the risk of challenge and to determine</p>

whether further time required for consultation.

The outcome of the consultation will then be fed back to Members for their further consideration together with a further draft of the strategy

Risk Management:

The delivery of the Strategy will require the Council in particular to manage high level risks effectively in transforming our economy through an inclusive growth approach.

Access to Information:

David Berry Head of Economy, Employment and Skills

Background Information:

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



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1. INTRODUCTION

- 1.1 The draft Inclusive Growth Strategy 2021-26 (attached **Appendix A**) sets the vision, aims, priorities and delivery plans to transform Tameside by harnessing the strengths and opportunities of people, land health and digital. Inclusive Growth for Tameside's economy will deliver economic growth for all by enabling all Tameside's residents to access opportunities. The emerging vision, aims and priorities were considered by Executive Board on the 4 March 2020. The Strategy will be dependent on a range of partners working across private, public and voluntary sectors to deliver out plans. In the development and production of this strategy we have ensured that the idea of inclusiveness is practiced in engagement in and delivery of our practical work.
- 1.2 The Strategy will provide detail to the Corporate Plan on how we realise and deliver overarching priorities. The Inclusive Growth Strategy will provide our local response to the Greater Manchester (GM) Local Industrial Strategy and sits at the centre of a range of core local strategies that are interdependent, these include:
- Tameside Housing Strategy (in development)
 - Tameside Strategic Asset Management Plan (in development)
 - GM Combined Authority (GMCA) 5 year Environment Plan
 - Tameside Local Plan (in development)
 - GM Spatial Framework (in development)
 - Tameside Locality Plan
- 1.3 The Strategy will deliver across all of the priorities in the Corporate Plan. The Strategy will be parent to sub delivery plans that further evidence the work across wider determinant strands such as health and poverty.
- 1.4 The Strategy has been informed by the GM Local Industrial Strategy, Independent Prosperity Review 2019 and Tameside Economic Baseline Review 2020. Wider studies, reports and research documents have also informed this work including the emerging Tameside Housing and Asset Management strategies. The Tameside Economic Baseline Review is attached as **Appendix B** and provides the core evidence base for this strategy.
- 1.5 The Strategy has been developed by a project team led by the Growth Directorate and team members drawn from GMCA, TMBC Policy and Communications, Operations and Neighbourhoods, Population Health, Digital and Education.

2. VISION, AIM, PRIORITIES

- 2.1 The vision for the Strategy (page 6) is:
"Tameside will be a place where our residents can Start Well, Live Well and Age Well".
- 2.2 The Strategy will use the following definition of inclusive growth set by the OECD:
"Economic Growth that creates opportunity for all segments of the population and distributes the dividends of increased prosperity, both in monetary and non-monetary terms, fairly across society".
- 2.3 The 13 aims set out in the Strategy (page 7) cover a wide range of ideas and areas of work that would need to be adopted for success. This includes an underpinning aim to build back better from COVID19. This strategy was developed prior to the COVID19 Pandemic and remains a robust response to Tameside's Inclusive Growth strengths, challenges and opportunities. Tameside's Economic Resilience and Recovery to COVID19 is integrated within this Strategy and our main aims and priorities remain unchanged.
- 2.4 The following strengths, challenges and opportunities are set out in the Strategy.
- Strengths (page 9 onwards)

- Location
- Infrastructure
- Strong Manufacturing and Engineering Sector
- Integrated strategic commissioning for health
- Challenges (page 16 onwards)
 - Pay, productivity, skills and health
 - Sectoral spread
 - Development space and building stock
 - Housing
- Opportunities (page 24 onwards)
 - St Petersfield
 - Ashton Moss
 - Highly connected Town Centres (digital)
 - Health Innovation
 - Housing regeneration

2.5 The Strategy has 24 priorities (page 47 onwards) across the 13 aims. The 24 priorities are focused on delivery of our projects, programmes and major pieces of work; this will reflect the nature of the Strategy in being targeted on physical delivery. Each priority will have a detailed delivery plan sat underneath to capture the depth and breadth of the work that will take place.

2.6 The delivery of the Strategy will require the Single Commissioning Organisation to play a lead role in the delivery of inclusive growth in our economy. The priorities have been compiled on the basis of the Council in particular acting as a creative and interventionist force that is prepared to invest and manage high levels of risks to deliver transformative change to the borough.

2.7 The 24 priorities are integrated/set against the following areas, plans and strategies.

- Inclusive Growth Strategy aims – clear line of sight
- Corporate Plan – clear line of sight to support investment
- GM Local Industrial Strategy – clear line of sight to support future bids
- Success Measures – clear measures for success (the Strategy has adopted the Corporate Plan measures although will need to be reviewed based on the impact of recession and ongoing economic shocks caused by COVID19 impact).
- Delivery partners – core delivery partners and in some cases lead organisations
- Inclusivity – appraisal of contributing to inclusive economic growth.

2.8 The evidence base for the Strategy has been provided from the primary sources set out below.

- Economic Baseline report 2020 (produced by Hatch Regeneris) (**Appendix B**)
- GM Independent Prosperity Review

3. **TIMELINE**

3.1 We aim to adopt this work through Tameside Executive Cabinet in December 2020 following a consultation and engagement exercise with stakeholders in October 2020. We will ensure that practical delivery continues to take place whilst the strategy is in development. The timeline is set out below.

- Development of strategy and evidence base – December 2019 to May 2020
- Draft for review – Executive Board 7 October 2020
- Draft to approve for public consultation (including stakeholder sessions) – Executive Cabinet 2 November 2020
- Public stakeholder consultation and engagement (including with youth council) – 4 November - 16 December 2020 for 6 weeks

- Draft for review alongside consultation findings – Executive Board 6 January 2021
- For adoption – Executive Cabinet 27 January 2021

4. BUSINESS INVOLVEMENT AND DELIVERY

- 4.1 The private sector will deliver much of the Strategy through the creation of new businesses, jobs and increased productivity. The building blocks of the inclusive growth are provided by private enterprise and other sectors working together to evolve current practices and approaches. The Tameside Prosperous Board has recently been reviewed and refreshed with the creation of the Tameside Prosperous Network.
- 4.2 In setting up the new Prosperous Network the Council will also lead in the creation of a new Inclusive Growth Board. This Board will be chaired by Cllr Oliver Ryan (Executive Member Finance and Growth) and lead on the implementation of the Inclusive Growth Strategy and associated cross cutting Public Service Reform projects with Lead Executive Members involved as appropriate in the delivery and monitoring of the Inclusive Growth Strategy.

5. CONSULTATION

- 5.1 The proposed consultation will run 4 November – 16 December 2020 (6 weeks) subject to approval. The consultation questions are set out in **Appendix C** for information/review. The consultation will take the following approach set out below. Face to face session will not be held due to the COVID19 pandemic, the project team will ensure that all groups have the opportunity to contribute through networks or bespoke consultation mechanisms:
- Online
 - Virtual stakeholder/partner workshops
 - One to one virtual stakeholder/partner sessions
 - Youth Council virtual workshop
- 5.2 The consultation findings will inform the final draft to be considered for adoption in January 2020.

6. CONCLUSION

- 6.1 The draft Tameside Inclusive Growth Strategy 2021-26 is provided for comment prior to any formal consultation in October 2020.

7. RECOMMENDATIONS

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

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INCLUSIVE GROWTH

STRATEGY 2021-26

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“ *Growing the economy and reducing poverty are not separate areas of activity. Poverty is caused by unemployment, low wages and insecure jobs, lack of skills, and high costs (especially for housing)... Inclusive Growth requires not only the creation of good jobs, but for people in poverty to be connected to them.* ”

Joseph Rowntree Foundation

TAMESIDE HAS A RICH HISTORY OF SOCIAL AND ECONOMIC LEADERSHIP AND INDUSTRIAL INNOVATION. THIS STRATEGY WILL FOCUS ON ENSURING THAT THE QUALITY OF LIFE, HEALTH AND HAPPINESS OF OUR PEOPLE IS IMPROVED, BY GOOD EMPLOYMENT, WITH GREATER SECURITY AND BETTER PAY. IT WILL BENEFIT OUR BUSINESSES BY IMPROVING PRODUCTIVITY AND WILL PROVIDE FOR PROACTIVE PUBLIC SERVICE REFORM IN A THRIVING, VARIED, INCLUSIVE ECONOMY.

We are continuing to build a successful, clean, modern, digitally enhanced economy that makes for both better businesses and better lives. Our actions will create opportunity for new businesses, new and better ways of doing business and for new jobs.

This approach is now even more important in the face of the impact of the COVID-19 Pandemic, in the drive to “Build Back Better” and recover from the economic and social effects of the COVID-19 lockdown with a greener, more productive and equitable economy.

Whilst the pandemic will undoubtedly have a major impact on the borough’s economy, the general principles that we lay out in our vision and aims, our strengths and opportunities and the challenges which we must address, still apply. This is a view that is shared by the GMCA, who are standing by the general principles of the GM Strategy, and the GM Local Industrial Strategy. The actions and projects outlined in our priorities now become even more vital for us, to drive forward a recovery from COVID-19 that benefits all our residents.

We have sector strengths in advanced manufacturing, and health and the infrastructure in place to grow digital tech and creative businesses. We will use the advantages of our location and infrastructure to attract people, businesses, tourists, and investment into Tameside, continuing to invest and innovate to grow our inclusive economy.

We are determined to enable more people to enjoy better work and employment, by developing towns and employment areas where modern businesses can succeed, enabling more residents and communities to fulfil their potential. This inclusive growth approach will mean that economic gains are felt, as well as seen across the whole of Tameside.

This Strategy will deliver the next phase of our success as we develop key employment sites such as St Petersfield and Ashton Moss, digital and transport infrastructure to drive our recovery and skills and employment programmes to bring long term benefit to all our residents and businesses.



Councillor Oliver Ryan
Executive Member
(Finance & Economic
Growth)



OUR RECENT SUCCESSSES INCLUDE;

- Investing in high quality education facilities through our £42m Vision Tameside programme.
- The Tameside Youth Employment Scheme and Business Grant have helped our young people to take their first step into sustainable careers creating or supporting 450 jobs and apprenticeships for young people.
- The Council's approach to integrating partners across the borough has seen us make the Working Well programme truly beneficial for our residents with 2479 provided with one to one support and 563 entering into employment.
- The rebirth of Ashton Old Baths is helping to grow our digital sector with 70 jobs created and a data centre brought to the borough.

- The Hattersley Regeneration project, which has renewed the housing stock and improved the transport infrastructure and public realm in one of our most deprived centres.
- Securing £10m of funding to support the delivery of the Godley Green Garden Village development.
- Leading on the formation of a co-operative of public and private partners to deliver digital infrastructure in the borough, which has seen us take the lead nationally on improving access to super-fast broadband, making us the 6th best connected borough in the country.

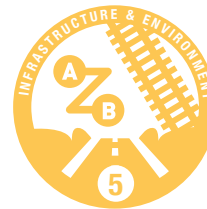
VISION

‘TAMESIDE WILL BE A PLACE WHERE OUR RESIDENTS CAN START WELL, LIVE WELL AND AGE WELL.’

Tameside Council and partners have defined a clear vision that the borough will be a place where our residents can Start Well, Live Well and Age Well.

TAMESIDE CORPORATE PLAN SETS OUT THE FOLLOWING PRIORITIES:

- The very best start in life, where children are ready to learn and encouraged to thrive and develop.
- Aspirations and Hope through learning and moving with confidence from childhood to adulthood.
- Resilient families and supporting networks to protect and grow our young people.
- Opportunities to fulfil their potential through Work Skills and Enterprise.
- Modern Infrastructure and a sustainable Environment that works for all generations and future generations.
- 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.
- Independence and activity in older age, and dignity and choice at the end of life.



This Inclusive Growth Strategy plays a major role in how the Corporate Plan vision is delivered. It provides detail on how the Council and its partners across all sectors, will work together to help grow the borough’s economy in a way that supports our residents, by providing the right physical and digital infrastructure, development space, skills development, business support and investment to help businesses and workers to reach their potential.

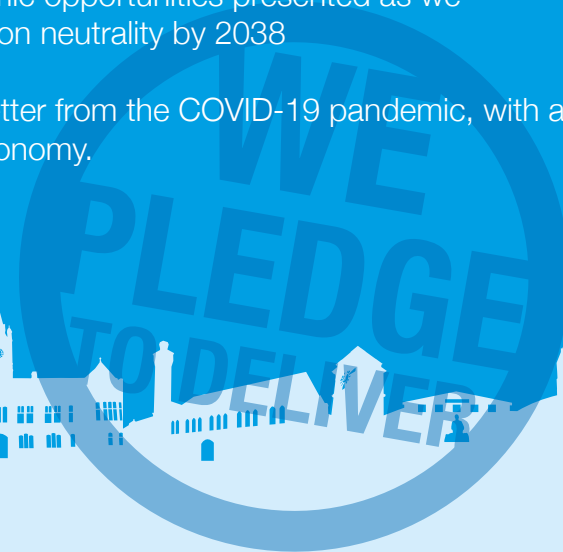
AIMS

TAMESIDE WILL HAVE A VIBRANT 21ST CENTURY INCLUSIVE ECONOMY, PROVIDING SKILLED JOBS, WHICH SUPPORT OUR RESIDENTS TO LIVE HAPPY, HEALTHY LIVES.

TO DO THIS WE PLEDGE TO DELIVER ON THESE AIMS IN THE NEXT FIVE YEARS:

1. Increase the number of high skill, high paying jobs in the borough.
2. Increase skills across our whole population.
3. Increase productivity across our whole economy.
4. Encourage, start and grow new businesses and social enterprises, with more varied business models such as more co-operatives and community enterprises.
5. Direct local spend to support local SMEs and social enterprises grow.
6. Ensure that our transport system links our residents to jobs and services.
7. Make our Town Centres hubs for living, culture, employment and services.
8. Increase quality, affordability and choice in the borough's housing offer.
9. Use the Public Sector Estate to support start-ups, social enterprises and charities to deliver and grow and to drive development and regeneration.
10. Deliver the digital and transport infrastructure needed to grow our economy.
11. Enable an inclusive digital and creative economy for people and business.
12. Seize the economic opportunities presented as we transition to carbon neutrality by 2038
13. To Build Back Better from the COVID-19 pandemic, with a greener, fairer economy.

This Strategy has been developed in conjunction with a wide range of strategy and policy documents (such as the Greater Manchester Local Industrial Strategy) with the evidence base provided by the Tameside Economic Baseline Report.



“

Inclusive Growth... is Economic Growth that creates opportunity for all segments of the population and distributes the dividends of increased prosperity, both in monetary and non-monetary terms, fairly across society.

”

**Organisation for
Economic
Co-operation and
Development 2015**



STRENGTHS

Guided by the UK Industrial Strategy and the research done by the Greater Manchester Independent Prosperity Review, the Greater Manchester Local Industrial Strategy has focused on capitalising on the City Region’s biggest opportunities. It has looked at how the city region can be a 21st century global pioneer at the centre of the Fourth Industrial Revolution – including in health innovation, advanced materials, and digital and creative industries. We will ensure that Tameside is able to respond to this, and make sure that the borough is best placed to take advantage of the opportunities where our strengths can help deliver the growth that will be driven by this approach: The Tameside Economic Baseline report assessed Tameside’s positions with the key opportunities in the GM LIS

Whilst Tameside is currently lagging behind in the number of DMCT companies and workers, the council’s investment in Ashton Old Baths, with a new data centre, and Dark Fibre infrastructure has improved our ability to grow and attract employers in the sector.

Focus on... Digital, Media, Creative and Tech (DMCT)

CURRENT OVERVIEW

JOBS (2018)

Number	1,895
% of all jobs	3%
LQ vs England	0.4
% Change (2011-16)	+19%

BUSINESSES (2019)

Number	1,215
% of all businesses	20%
LQ vs England	0.8
% Change (2012-17)	+13%

LOCAL SPECIALISMS

Manufacture of jewellery and related articles

400 jobs; LQ = 2

Architectural activities

10 jobs; LQ = 1.1



COMPETITIVE POSITION

Tameside’s proximity to GM as a leading digital city-region, the roll-out of the dark fibre network and the quality of life offer presented by the proximity to the Pennine Moors.

KEY ASSETS

- Competitive digital infrastructure offer: ‘Dark’ fibre and Tier 3 Data Centre
- DMCT premises offer such as Ashton Old Baths
- Tameside Co-operative Network
- Affordable location for sites & premises
- Proximity to digital and creative clusters in GM including MediaCityUK, The Sharp Project and GM HEIs
- Proximity to GM HEI offer providing graduate talent and higher level skills; Tameside HACK

TRENDS

- Digital transformation accelerating innovation and productivity across all sectors
- Rise of online shopping and changing consumer behaviour
- Increased automation and adoption of AI technologies
- Rise of immersive technologies
- High skill / low skill occupational polarisation
- Big data
- Rise of self-employment in the sector

OPPORTUNITIES

- Leverage digital assets to maximise gigabit capable connectivity (full fibre and 5G) to residential and commercial premises
- Digital skills development i.e. new Digital Skills Partnership
- Digital business support ecosystem to support digitalisation of the business community
- Digital access to services, learning and information
- Investment in AI related R&D to boost productivity
- Transferability of DMCT skills and products to other opportunity sectors i.e. AME, Clean Growth
- Increased demand for transport and logistics as a result of rapid growth in e-commerce Growth in the visitor economy driving creative sector demand
- UK strengths in computation, software tools/design and content, data analytics and wider strengths in media will drive economic opportunity

THREATS

- Resilience of digital network to meet increased demand
- Automation impact on jobs / sectors
- Overseas competition
- Availability of sites and premises to accommodate employment growth
- Changing skill requirements including access to digital skills
- Need to attract and retain higher skilled (L4+) to facilitate innovation and competitiveness

Source: UKBC and BRES, ONS (2019)

STRENGTH

STRENGTHS

The borough's historic strengths and existing base of innovative engineering and manufacturing companies, places it in a prime position to drive forward the city region's ambitions to be a global leader in Advanced Manufacturing and Materials.

Focus on... Advanced Manufacturing & Materials

CURRENT OVERVIEW

JOBS (2018)	
Number	3,825
% of all jobs	5%
LQ vs England	1.2
% Change (2011-16)	-10%

BUSINESSES (2019)	
Number	395
% of all businesses	6%
LQ vs England	1.5
% Change (2012-17)	+1%

LOCAL SPECIALISMS

Manufacture of medical and dental instruments

600 jobs; LQ = 3.6

Engineering activities and related technical consultancy

700 jobs; LQ = 3.0



Source: UKBC and BRES, ONS (2019)

COMPETITIVE POSITION

The manufacturing sector in Tameside is large and productive and a key driver of economic growth. Advanced Manufacturing & Materials is an important sub-set of the broad manufacturing sector, driving higher value added activity. Tameside is well served by road, rail, sea and air, with excellent connections to industry primes and suppliers.

KEY ASSETS

- Digital infrastructure ('Dark' fibre)
- Proximity to R&D centres of excellence in advanced materials in GM
- Access to tailored business support programmes such as Made Smarter
- Tameside College Advanced Technology Centre & the Centre for Construction Skills
- Proximity to GM HEI offer providing graduate talent and higher level skills

TRENDS

- Industrial digitalisation and automation
- Decarbonisation & energy efficiency / Circular economy approaches
- Advanced materials & additive manufacturing
- Regulation & trade impacts
- Electrification & battery technology

OPPORTUNITIES

- Supply chain opportunities in major projects i.e. HS2, local transport investments i.e. Ashton Interchange, Mottram Bypass, Metrolink extension, new stations, major housing development at Godley Green
- Sector growth prospects in areas of UK competitive advantage i.e. aerospace, pharma & tech intensive
- Process innovation such as 3D printing, additive & composite manufacturing and rise of plastic electronics
- Low carbon agenda / environmental sustainability
- Exploitation of digital and leadership skills to drive productivity gains
- Supply chain opportunities linked to major projects and Tier 1 activity
- New markets opened up by new trade deals
- Reshoring from overseas
- Growing demand for customised products
- Increased demand for manufactured goods in cities linked to population growth and urban mobility demand

THREATS

- Impact of proposed new 'Advanced Materials City' development
- Increased automation impacting on employment demand
- Post Brexit impact on investment, trade patterns & workforce
- Increased regulation
- Overseas competition
- Availability of sites and premises to accommodate demand
- Ageing workforce
- Changing skill requirements



STRENGTHS

Health innovation is vital in increasing resilience against future pandemics, and in dealing with the challenge of an ageing population. Tameside's combined governance model and digital infrastructure puts it in a unique position to act as a testbed and development centre for innovative treatments and approaches to public health. This is already being demonstrated by the adoption of digital tools in remote treatment.

Focus on... Health Innovation

CURRENT OVERVIEW

JOBS (2018)

Number	10,025
% of all jobs	14%
LQ vs GB	1.3
% Change (2011-16)	+22%

BUSINESSES (2019)

Number	195
% of all businesses	3%
LQ vs GB	1.1
% Change (2012-17)	+15%

LOCAL SPECIALISMS

Manufacture of pharmaceutical preparations

150 jobs; LQ = 2.4

Hospital activities

6,000 jobs; LQ = 1.7



COMPETITIVE POSITION

Tameside is home to two NHS trusts, and Tameside Hospital which is one of the Borough's largest employers. Tameside has an innovative 'Care Together' delivery model integrating the CCG with Tameside Council through a Single Commissioning Function to improve health and social care outcomes.

KEY ASSETS

- Tameside College and redevelopment plans at Beaufort Road campus for Health & Social Care
- Proximity to GM HEI offer providing STEM talent
- Proximity to GM health innovation cluster including leading research facilities, existing health innovation companies, six large teaching hospitals
- Proximity to key projects such as the Pankhurst Centre for Research in Health, Technology and Innovation

TRENDS

- Demographic change (population growth and ageing factors) driving demand
- Rise of people living with two or more health conditions
- Medical advances improving population health and care outcomes
- Financial sustainability goals driving delivery cost efficiencies and care model innovation
- Digital transformation and evolution of e-health
- Flexible work patterns (rise of part time contracts)

OPPORTUNITIES

- Devolved funding to deliver health-related investment locally
- Delivering place-based approaches and integrated services for health, employment and other services e.g. Working Well Health Pilot
- Maximise social value benefit from health care commissioning
- Health innovation including life sciences, medical technologies/ devices, and e-health
- Supply chain opportunities created by a growing ageing population with diverse health care needs

THREATS

- Widening health inequalities
- Public health crisis / impact of pandemics on the future delivery of healthcare
- Ageing population pressures on future healthcare services
- Ageing workforce leading to high replacement demand
- Impact of Brexit on workforce
- Skill shortages and recruitment difficulties
- Impact of public sector austerity
- Competition with established health innovation/life science clusters elsewhere in the UK



Source: UKBC and BRES, ONS (2019)

STRENGTHS

Tameside Council has committed to the aims within the Greater Manchester 5 Year Environment Plan, which contains urgent actions that we need to take in the next 5 years to put us on the path to carbon neutrality by 2038. In addition, the Council declared a Climate Emergency in February 2020, which aims to make the Council's operations net-zero carbon in line with the GM commitment to do so by 2038. Clean growth is central to our aims of addressing these issues as well as ensuring that we build back better from the COVID-19 pandemic. The borough's commitment to actions, its advanced manufacturing and engineering sector and digital infrastructure means it is well positioned to deliver reduced emissions but also to seize the economic opportunities the mission to reach the carbon zero target presents.

Focus on... Clean Growth

CURRENT OVERVIEW

JOBS (2018)

Number	360
% of all jobs	1%
LQ vs GB	1.1
% Change (2011-16)	+16%

BUSINESSES (2019)

Number	5
% of all businesses	0.1%
LQ vs GB	0.4
% Change (2012-17)	0%

LOCAL SPECIALISMS

Waste treatment and disposal

350 jobs; LQ = 3.6

Source: UKBC and BRES, ONS (2019)

COMPETITIVE POSITION

Through the Tameside Low Carbon Strategy the borough is actively looking at how to make best use of physical and natural resources. The borough has an active role to play in de-carbonising the local economy and maximising the contribution of the natural capital of the Pennine Moors.

KEY ASSETS

- Energy Gain UK as a Tameside employer specialising in natural energy technologies
- Proximity to GM HEI offer providing STEM talent
- Proximity to GM scientific research base and expertise around generation, storage and low carbon technologies
- Key developments and projects including housing, employment sites, Tameside Interchange, Trans-Pennine Upgrade
- GM roll out of district heating networks

TRENDS

- Energy policies, environmental legislation and climate change resilience
- Energy transition and shift to a low carbon future creating new electrical supply and consumption patterns
- Reducing heat demand of new developments
- Shift to low carbon transport requires new infrastructure

OPPORTUNITIES

- Large scale investment in UK energy and infrastructure
- Population growth and demand for accompanying infrastructure and housing including Godley Green Garden Village
- Implementation of Smart Cities agenda
- Ambitious government targets for new homes and carbon neutral living by 2038 in GM
- Long term public infrastructure projects such as HS2 and NPH rail strategy, and local transport upgrades & investment
- Growth opportunities related to low carbon heat; recovery/recycling; building technologies/retrofit; ultra-low emission vehicles; changing electrical distribution network; low carbon developments
- Investment in innovative energy technology
- Supporting industry to shift to clean growth and stimulate local supply chain development
- Government investment e.g. 'Transforming Construction – Manufacturing Better Buildings Programme'

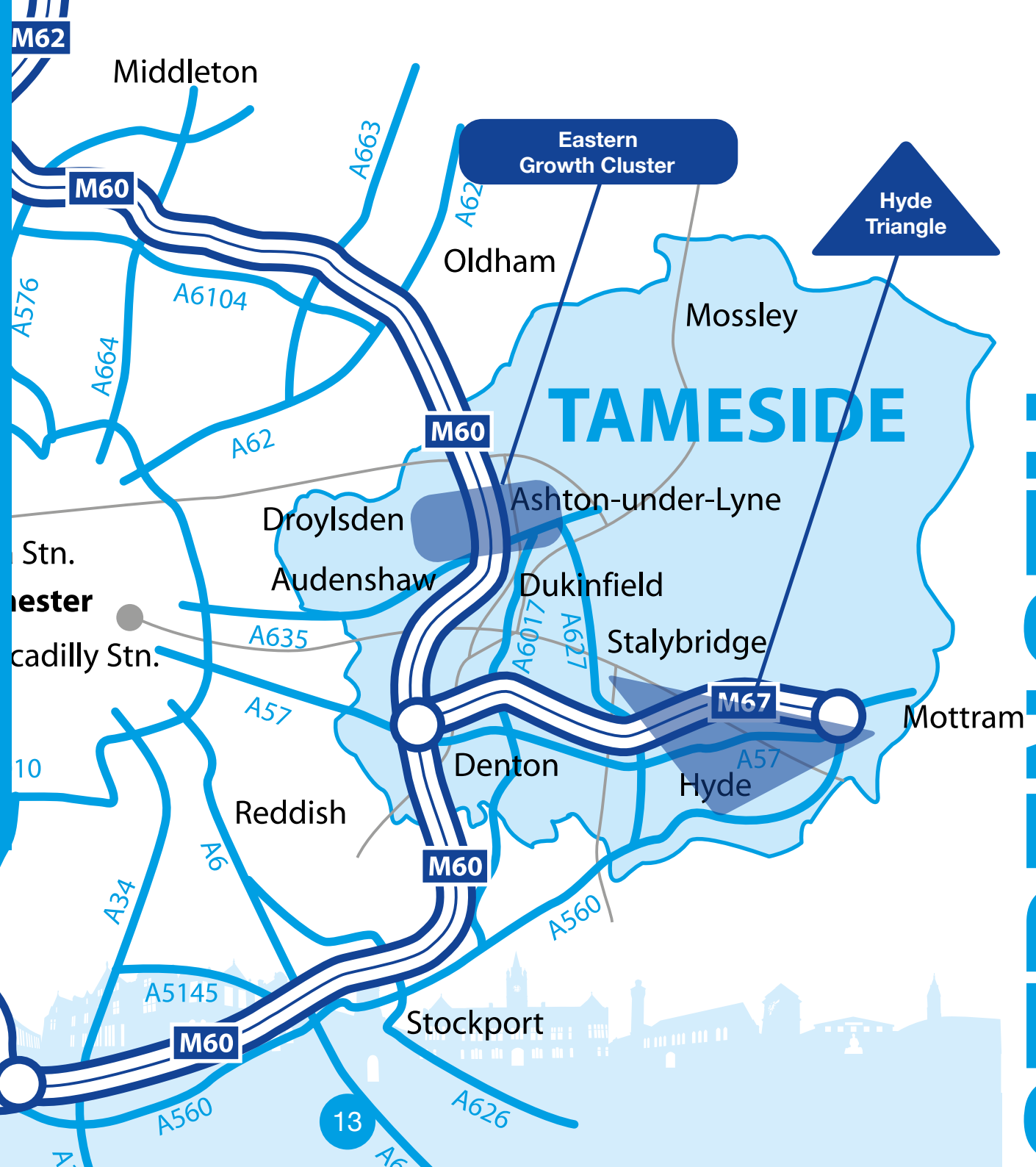
THREATS

- Regulatory framework impacting on decarbonisation requirements and driving business adaption
- Access to finance to fuel innovation and growth
- Willingness to adapt and embrace sustainable technologies
- Changing skill requirements and replacement demands
- Ensuring waste, processing, and energy distribution networks keeps pace with new developments
- Flood resilience



STRENGTH: LOCATION AND QUALITY OF LIFE

Sited in the east of Greater Manchester, Tameside enjoys the benefit of being at the centre of the Northern Powerhouse region, close to both thriving cultural and economic hotspots and the tranquillity of national parks. Tameside's position, with its proximity to key economic growth drivers, and leisure and recreation offers makes the borough an ideal location for businesses looking for links and ease of access to markets and skills bases across the north, as well as for skilled workers wanting to live within a commutable distance of Manchester and Leeds, whilst enjoying an excellent quality of life. The success of the Hattersley regeneration project, where the newly delivered housing have been some of the developer's fastest selling properties in the country are a testament to this.



STRENGTH

STRENGTH: CONNECTIVITY – DIGITAL AND STRATEGIC TRANSPORT INFRASTRUCTURE

The borough is able to take advantage of its central location due to its excellent regional and national transport connectivity. The M60 and M67 run through the borough, meaning that our town centres and industrial hubs are all within close proximity to junctions providing easy access to the national motorway network. The borough's towns are excellently served by local rail services connecting them across the city region, whilst the trans-Pennine service running east to west across the northern powerhouses' key Liverpool to Hull corridor.

This physical connectivity is supplemented by the Borough's excellent digital infrastructure. The dark fibre network installed throughout Tameside by Cooperative Network Infrastructure has lifted the borough to 6th on Think Broadband's measure of best connected areas.

STRENGTH: A DIVERSE MANUFACTURING AND ENGINEERING SECTOR

Tameside history as one of the county's great workshops, is reflected in our incredibly strong and varied base of Engineering and manufacturing firms. With around 11,000 people employed in the sector it has the highest proportion of workers in the sector per head of population in Greater Manchester.

The borough has always been at the forefront of industrial technical development, and, with an LQ of 1.5 for business numbers, has a particularly strong thread of advanced manufacturing and engineering companies in the strategically important area of the sector. There are also numerous companies operating in the supply chains of key potential

national growth sectors such as chemicals and coatings, electrical control systems, nuclear, aerospace, automotive and energy saving / low carbon technologies.

There is a base of more traditional manufacturing businesses in the borough, referred to in the GM LIS as foundational businesses. The Tameside Economic Baseline report shows a LQ of 2.1 for the sector as a whole.

As the IPR's work on clustering and supply chains has shown, established supply chains and skills bases are key indicators and drivers of success in attracting and developing newer industries in a locality.

This broad and diverse sector is now supported by the Tameside College Advanced Technology Centre, a facility of City Regional importance, which has established close relationships with industry to provide excellent training to apprentices from companies such as Siemens.



STRENGTH - INTEGRATION OF STRATEGIC COMMISSIONING FOR HEALTH

Tameside was the first borough to take advantage of the powers handed down in the GM devolution deal around the commissioning of health services. Since 2016 the development of the Strategic Commissioning Function (SCF) between Tameside MBC and Tameside and Glossop Clinical Commissioning Group (CCG) has been highly successful.

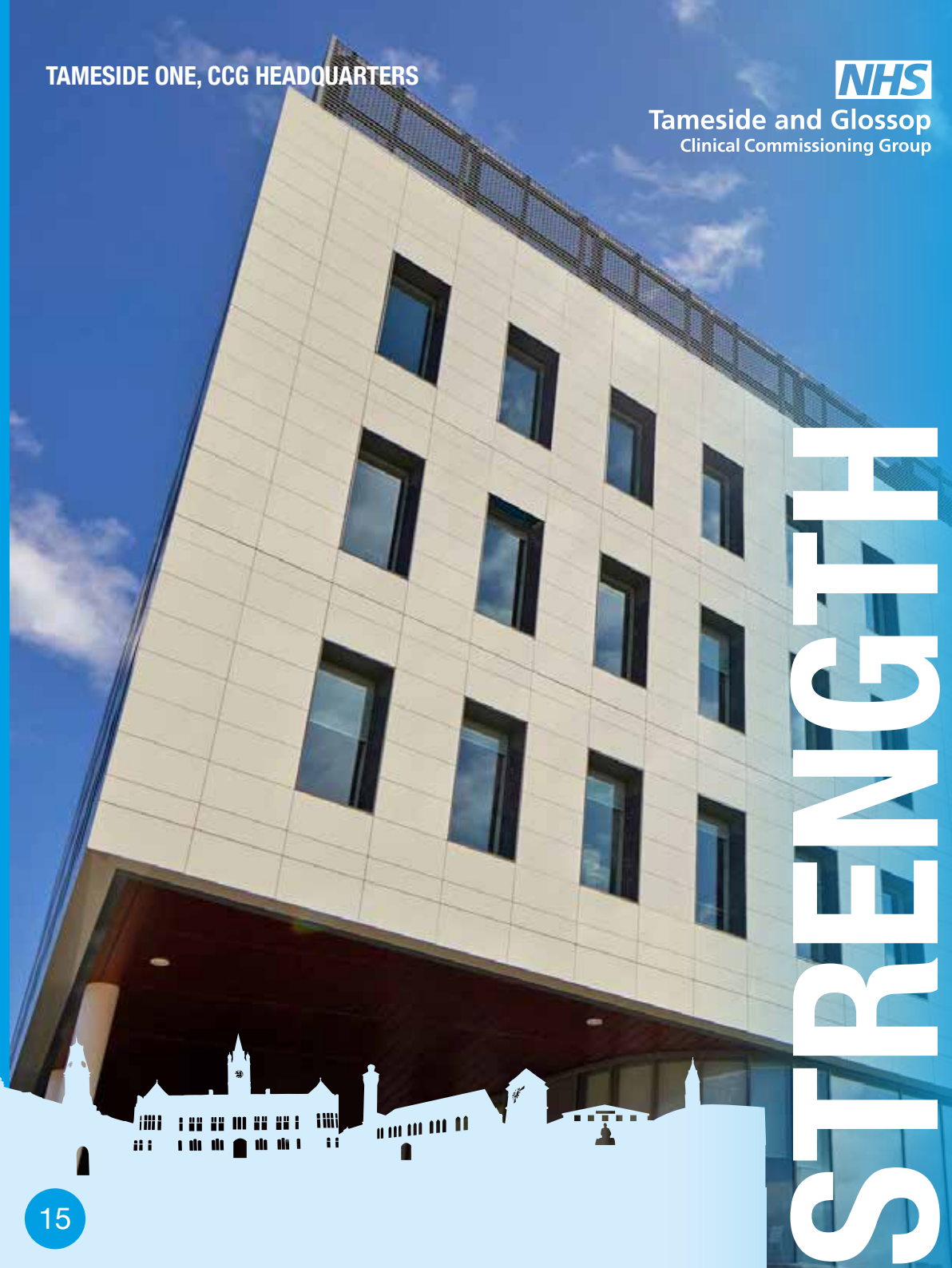
The SCF allows for a single place-based commissioner focused on wider Public Service Reform alongside key health outcomes. With the Council Chief Executive now also the CCG Accountable Officer, alongside a substantive integrated management structure, the alignment of Social Care and Health strategies and priorities in the borough is starting to bear fruit.

The new structure has allowed for streamlined governance and decision making, the rationalisation of joint funding arrangements, alignment to the single leadership structure and single budget reporting. Further to this alignment of governance and strategy, there is an emerging ability to innovate and work across teams, with e-Health services being a particular area of interest for the borough, supported by a combined IT service and the borough's dark fibre network connecting the Hospital and GP surgeries to their Data Centre in Ashton Old Baths.

TAMESIDE ONE, CCG HEADQUARTERS



Tameside and Glossop
Clinical Commissioning Group

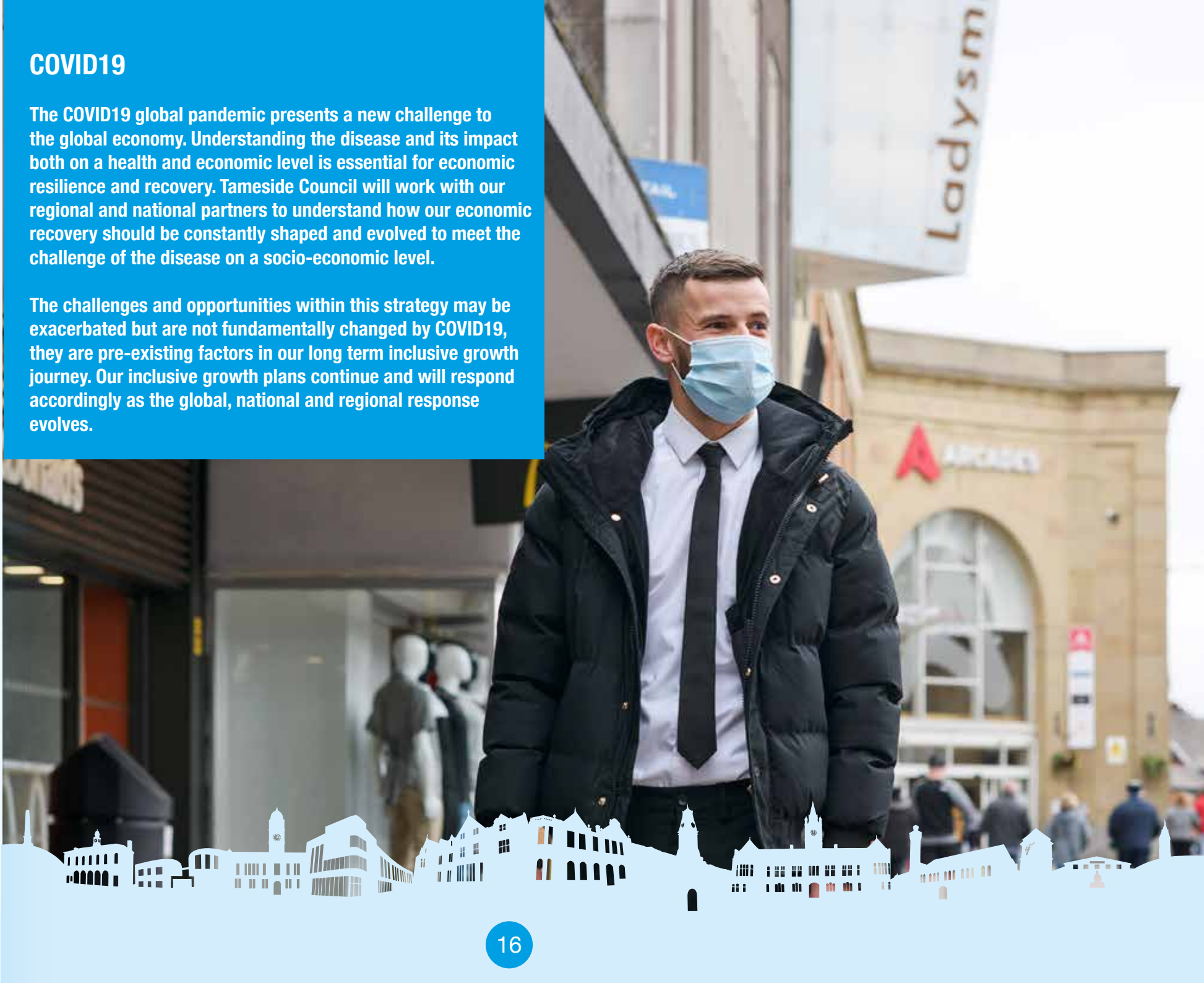


STRENGTH

COVID19

The COVID19 global pandemic presents a new challenge to the global economy. Understanding the disease and its impact both on a health and economic level is essential for economic resilience and recovery. Tameside Council will work with our regional and national partners to understand how our economic recovery should be constantly shaped and evolved to meet the challenge of the disease on a socio-economic level.

The challenges and opportunities within this strategy may be exacerbated but are not fundamentally changed by COVID19, they are pre-existing factors in our long term inclusive growth journey. Our inclusive growth plans continue and will respond accordingly as the global, national and regional response evolves.



PAY, PRODUCTIVITY, SKILLS AND HEALTH

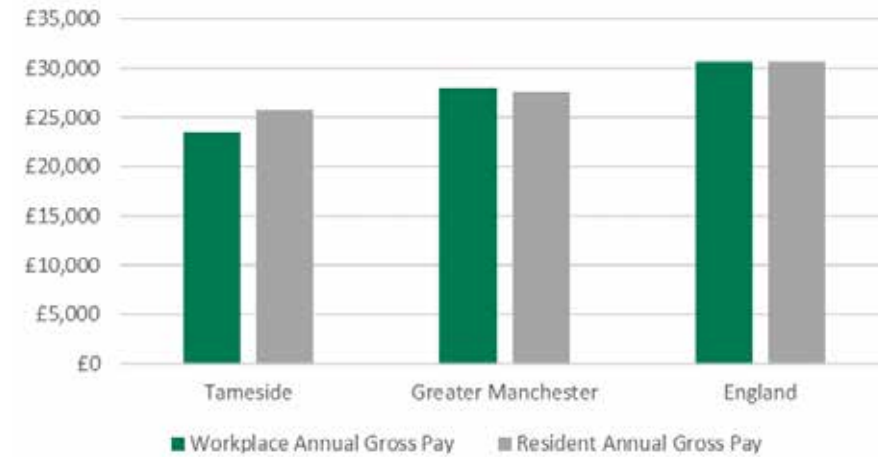
The four key challenges in the borough are increasingly understood to be entwined and are considered together in this inclusive growth strategy.

The long standing challenges of low levels of skills attainment, poor health outcomes, low levels of productivity, and the number of our residents who are low paid are intrinsically linked and can only be addressed with an approach that recognises this. The GM Independent Prosperity Review took a particularly in depth look at what factors may be responsible for the City Region's poor productivity performance compared to the UK average. The two main contributing factors in the view of the report were the ongoing issues of low skills levels and the poor health outcomes being experienced by the city regions residents.

PAY

Tameside has the second lowest average gross weekly pay in Greater Manchester, with only Wigan seeing lower levels. As with other measures, the City Region's median earnings are below the English level, and Tameside then falls below that GM measure.

Median Gross Salary, 2019



PRODUCTIVITY



Low pay and precarious employment have been clearly demonstrated to have major impacts on physical and mental health and resilience to life shocks. Research carried out by PWC in their series of Economic Updates published during the COVID-19 pandemic revealed that low paid workers (those with an income of less than £20,000 PA) were less likely to be able to work from home.

PRODUCTIVITY

There is a broadly accepted view that these lower than average levels of pay reflect the fact that Greater Manchester (including Tameside) is less productive, in terms of GVA per worker, than England.

	Tameside	GM	England
No. of Jobs, 2018*	70,700	1,366,500	26,840,800
Employment change (2013-2018)	1.7%	12.8%	8.7%
No. of businesses, 2019*	6,100	104,100	2,360,800
Business change (2015-2019)*	+395 (6.9%)	+17,500 (20.2%)	+244,500 (11.6%)
GVA, 2018**	£2.87 billion	£62.6 billion	£1.42 trillion
GVA per FTE worker**	£50,400	£56,600	£66,300
Productivity growth (2014-2018)**	-0.8%	7.7%	10.8%

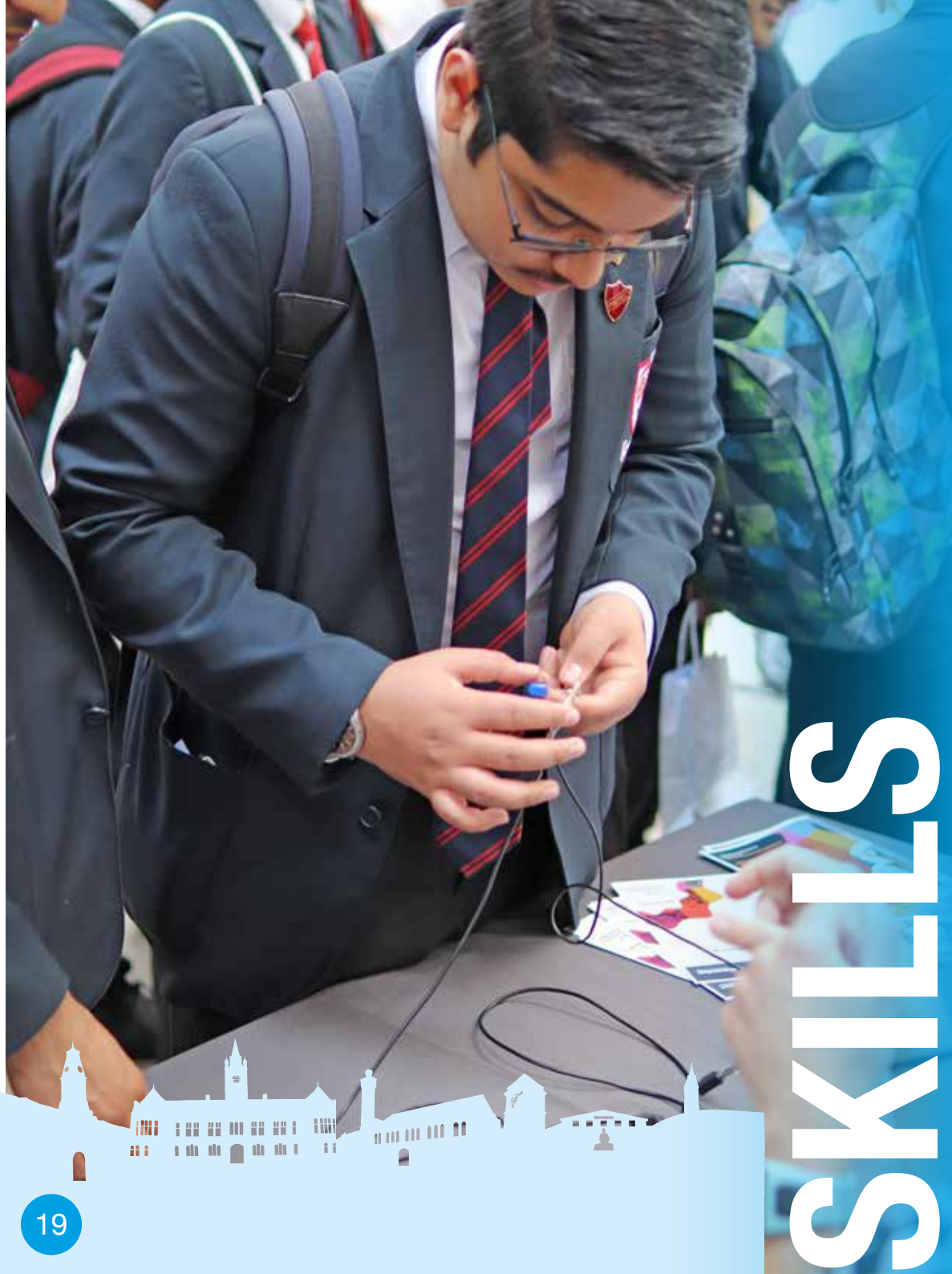
Over the period 2014 – 2018, whilst the UK saw an increase in productivity of 10.8%, and GM an increase of 7.7%, Tameside's productivity actually declined by just under 1%. This is likely due to the sectoral mix of Tameside, with a lack of growth in higher productivity, knowledge intensive sectors such as Digital and Creative, and Business, Financial and Professional Services, compared to the rest of the city region and the country as a whole. Again, the PWC Economic Report found that not only were lower paid workers less able to work from home, they were also less likely to be able to do so without a fall in productivity.

SKILLS

With level of skills being regarded as one of the key factors in levels of productivity and pay, Tameside's comparatively low numbers of people with higher level qualifications is clearly a challenge that must be addressed if productivity and pay in the borough are to be raised.



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SKILLS



HEALTH

HEALTH

The link between productivity and good health has been clearly established for some time. The Northern Powerhouse and the GM IPR began to quantify the impact in their 2018 Health for Wealth report, finding that up to 30% of the productivity gap between the North and the UK average could be reduced by raising participation in the workforce by addressing ill health.

Poor physical and mental health is a particularly acute issue in Tameside, with the health of the population being generally worse than across England.

Life Expectancy and Healthy Life Expectancy

Area	Female			Male		
	Life expectancy at birth	Healthy life expectancy at birth	% life in good health	Life expectancy at birth	Healthy life expectancy at birth	% life in good health
England	83	64	77%	80	63	79%
Greater Manchester	81	61	75%	78	61	78%
Tameside	81	58	72%	78	60	77%

Poor health is a particularly difficult challenge as it reduces productivity, which lessens pay, which increases stress and has clearly evidenced negative effects on health. Breaking this cycle is a key step in improving the health and wellbeing of our residents.

SECTORAL SPREAD

Tameside's local business base has a sectoral mix which can be seen as contributing to the borough's issues with low pay and productivity and which also poses a threat to the borough's future employment prospects.

Sector	Business				Employment			
	UK Business Count				BRES			
	2019			Change 2014-19	2018			Change 2013-18
	No.	%	LQ		No.	%	LQ	
Agriculture and Mining	45	1%	0.2	0%	220	0.3%	0.2	19%
Business Support Services	390	6%	1.0	59%	3,325	5%	0.6	68%
Construction	895	15%	1.1	19%	3,260	5%	1.0	-8%
Creative	175	3%	0.5	13%	475	1%	0.3	31%
Financial and Professional Services	960	16%	0.7	17%	4,605	6%	0.5	-27%
Hospitality, Leisure and Recreation	570	9%	1.1	21%	5,975	8%	0.8	20%
ICT & Digital	300	5%	0.6	25%	890	1%	0.3	5%
Manufacturing	565	9%	2.1	6%	11,320	16%	2.0	5%
Other Services	275	5%	1.2	15%	1,500	2%	1.3	-20%
Public Admin, Education, Health	365	6%	1.2	20%	21,130	30%	1.2	4%
Retail	865	14%	1.3	8%	10,475	15%	1.3	10%
Transport	180	3%	1.0	33%	1,675	2%	0.8	20%
Utilities and waste	30	0%	1.1	20%	1,450	2%	1.8	26%
Warehousing and Logistics	80	1%	1.1	14%	645	1%	0.5	-21%
Wholesale	320	5%	1.2	-3%	4,215	6%	1.4	-15%
TOTAL	6,140	100%	1.0	16%	71,000	100%	1.0	3%
<i>Knowledge Economy</i>	<i>1,475</i>	<i>24%</i>	<i>0.7</i>	<i>23%</i>	<i>5,870</i>	<i>8%</i>	<i>0.4</i>	<i>-7%</i>

Whilst the borough has a strong Manufacturing and Engineering sector, with a high number of advanced businesses, the sectors referred to as the knowledge economy, where the highest levels of growth are forecast to happen in the future, account for only 8.3% of all employment in Tameside. The number of people in the sector actually decreased by 6.5% between 2013-18, in contrast with approximately 14% growth in both England and Greater Manchester over the same period.

Coupled with this lack of jobs in high pay, high productivity, potential growth sectors, Tameside has high levels of employment in Retail and Wholesale, Hospitality and leisure and Health and Social Care.

These are areas of the economy which have the highest percentages of low pay jobs in Greater Manchester, and have also been identified as being of high risk of being impacted in the long term by the downturn due to COVID-19.

Core Sectors

The analysis indicates the key sectors which are fundamental to Tameside's economy either in size or specialisation:

- + Public administration, education and health
- + Manufacturing
- + Retail

Emerging Niche Sectors

Sectors which currently employ relatively few people within Tameside and are under-represented, but have experienced recent rapid growth include:

- + Creative
- + ICT and Digital

Wider Opportunity Sectors

Sectors which currently have a comparatively small presence in employment terms, but are strategically important or have future growth potential in the future include:

- + Visitor economy
- + Business Support Services
- + Transport

Vulnerable Sectors

Sectors which are important in employment terms, may or may not have a degree of specialisation, but have experienced recent employment decline include:

- + Wholesale
- + Construction
- + Financial and professional services

DEVELOPMENT SPACE AND BUILDING STOCK

To address some of these challenges around the sectoral mix of the borough's economy, and the need for modernised facilities to allow manufacturers to grow and adopt newer technologies, Tameside needs new office and industrial developments. The Borough's existing building stock is increasingly old, and available space is in very short supply.

Industrial space:

Indicator	2019 Data
Total Floorspace	12.5 million sq ft 1.1 million sq m
Vacancy Rate	0.8%
Leased (2016-19)	900,000 sq ft (82,500 sq m) Annual average 224,000 sq ft (20,600 sq m)
Average rental value	£4 per sq ft
Highest values	£7-7.50 per sq ft; small number exceed £8 per sq ft
Completions (2016-19)	60,000 sq ft (2018)

Office space:

Indicator	2019 Data
Total Floorspace	1.2 million sq ft 110,000 sq m
Vacancy Rate	2.2%
Leased (2016-19)	47,000 sq ft (4,300 sq m) Annual average 11,700 sq ft (1,070 sq m)
Average rental value	£10 per sq ft
Highest rental values	Small number of asking rents at £16, £21 and £26 per sq ft
Completions 2016-19	1,800 sq ft, one development

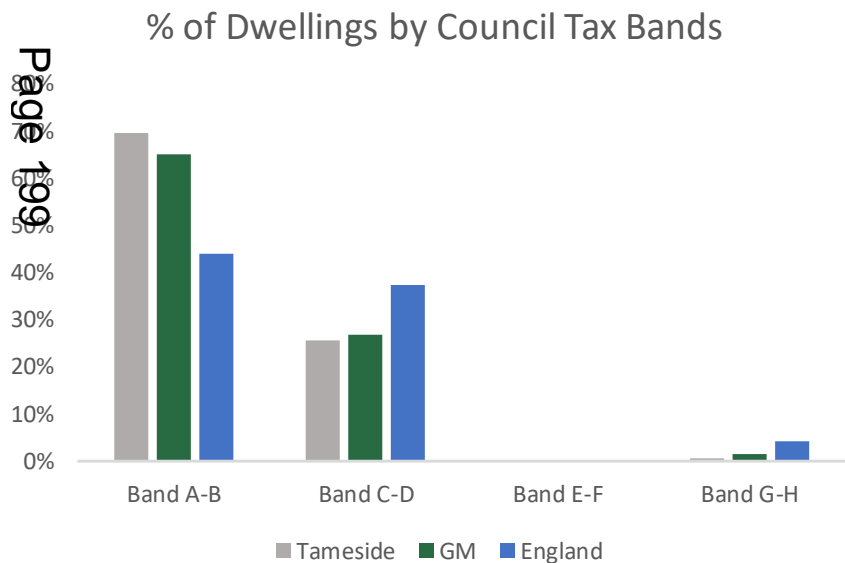
However, Tameside has an increasingly constrained supply of employment land available for development. The available land supply is made up of one strategic site at Ashton Moss, medium sized sites at Groby Road in Audenshaw, the former Total site on the outskirts of Stalybridge and the ABC Wax site in Hyde, with the remainder then comprising of small patches of land. Coupled with this shortage of available land, the rents being realised on existing properties in the borough mean that the market is unwilling to speculatively start new developments, especially as the majority of these sites require some form of remediation or other investment prior to development beginning.

Most of the empty town centre units in Tameside are small, below the level of floorspace sought by retail operators. The small size, low quality and often run down nature of a large portion of Tameside's retail space also makes it unattractive or costly to convert to other uses, this has left the borough's town centres with large numbers of void units, which are hard to use for other purposes.



HOUSING

Good housing influences people's quality of life, their life expectancy and the economic and social opportunities available to them. Local economies will thrive if people who work in an area can find the right home within reach of their jobs, good education, health and cultural activities. If the housing offer does not offer the choice and quality to enable residents to move through the housing ladder, finding appropriate housing as their economic circumstances change or through their life cycles, then they will potentially leave. With 88% of Tameside households currently being in Council Tax bands A, B and C, there is a strong suggestion that the borough lacks the breadth of housing offer required.



Tameside currently has a number of challenges in relation to poor quality housing. One fifth of the homes in the borough were built over a century ago, presenting challenges around energy efficiency, fuel poverty and connectivity to employment.

Retrofitting these homes in order to meet modern standards for energy efficiency, connectivity and space standards is an enormous undertaking and will require a broad coalition of public and private partners.

Declining home ownership and a lack of social rented homes has contributed to the Private Rented Sector (PRS) in Tameside growing considerably over the past two decades.

A wider variety of tenants now rent privately than in previous generations, and for longer. There are concerns about the standard of the housing stock available in the PRS in Tameside.

Eight out of ten households that rent privately in the borough earn less than £500 each week, with half of these receiving less than £300. The English Housing Survey estimated that one third of properties let at lower rent levels in England fail the Decent Homes Standard (DHS). Given the age and profile of Tameside's housing stock, conditions in some deprived areas in Tameside may be worse than these national estimates.

St. Petersfield

ST. PETERSFIELD

The area of St Petersfield, at the West end of Ashton Town Centre, forms a key gateway into the town centre. The initial re-development of St Petersfield created the borough's first town centre business park in Ashton. This first phase delivered 32,359 square metres of quality office floorspace, with 0.75 hectares of public realm and infrastructure, successfully attracting Purple Wi-fi, Pearsons Solicitors, the Pennine Care NHS Foundation Trust



and further investment from Network Connect. The successful redevelopment of Ashton Old Baths (AOB) as a Digital Incubator Centre, with its 700 square metres of office space being fully let within a couple of months after its opening, has breathed new life into the area as a potential focus for inward investment in the borough by the rapidly growing digital and creative sector. Phase 3 of the renovation of Ashton Old Bath's will also see the addition of a Data Centre in the heart of the area, providing a further boost to Tameside's excellent digital infrastructure.

St Petersfields remaining plots provide a clear opportunity for Tameside to create a tailored development to attract and retain the digital, creative and tech sector to the borough. This ambition has been further bolstered by the installation of the borough's Dark Fibre network into the area, giving it digital connectivity to match that available in Media City.

The GM Local Industrial Strategy's Key strategic aims for the Digital, Creative and Media sector, and the aim to ensure a thriving and productive economy in all parts of GM by maximising town centres, especially those in the North of the City Region. With almost 8,000 digital and digital-intense creative businesses in Greater Manchester, employing more than 82,300 people and generating £4.1bn of economic growth annually, Greater Manchester is already home to the largest cluster outside London. Tameside's aim to use St Petersfield to grow the sector in the borough is in line with the GM Local Industrial Strategy's key strategic aims for the Digital, Creative and Media sector and to develop thriving town centres.

Whilst there is some suggestion that the need for office space will decline as people have become more familiar and comfortable with remote working during the COVID-19 Lockdown, there will still be the need for some office space, and a well-designed, flexible development with high levels of physical and digital connectivity, will still be attractive.

ASHTON MOSS

With an area of 58 hectares, with close proximity to rail, tram and motorway connections, as well as the boroughs dark fibre network, Ashton Moss is recognised by Tameside Council as a unique opportunity in the context of both Tameside and Greater Manchester (GM) due to its large scale and its connectivity. As such the site has been included as a strategic site allocation in both published draft versions of the emerging Greater Manchester Spatial Framework (GMSF). The entire site was allocated in the 2016 Draft GMSF and a smaller part of the site was allocated in the 2019 Draft GMSF.

As a nationally significant employment development site located in the North Eastern corner of the Greater Manchester City Region, the delivery of a range of modern, well connected facilities in the area, focused on the requirements of key growth sector opportunities, outlined in the Greater Manchester Local Industrial Strategy, will be a major step forward in making a “major intervention” in the north east of the City region, as called for by the GMSF.

Tameside installed manufacturing and engineering base is currently constrained by the supply of industrial facilities in the area, curtailing potential growth and blocking regeneration of the areas industrial spaces, as of 2019, of the 1.1m sq. m of Industrial floorspace in Tameside, only 0.8% was vacant, well below the 5% required for a functioning property market. The delivery of industrial facilities on the site will therefore provide both grow on opportunities for existing businesses in the area, as well as the facilities required to compete for inward investment, looking to cluster with the borough’s installed base of nuclear, aerospace and chemical industry supply chains.



OPPORTUNITIES

HIGHLY CONNECTED TOWN CENTRES

With 9 different towns, 6 of which have identified retail centres, making up the borough, high streets lie at the heart of Tameside's communities and drive our local economy. They create jobs, nurture small businesses and inject billions of pounds into our economy, whilst providing accessible hubs for residents to access public services. Around 25,000 people are currently employed in Tameside's town centres.

Our town centres, like those elsewhere, have suffered from changing residential, employment and consumer patterns, which have shifted towards suburban living, out of town business, retail and leisure parks and e-commerce.



As a result we need our high streets to evolve and adapt, becoming more diverse, offering a broader range of leisure, services and residential options, and taking advantage of their heritage and unique characters to become places where people live, work and play, as well as shop. This need to change has only been exacerbated by the COVID-19 epidemic, with less people likely to be entering centres to shop, and possibly to work, the diversification of offer and increase of residential property is even more important.

Tameside's towns are well placed to take advantage of the Greater Manchester Local Industrial Strategy's renewed focus on reviving the city Region's town centres. The boroughs excellent transport connectivity means that our centres have direct access to the M60 and M67 motorways and are served by 13 railway stations and, in the west of the borough, the Metro link system. One of the key drivers for the selection of the Godley Green site as an innovative Garden Village, is its proximity to Hyde town centre and its rail and motorway connections to the rest of the region.

The innovative way that the Co-operative Network Infrastructure Ltd used public sector assets as anchors for the roll out of the borough's dark fibre network means that, alongside this physical connectivity, all Tameside's town centres have excellent access to high speed digital connectivity. The dark fibre network puts Tameside in a position to act as a test bed for 5G technologies in our town centres, to offer both residents and businesses the opportunity to benefit from next generation connectivity.

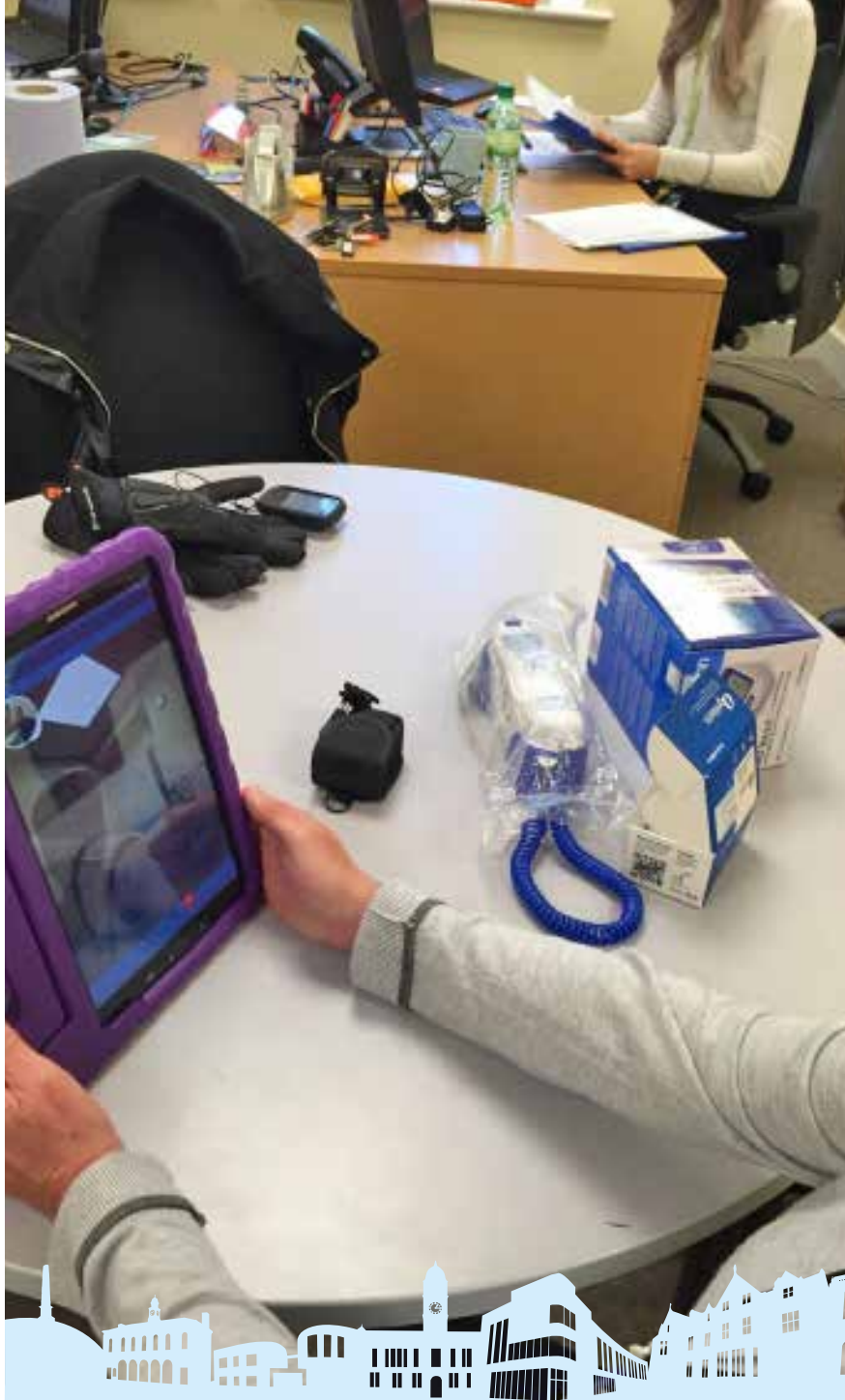
Investment in the development of more diverse offerings in our centres has already begun, with the Vision Tameside programme bringing Further Education facilities into the centre of Ashton, the new Wellness Centre broadening Denton's leisure offer, and the Stalybridge Heritage Action Zone uplifting

the historic and cultural assets of one of our most historic mill towns. Further to this expansion of services and leisure, the physical and digital connectivity of our town's makes them an ideal area for increased residential offering, offering the opportunity for the introduction of more Private Rental Sector apartments. There is increasing evidence that more residential space in town centres is vital to their regeneration. This has already begun in towns such as Hattersley, Stalybridge and Droylsden, where replacement housing, Summersquay and the Marina developments respectively have been rapidly filled up.

Tameside Council and the Tameside and Glossop Integrated Care Organisation are both committed to the principles of One Public Estate. The consolidation of premises and relocation of services into combined facilities in town centres will both increase footfall onto highstreets and free up space in buildings for social enterprises, employment space, cultural assets and other diverse uses.



SUMMERSQUAY, STALYBRIDGE



HEALTH INNOVATION

The GM Independent Prosperity Review Report identified that Health Innovation is “one of Greater Manchester’s strengths at the frontier of new innovation and high skilled jobs creation. The establishment of the Tameside and Glossop Integrated Care Foundation Trust in 2017 has put the borough in a strong position to be one of the leading areas in the development of this opportunity.

The Trust’s streamlined combined governance and procurement decision making has made the adoption of more innovative approaches such as the Digital Remote Health service easier to implement and more agile in responding to demands from carers, patients and health care providers.

As founder members of the Tameside Digital Infrastructure co-operative both the Council and NHS having been at the forefront of the borough’s innovative approach to driving the roll out of fibre-optic connectivity across Tameside. Due to the public sector’s leadership on this project, the Council’s buildings, the Hospital and our GP practices all have access to super-fast digital connectivity.

The Dark Fibre network now runs within 200m of 50% of Tameside’s residential and employment properties, providing the backbone required both for fibre to the premises and 5G connectivity to support the implementation of digital health solutions which require high bandwidth and low latency across the borough.

This marriage of infrastructure, governance, willingness to innovate and collated store of health data, linked to further development of the St. Petersfield Digital Quarter, means that there is an opportunity for Tameside to become a leading test bed and development centre for Health related 5G applications and eHealth solutions.



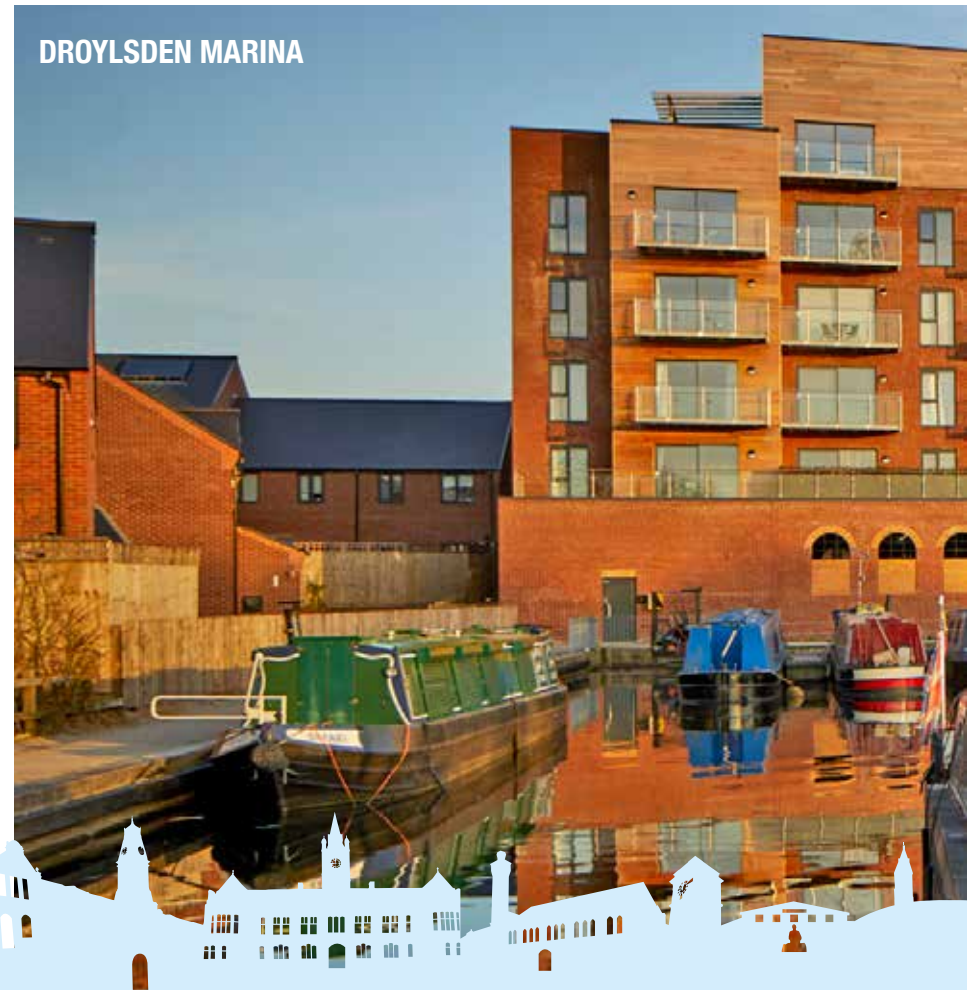
OPPORTUNITIES

HOUSING: REGENERATING TOWN CENTRES, DEVELOPING SKILLS AND ADDRESSING POVERTY

Tameside's excellent location, sitting between Manchester City Centre, one of the country's major economic powerhouses, and the Peak District, with excellent transport links across the north of England means it has great potential for housing led regeneration. The borough's 9 towns offer a range of distinct lifestyles, from the Pennine foothills of Hattersley and Mossley, to the river and canal frontages of Stalybridge, to the edge of City Centre town houses and apartments being developed in Droylsden. This diversity is reflected in the range of development opportunities in the borough, with the Garden Village at Godley Green, and the brownfield former industrial sites on the edge of Droylsden and Stalybridge town centres being the larger opportunities, and a range of voids, empty buildings and unneeded retail units offering smaller, more central plots.

This range of options, located in and on the edge of the borough's towns, connected to the broader economic opportunities and services across the city region, provide the opportunity to follow other locations which have seen increased residential development revive their town centres. The major development at Godley Green, for example, will put over 2000 households of potential customers within walking distance of Hyde town centre's retail and leisure offering. The demand for a broader housing offer in the borough has been demonstrated by the rapid take-up of newly developed houses in Hattersley and private rental flats at Summers Quay in Stalybridge. The delivery of new homes in a broader range of types and values, will increase the borough's Council Tax base, helping to fund services.

Further to the potential of new build development and conversion, there is also an opportunity for the refurbishment and uplift of the borough's existing housing stock. With 88% of the borough's housing being in council tax Bands A – C , with the majority being 2 and 3 beds, and starting to age, there is both the need and opportunity for the borough's existing stock to be improved. The incoming legislation governing the energy performance of homes will be a spur for increased measures to improve the efficiency of homes, reducing fuel poverty and addressing some of the health issues around cold and damp.



This is also an opportunity to investigate the possibilities offered by better digital connectivity to introduce new technologies for remote care, and to work with housing associations and developers to look at new ownership and management models, and training providers to develop skills for retrofit and low carbon technologies.

PROJECTS AND DELIVERY

We will deliver this Inclusive Growth Strategy over the next 5 years with partners, stakeholders and our community. Our aims are provided in more detail to demonstrate how we will measure success, meet our challenges and take advantage of our opportunities through collaboration with partners to deliver inclusive growth. The delivery of this strategy will be supported by sub action plans.

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Ashton Moss West

Part of the Eastern Growth Cluster

Aims	One , Three
Strengths	Location and Quality of Life Connectivity – Digital and Strategic Infrastructure, Diverse Manufacturing and Engineering Sector
Opportunities	Advanced Manufacturing & Materials (GM LIS)
Challenges	Development space and building stock

- 58 hectare site with capacity for @160,000 sqms of high quality employment facilities including industrial space, R&D laboratories and supporting office and logistics developments.
- Close proximity to rail, tram and motorway connections, as well as high speed dark fibre network.
- Scale and location are ideal for an Advanced Manufacturing hub.

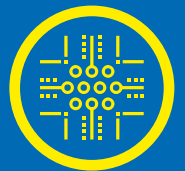


Delivering:



Jobs

Workspace



Infrastructure

Ashton Moss

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St. Petersfield

Part of the Eastern Growth Cluster

Aims

One , Three, Eight, Eleven

Strengths

Location and Quality of Life
Connectivity – Digital and Strategic Infrastructure
Integration of Strategic Commissioning for health

Opportunities

Health Innovation
Digital Media, Creative and Tech (GM LIS)

Challenges

Land Supply and Building Stock
Sectoral Spread

- Tameside’s primary quality office development, with capacity for 30,000 sqms of new floorspace.
- Close proximity to rail, tram and motorway connections, as well as high speed dark fibre network.
- Home to health, legal and digital and tech businesses as well as Ashton Old Baths Innovation Centre.
- Potential to be a Creative & Digital or HealthTech hub.

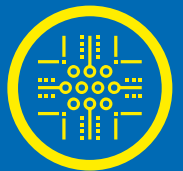


Delivering:



Jobs

Workspace



Infrastructure

St. Petersfield

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PROJECTS

Godley Green Garden Village



Aims	Nine
Strengths	Location and Quality of Life Connectivity – Digital and Strategic Infrastructure
Opportunities	Housing: Regenerating Town Centres, developing skills and addressing poverty
Challenges	Land Supply and Building Stock Housing

- Prime location for the 2,350 homes and employment in an innovative Garden Village format.
- Increased demand for retail, leisure and services supporting Hyde town centre.
- £10m of Home England Grant secured to deliver infrastructure to support development.



Delivering:

- Homes
- Jobs
- Workspace
- Infrastructure

Godley Green Garden Village

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Hattersley



Aims

Nine, One, Two

Strengths

Location and Quality of Life
Connectivity – Digital and Strategic Infrastructure

Opportunities

Housing: Regenerating Town Centres, developing skills and addressing poverty
Highly connected Town Centres.

Challenges

Land Supply and Building Stock
Housing

- Highly successful regeneration project, delivered by an innovative public private partnership.
- Homes, public realm and skills programmes working together to tackle deprivation.
- Delivery of 270 new homes and Bio-Science employment campus in process, with capacity for more.

Delivering:



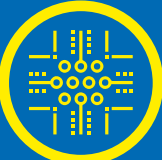
Homes



Skills



Jobs



Workspace



Infrastructure



Hattersley & Longdendale

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Town Centre Regeneration

Aims

Eight, Nine, Ten

Strengths

Location and Quality of Life
Connectivity – Digital and Strategic Infrastructure,
Diverse Manufacturing and Engineering Sector

Opportunities

Housing: Regenerating Town Centres, developing skills and addressing poverty
Highly Connected Town Centres

Challenges

Land Supply and Building Stock Housing Sectoral Spread

- Diverse town centres offering a range of opportunities for residential, retail, health and leisure development.
- Location between Manchester city centre and the Pennines offers excellent economic and quality of life potential.
- All centres well connected by road, rail and dark fibre infrastructure.
- Ashton Town Centre is part of the Eastern Growth Cluster Project 
- Hyde Town Centre is part of the Hyde Triangle Project 



Delivering:

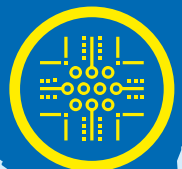


Homes



Jobs

Workspace



Tameside Wellness Centre - Denton

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PROJECTS

Mottram Bypass and Glossop Spur



Aims	Nine, One, Two
Strengths	Location and Quality of Life Connectivity – Digital and Strategic Infrastructure,
Opportunities	Advanced Manufacturing & Materials (GM LIS)
Challenges	Health

- Major transport infrastructure upgrade, improving links between Greater Manchester and South Yorkshire.
- Removing a bottleneck, reducing traffic congestion, improving productivity and reducing air pollution.
- Bringing Tameside closer to the South Yorkshire Advanced Manufacturing hub.



Delivering:



Jobs



Infrastructure

A57 Mottram Moor



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Employment and Skills Projects

Aims

Nine, One, Two

Strengths

Location and Quality of Life

Opportunities

Digital, Creative, Media and Tech
Advanced Manufacturing & materials
(GM Lis)

Challenges

Productivity, Pay, Skills and health.

- Delivering more employment services for residents with mental health conditions through integrated support to raise quality, access and sustainability of opportunities.
- National pilot of innovative In Work Progression service to those in low income employment to advance their careers.
- Establish long term community networks and directly support residents and business who are digitally excluded.
- Re-purposed targeted employment and skill programmes for young people and adults economically impacted by COVID19



Delivering:



Jobs

Skills



Employment and Skills Projects - HACK






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PROJECTS


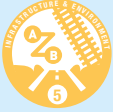



No.	Priority	Aim	Success Measure	Key known delivery partners	Inclusivity	Corporate Plan	Local Industrial Strategy Theme
		Build Back Better from COVID19 runs through all the priorities due the encompassing nature of the Pandemic based on impact and analysis since December 2019.	These measures will reviewed annually as our understanding of the health and socio-economic impacts of COVID19 increases. The review of the Council's 'Growth' priorities will be informed by this understanding..				
1	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	<p>1 Attract inward investment and support existing businesses to increase the number of good jobs in the borough</p> <p>3 Increase productivity across our whole economy</p> <p>8 Make our Town Centres hubs for living, culture, employment and services including retail</p> <p>11 Enable an inclusive digital and creative economy for people and business</p> <p>12 Seize the economic opportunities presented as we transition to carbon neutrality by 2038</p>	<p>A revised masterplan for the delivery of the remaining plots of development land approved and adopted</p> <p>A Delivery partner / mechanism for developing the remaining masterplan plots secured</p> <p>2500 sq. ms. of office floor space delivered on St. Petersfield plot 3.</p> <p>St. Petersfield rebranded as a creative digital and tech quarter.</p> <p>An impactful place based marketing campaign for St. Petersfield developed and delivered.</p> <p>Attract an increase in inward investment into Tameside. More knowledge intensive businesses attracted into the area.</p>	<p>Private sector</p> <p>GMCA</p> <p>MIDAS</p> <p>Oxford Innovation</p>	<p>Creation of jobs, requirement for skills and economic activity in wards with high rankings in IMD</p>	<p>Work Skills & Enterprise</p>  <p>Infrastructure & Environment</p> 	<p>Health Innovation</p> <p>Digital Creative and Media</p> <p>Place</p>
2	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	<p>1 Attract inward investment and support existing businesses to increase the number of good jobs in the borough</p> <p>11 Enable an inclusive digital and creative economy for people and business</p>	<p>Increased inward investment enquiries generated.</p>	<p>GMCA</p> <p>Prosperous Network</p> <p>MIDAS</p>	<p>No direct link. Strategy would aim to increase investment benefiting general economic growth</p>	<p>Work Skills & Enterprise</p> 	<p>Place</p>





No.	Priority	Aim	Success Measure	Key known delivery partners	Inclusivity	Corporate Plan	Local Industrial Strategy Theme
		Build Back Better from COVID19 runs through all the priorities due the encompassing nature of the Pandemic based on impact and analysis since December 2019.	These measures will reviewed annually as our understanding of the health and socio-economic impacts of COVID19 increases. The review of the Council's 'Growth' priorities will be informed by this understanding..				
3	Deliver viable options for Ashton Moss and realise its potential as a transformative development for the borough	<p>1</p> <p>Attract inward investment and support existing businesses to increase the number of good jobs in the borough</p> <p>3</p> <p>Increase productivity across our whole economy</p>	<p>Masterplan produced for development of Ashton Moss.</p> <p>A full suite of technical reports and plans for the delivery of development on Ashton Moss adopted.</p> <p>Delivery partner / mechanism for the delivery of transformational development identified</p>	<p>Private sector and landowners</p> <p>GMCA</p> <p>MIDAS</p>	<p>Creation of jobs, requirement for skills and economic activity in wards with high rankings in IMD</p>	<p>Work Skills & Enterprise</p>  <p>Infrastructure & Environment</p> 	<p>Advanced Materials and Manufacturing</p>
4	Deliver more, better quality, employment space through promotion of employment sites, and exploring options to uplift existing estates, with a focus on creating and scaling Knowledge Intensive businesses.	<p>1</p> <p>Attract inward investment and support existing businesses to increase the number of good jobs in the borough.</p> <p>3</p> <p>Increase productivity across our whole economy.</p> <p>11</p> <p>Enable an inclusive digital and creative economy for people and business</p> <p>12</p> <p>Seize the economic opportunities presented as we transition to carbon neutrality by 2038</p>	<p>An increase in the amount of employment floor space developed.</p> <p>Improved quality of workspace available throughout the borough (measured by uplift of rateable value of properties)</p>	<p>Private sector and landowners</p> <p>GMCA</p> <p>MIDAS</p>	<p>Creation of jobs, requirement for skills and economic activity across the borough</p>	<p>Work Skills & Enterprise</p>  <p>Infrastructure & Environment</p> 	<p>Place</p> <p>Business Environment</p>





No.	Priority	Aim	Success Measure	Key known delivery partners	Inclusivity	Corporate Plan	Local Industrial Strategy Theme
		Build Back Better from COVID19 runs through all the priorities due the encompassing nature of the Pandemic based on impact and analysis since December 2019.	These measures will reviewed annually as our understanding of the health and socio-economic impacts of COVID19 increases. The review of the Council's 'Growth' priorities will be informed by this understanding..				
5	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	<p>1 Attract inward investment and support existing businesses to increase the number of good jobs in the borough</p> <p>2 Increase aspirations, employment, pay, skills and health across our whole population.</p> <p>11 Enable an inclusive digital and creative economy for people and business</p> <p>12 Seize the economic opportunities presented as we transition to a carbon neutrality by 2038</p>	<p>Increased numbers of collaborations between Universities and businesses, resulting in:</p> <ul style="list-style-type: none"> • new business models being adopted. • new to business and new to market products being developed and launched. <p>Increased numbers of grants and loans from innovation support schemes such as Made Smarter accessed by Tameside businesses</p> <p>Increased number of level 3+ Apprenticeship star</p>	<p>Private sector</p> <p>GMCA</p> <p>Growth Company</p> <p>MIDAS</p> <p>HE and FE providers</p>	<p>Increased productivity linked to increased pay and health outcomes.</p>	<p>Work Skills & Enterprise</p> 	<p>Business Environment</p> <p>Ideas</p> <p>Advanced Materials and Manufacturing</p> <p>Health Innovation</p>
6	Support businesses in the borough to modernise equipment and adopt low carbon and resource efficient practices and processes to reduce energy costs, improve productivity and support the Clean Growth Agenda	<p>1 Attract inward investment and support existing businesses to increase the number of good jobs in the borough</p> <p>3 Increase productivity across our whole economy</p> <p>12 Seize the economic opportunities presented as we transition to carbon neutrality by 2038</p>	<p>Increased businesses take up of advice re sustainable travel planning by TfGM / and adoption of sustainable travel practices.</p> <p>High take-up of COVID-19 recovery Government energy efficiency grants.</p> <p>Increased business take up of Growth Company energy savings reviews and grants to implement measures to reduce energy use.</p>	<p>Private sector</p> <p>GMCA</p> <p>Growth Company</p> <p>MIDAS</p> <p>HE providers</p>	<p>Waste reduction</p> <p>Health improvements from cleaner air</p>	<p>Infrastructure & Environment</p>  <p>Work Skills & Enterprise</p> 	<p>Business Environment</p> <p>Ideas</p>






No.	Priority	Aim	Success Measure	Key known delivery partners	Inclusivity	Corporate Plan	Local Industrial Strategy Theme
7	Deliver and lead employment programmes to support people to access good quality employment by progressing in their careers, returning to work, or transitioning into new opportunities, whilst fostering an enterprise culture which support residents to have the ability to expand and build their talents	<p>2 Increase aspirations, employment, pay, skills and health across our whole population.</p> <p>11 Enable an inclusive digital and creative economy for people and business</p>	<p>COVID19 Employment Response delivered to enable employers and employees to access support to employment and skills services to reduce impact of recession on employment</p> <p>Increase percentage of working age in Employment from 74% to 78% by 2025</p> <p>Increase median annual income from £24,405 to £27,492</p> <p>Number of 16-17 year olds in education, employment or training from 93.14% to 95% by 2025</p> <p>Healthy life expectancy life expectancy from birth from M58.1 and F 57.6 to M 61.2 and F62.3 by 2025</p> <p>Increase in working age population with a disability or mental health condition</p> <p>Scaled and successful Living Life Well Programme (Neighbourhood Mental Health Team)</p> <p>Increase opportunities for people to stay well in the community and get help before/during crisis</p> <p>Increase levels of self-care / social prescribing</p>	<p>Private Sector</p> <p>GMCA</p> <p>Welfare to work providers</p> <p>DWP</p> <p>CCG</p> <p>Pennine Care</p> <p>Voluntary Sector</p> <p>Housing providers</p>	<p>Increasing income through employment, raising skills for residents in work increasing access to new roles and higher pay</p>	<p>Work Skills & Enterprise</p>  <p>Longer & Healthier Lives</p> 	<p>People</p> <p>Business Environment</p>








No.	Priority	Aim	Success Measure	Key known delivery partners	Inclusivity	Corporate Plan	Local Industrial Strategy Theme
8	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 and aligning them with the new employment opportunities and skills demand following the COVID-19 pandemic	<p>2 Increase aspirations, employment, pay, skills and health across our whole population.</p> <p>3 Increase productivity across our whole economy.</p> <p>11 Enable an inclusive digital and creative economy for people and business</p> <p>12 Seize the economic opportunities presented as we transition to carbon neutrality by 2038</p>	<p>These measures will reviewed annually as our understanding of the health and socio-economic impacts of COVID19 increases. The review of the Council's 'Growth' priorities will be informed by this understanding..</p> <p>Increase the number of people earning above the Living Wage - % earning below the rate 27% to 22% by 2025</p> <p>Percentage of population with at least level 3 skills 47.5% to 54.9% by 2025</p> <p>No. of CEIAG opportunities created with employers for young people aged between 14 and 18.</p> <p>Increase the number of Tameside residents studying for level 4 skills in the borough.</p> <p>Number of apprenticeships started 2050 to 2310 by 2025</p> <p>Increase median annual income from £24,405 to £27,492 by 2025</p> <p>Healthy life expectancy life expectancy from birth from M58.1 and F 57.6 to M 61.2 and F62.3 by 2025</p> <p>Increase the proportion of children with good reading skills</p> <p>Children attending 'Good' and 'Outstanding' Early Years settings</p> <p>Children attending 'Good' and 'Outstanding' school</p> <p>% KS4 going into/remaining in further education from 84% to 90% 2025</p> <p>% achieving Grade 4 or above in English & Maths GCSEs from 62.9% to 70% by 2025</p>	<p>Early Years Settings</p> <p>Primary and Secondary Schools</p> <p>FE and HE Providers</p> <p>Adult Education providers</p> <p>Welfare to work providers</p> <p>Private Sector</p> <p>DWP</p> <p>CCG</p> <p>Pennine Care</p> <p>Voluntary Sector</p> <p>Housing providers</p>	<p>Increasing income through employment, raising skills for residents in work increasing access to new roles and higher pay</p>	<p>Work Skills & Enterprise</p>  <p>Longer & Healthier Lives</p> 	<p>People</p> <p>Business Environment</p>



No.	Priority	Aim	Success Measure	Key known delivery partners	Inclusivity	Corporate Plan	Local Industrial Strategy Theme
		Build Back Better from COVID19 runs through all the priorities due the encompassing nature of the Pandemic based on impact and analysis since December 2019.	These measures will reviewed annually as our understanding of the health and socio-economic impacts of COVID19 increases. The review of the Council's 'Growth' priorities will be informed by this understanding..				
			<p>% achieving a 'good' level of development from 67% to 75%</p> <p>Increase the number of people participating in pre employment training</p> <p>Tameside College Construction Skills Centre completed and contributing to local skills and businesses.</p> <p>Provide 1,500 places for 11-18 year olds to participate in digital and coding events such as HACKs by 2025</p>				
9	Develop an increased Higher Education offer in Tameside through the development of Vision Tameside Campus at Tameside College Beaufort Road	<p>2</p> <p>Increase aspirations, employment, pay, skills and health across our whole population.</p> <p>3</p> <p>Increase productivity across our whole economy.</p>	<p>Percentage of population with at least level 3 skills 47.5% to 54.9% by 2025</p> <p>Number of apprenticeships started 2050 to 2310 by 2025</p> <p>Increase median annual income from £24,405 to £27,492 by 2025</p>	<p>Tameside College</p> <p>GMCA</p> <p>HE providers</p> <p>Private sector</p>	<p>Increasing income through employment, raising skills for residents in work increasing access to new roles and higher pay</p>	<p>Work Skills & Enterprise</p>  <p>Longer & Healthier Lives</p> 	<p>People</p> <p>Business Environment</p>
10	Increase the start-up rate for new businesses by effective integration and delivery of new business and self-employment support programmes	<p>3</p> <p>Increase productivity across our whole economy.</p> <p>4</p> <p>Encourage, start and grow new businesses and social enterprise models</p>	<p>New enterprises (percentage of total businesses) from 12% to 19% by 2025</p> <p>Increase percentage of working age in Employment from 74% to 78% by 2025</p>	<p>Private Sector</p> <p>Growth Company</p>	<p>Raising skills for residents of the borough increasing ability to become self employed, reducing poverty</p>	<p>Work Skills & Enterprise</p> 	<p>People</p> <p>Business Environment</p>



No.	Priority	Aim	Success Measure	Key known delivery partners	Inclusivity	Corporate Plan	Local Industrial Strategy Theme
		Build Back Better from COVID19 runs through all the priorities due the encompassing nature of the Pandemic based on impact and analysis since December 2019.	These measures will reviewed annually as our understanding of the health and socio-economic impacts of COVID19 increases. The review of the Council's 'Growth' priorities will be informed by this understanding..				
11	Deliver social value outcomes through public sector procurement, land sales and by supporting businesses to deliver corporate social responsibility.	<p>5 Increase local spend to support local SMEs and social enterprises grow.</p> <p>12 Seize the economic opportunities presented as we transition to carbon neutrality by 2038</p>	<p>Increase in % of Tameside Council spend going to local SMEs</p> <p>Increased CEIAG activity generated through TMBC procurement contracts.</p> <p>Increased local employment and social value, opportunities on Tameside Council procured projects.</p> <p>Increase the number of Tameside anchor institute supplier contracts awarded to Tameside businesses</p> <p>Increase engagement with Tameside social value activities by all employers in the borough and all suppliers to our anchor institutions .</p> <p>Increase the quality and size of voluntary, community, faith and social enterprise sector</p>	<p>Private Sector</p> <p>Voluntary Sector</p> <p>Tameside College</p> <p>Tameside and Glossop PCT</p>	<p>Public sector procurement budgets driving delivery of targeted social value programmes across the borough</p>	<p>Work Skills & Enterprise </p> <p>Aspirations & Hope </p> <p>Resilient Families & Supportive Networks </p> <p>Infrastructure & Environment </p> <p>Nurturing Communities </p>	<p>Place</p> <p>People</p> <p>Business Environment</p>









No.	Priority	Aim	Success Measure	Key known delivery partners	Inclusivity	Corporate Plan	Local Industrial Strategy Theme
12	Deliver improved transport links throughout the borough including extending Metrolink to Stalybridge and Expanding and improving cycling and walking infrastructure in the borough	<p>6 Ensure that our transport system links our residents to jobs and services.</p> <p>7 Deliver the digital and transport infrastructure needed to grow our economy</p> <p>8 Make our Town Centres hubs for living, culture, employment and services supporting a sustainable retail sector.</p> <p>12 Seize the economic opportunities presented as we transition to carbon neutrality by 2038</p>	<p>These measures will reviewed annually as our understanding of the health and socio-economic impacts of COVID19 increases. The review of the Council's 'Growth' priorities will be informed by this understanding..</p> <p>Expanded Metrolink infrastructure connecting Stalybridge to the Network</p> <p>Reformed bus services, increasing routes, reliability and passenger numbers</p> <p>7.3 Miles of Beeline cycling infrastructure delivered</p> <p>Delivery of Streets for All schemes across the borough</p> <p>Town centre walkability improvements delivered</p> <p>Bike hubs installed into town centres</p> <p>Improve air quality</p>	<p>TFGM</p> <p>Private Sector</p>	<p>Improving transport links to jobs and services, removing barriers to employment and access for residents.</p> <p>Improved health from improved sustainable transport and cleaner air.</p>	<p>Infrastructure & Environment</p> <p>Work Skills & Enterprise</p> <p>Nurturing Communities</p>	<p>Infrastructure</p>





No.	Priority	Aim	Success Measure	Key known delivery partners	Inclusivity	Corporate Plan	Local Industrial Strategy Theme
13	Expand the Tameside Dark Fibre Network and bring a 5G test bed project, such as eHealth and social care to the borough.	<p>7 Deliver the digital and transport infrastructure needed to grow our economy</p> <p>1 Attract inward investment and support existing businesses to increase the number of good jobs in the borough.</p> <p>11 Enable an inclusive digital and creative economy for people and business</p> <p>12 Seize the economic opportunities presented as we transition to carbon neutrality by 2038</p>	<p>Tameside Digital Strategy adopted</p> <p>Percentage of homes and business premises within 200m of dark fibre increased to 80%</p> <p>Partnership established with a 5G provider and a testbed for a 5G reliant technology established.</p> <p>4G Coverage expanded to 99% coverage of the borough.</p> <p>Increase the number of people helped to live at home</p> <p>Prevention support outside the care system</p>	<p>TDIC</p> <p>Private Sector</p> <p>GMCA</p> <p>DCMS</p> <p>Health Innovation Manchester</p>	<p>Improving digital links to jobs and services, removing barriers to employment and access for residents.</p>	<p>Infrastructure & Environment</p> <p>Work Skills & Enterprise</p>	<p>Digital Creative and Media</p> <p>Infrastructure</p> <p>Health and Innovation</p>








No.	Priority	Aim	Success Measure	Key known delivery partners	Inclusivity	Corporate Plan	Local Industrial Strategy Theme
14	Deliver the Mottram Bypass	<p>7</p> <p>Build Back Better from COVID19 runs through all the priorities due the encompassing nature of the Pandemic based on impact and analysis since December 2019.</p> <p>Deliver the digital and transport infrastructure needed to grow our economy</p>	<p>These measures will reviewed annually as our understanding of the health and socio-economic impacts of COVID19 increases. The review of the Council's 'Growth' priorities will be informed by this understanding..</p> <p>Full route of the Mottram Bypass delivered by 2025</p> <p>Improve air quality</p>	<p>TFGM</p> <p>DfT</p> <p>Private Sector</p>	<p>Improving transport links to jobs and services, removing barriers to employment and access for residents.</p> <p>Improved health from cleaner air.</p>	<p>Infrastructure & Environment</p>  <p>Work Skills & Enterprise</p>  <p>Nurturing Communities</p> 	Infrastructure
15	Improve Railway Station Infrastructure across the borough	<p>7</p> <p>Deliver the digital and transport infrastructure needed to grow our economy</p> <p>12</p> <p>Seize the economic opportunities presented as we transition to carbon neutrality by 2038</p>	<p>Improvements to Hattersley Station Delivered.</p> <p>Plans and funding streams developed for a new railway station to be built as part of Ashton Moss delivery programme.</p> <p>Increased passenger journey numbers recorded</p> <p>Improved air quality at key sites in the borough.</p>	<p>DfT</p> <p>TfGM</p> <p>Network Rail</p> <p>Private Sector</p>	<p>Improving transport links to jobs and services, removing barriers to employment and access for residents.</p> <p>Improved health from cleaner air.</p>	<p>Infrastructure & Environment</p>  <p>Work Skills & Enterprise</p>  <p>Nurturing Communities</p> 	Infrastructure







No.	Priority	Aim	Success Measure	Key known delivery partners	Inclusivity	Corporate Plan	Local Industrial Strategy Theme
16	Increase the amount of residential development in our town centres	<p>8 Make our Town Centres hubs for living, culture, employment and services supporting a sustainable retail sector.</p> <p>9 Increase quality, affordability and choice in the borough's housing offer</p> <p>12 Seize the economic opportunities presented as we transition to carbon neutrality by 2038</p>	<p>Set by Housing Strategy</p> <p>Creating investment strategies to maximise opportunities as town centre retail uses change to re-vision the use of land and assets to create new housing opportunities</p> <p>AHousing strategy for older residents will be developed that sets out our plans to design housing and places in which people in mid and later life are economically, physically and socially active</p> <p>Increase the number of people helped to live at home using better design for new homes and technology in older properties</p>	<p>Private Sector</p> <p>Housing Associations</p> <p>Homes England</p> <p>Land Owners</p>	<p>Improved housing offer, with greater variety of choice and affordability, enabling increased economic activity, influx of skills into the borough and removal of housing related impacts on health and barriers for employment</p>	<p>Work Skills & Enterprise</p>  <p>Infrastructure & Environment</p> 	Place







No.	Priority	Aim	Success Measure	Key known delivery partners	Inclusivity	Corporate Plan	Local Industrial Strategy Theme
17	Build on the success of the Stalybridge Town Centre Challenge Board's work, to develop clear visions and strategies for each of our town centres and diversify the offering between and within each centre	<p>8</p> <p>Make our Town Centres hubs for living, culture, employment and services supporting a sustainable retail sector.</p>	<p>These measures will reviewed annually as our understanding of the health and socio-economic impacts of COVID19 increases. The review of the Council's 'Growth' priorities will be informed by this understanding..</p> <p>Clear Strategies and action plans developed for each Tameside town centre.</p> <p>Masterplans developed and adopted for each key town centre.</p> <p>Establish the Stalybridge Heritage Action Zone and deliver the outputs and outcomes of that programme</p> <p>Develop the plans and actions Hyde OPE</p> <p>Increased footfall and reduced vacant units.</p>	<p>GMCA</p> <p>Private Sector</p> <p>One Public Estate</p>	<p>Creation of jobs, requirement for skills and economic activity in wards with high rankings in IMD</p>	<p>Infrastructure & Environment</p>  <p>Work Skills & Enterprise</p>  <p>Nurturing Communities</p>  <p>Longer & Healthier Lives</p>  <p>Independence & Dignity in Older Age</p> 	Place






No.	Priority	Aim	Success Measure	Key known delivery partners	Inclusivity	Corporate Plan	Local Industrial Strategy Theme
		Build Back Better from COVID19 runs through all the priorities due the encompassing nature of the Pandemic based on impact and analysis since December 2019.	These measures will reviewed annually as our understanding of the health and socio-economic impacts of COVID19 increases. The review of the Council's 'Growth' priorities will be informed by this understanding..				
18	Develop Tameside's Night Time economy	<p>8</p> <p>Make our Town Centres hubs for living, culture, employment and services supporting a sustainable retail sector.</p>	<p>Increased Town Centre footfall after 5pm in the evening</p> <p>Increased leisure, food and service offerings in each town centre</p>	<p>GMCA</p> <p>Private Sector</p> <p>Voluntary Sector</p>	<p>Creation of jobs, requirement for skills and economic activity in wards with high rankings in IMD</p>	<p>Infrastructure & Environment</p>  <p>Work Skills & Enterprise</p> 	<p>Place</p> <p>Business Environment</p>
19	Deliver Godley Green Garden Village	<p>9</p> <p>Increase quality, affordability and choice in the borough's housing offer</p> <p>12</p> <p>Seize the economic opportunities presented as we transition to carbon neutrality by 2038</p>	<p>Gain planning permission for the development by the end of 2020</p> <p>Deliver 2350new homes in Godley Green</p> <p>Deliver cycling, walking and public transport links connecting Godley Garden Village to Hyde town centre and broader area.</p> <p>Deliver employment space in Godley Garden Village.</p>	<p>Homes England</p> <p>MHCLG</p> <p>Private Sector</p>	<p>Creation of jobs, requirement for skills and economic activity in wards with high rankings in IMD</p>	<p>Infrastructure & Environment</p>  <p>Nurturing Communities</p> 	<p>Place</p>





No.	Priority	Aim	Success Measure	Key known delivery partners	Inclusivity	Corporate Plan	Local Industrial Strategy Theme
20	Continue the housing lead regeneration of Hattersley.	<p>9 Build Back Better from COVID19 runs through all the priorities due the encompassing nature of the Pandemic based on impact and analysis since December 2019.</p> <p>9 Increase quality, affordability and choice in the borough's housing offer</p> <p>1 Attract inward investment and support existing businesses to increase the number of good jobs in the borough.</p> <p>2 Increase aspirations, employment, pay, skills and health across our whole population.</p>	<p>These measures will reviewed annually as our understanding of the health and socio-economic impacts of COVID19 increases. The review of the Council's 'Growth' priorities will be informed by this understanding..</p> <p>Deliver 370 more new homes in Hattersley.</p> <p>Public Realm improvement plans designed, consulted on and implemented, including Multi Use Games Areas completed.</p> <p>The RSK Science Campus delivered and fully occupied by knowledge intensive businesses.</p> <p>Regional Centre / retail park delivered and fully occupied</p>	<p>Homes England</p> <p>Barratts</p> <p>Onward Homes</p> <p>Private Sector</p>	<p>Creation of jobs, requirement for skills and economic activity in wards with high rankings in IMD</p>	<p>Infrastructure & Environment</p>  <p>Nurturing Communities</p>  <p>Work Skills & Enterprise</p>  <p>Independence & Dignity in Older Age</p> 	Place







No.	Priority	Aim	Success Measure	Key known delivery partners	Inclusivity	Corporate Plan	Local Industrial Strategy Theme
21	Broaden and uplift the borough's housing supply.	<p>9</p> <p>Increase quality, affordability and choice in the borough's housing offer</p> <p>12</p> <p>Seize the economic opportunities presented as we transition to carbon neutrality by 2038</p>	<p>Housing Strategy adopted</p> <p>Increased numbers of Council Tax Band C & D housing delivered across the borough</p> <p>HMO Landlord licensing scheme established driving improved accommodation standards across the sector</p> <p>Increased number of people helped to live at home through improved design, and adoption of innovative technologies</p> <p>Increased delivery and take up of prevention support outside the care system</p>	<p>Homes England</p> <p>GMCA</p> <p>Private Sector</p> <p>Housing Sector</p>	<p>Creation of jobs, requirement for skills and economic activity in wards with high rankings in IMD</p>	<p>Infrastructure & Environment</p>  <p>Nurturing Communities</p>  <p>Independence & Dignity in Older Age</p> 	Place



No.	Priority	Aim	Success Measure	Key known delivery partners	Inclusivity	Corporate Plan	Local Industrial Strategy Theme
22	Extend Ashton Old Baths Digital Innovation Centre and deliver Data Centre to scale our digital offer including start up and growth businesses	<p>10 Use the Public Sector Estate to support start-ups, social enterprises and charities to deliver and grow.</p> <p>1 Attract inward investment and support existing businesses to increase the number of good jobs in the borough.</p> <p>11 Enable an inclusive digital and creative economy for people and business</p>	<p>These measures will reviewed annually as our understanding of the health and socio-economic impacts of COVID19 increases. The review of the Council's 'Growth' priorities will be informed by this understanding..</p> <p>Phase 3 of Ashton Old Baths completed to budget, delivering a greater range of accommodation options for the sector.</p> <p>Centre occupancy returned to 95% as soon as possible and maintained at that rate .</p> <p>A place marketing campaign based around the completion of phase 3 of Ashton Old Baths and the opportunities offered by the data centre and dark fibre links to the University Corridor, developed and delivered.</p>	<p>Oxford Innovation</p> <p>MIDAS</p> <p>Co-Operative Network Infrastructure</p> <p>Data Centre Operator</p>	<p>Improving digital links to jobs and services, removing barriers to employment and access for residents.</p>	<p>Infrastructure & Environment</p>  <p>Work Skills & Enterprise</p> 	<p>Digital Creative and Media</p> <p>Ideas</p>



No.	Priority	Aim	Success Measure	Key known delivery partners	Inclusivity	Corporate Plan	Local Industrial Strategy Theme
23	Use the Strategic Asset Management Plan to help deliver Inclusive Growth across the borough, Using public sector property assets effectively to support regeneration and economic development	<p>10 Use the Public Sector Estate to support start-ups, social enterprises and charities to deliver and grow.</p> <p>8 Make our Town Centres hubs for living, culture, employment and services supporting a sustainable retail sector.</p> <p>9 Increase quality, affordability and choice in the borough's housing offer</p> <p>12 Seize the economic opportunities presented as we transition to carbon neutrality by 2038</p>	<p>Measures set in Strategic Asset Management Plan</p> <p>Health Hubs delivered in 4 key Town Centre locations, bringing increased footfall to key locations.</p> <p>An innovative One Public Estate approach to public sector assets adopted to increase services in town centres raising footfall adopted.</p> <p>Opportunities to use capacity Markets, Town Halls and other public sector buildings to support start-ups and charities identified, and an offer developed.</p> <p>Key publicly owned assets deployed in assembling and delivering sites for regeneration and development</p>	<p>One Public Estate</p> <p>CCG</p> <p>DWP</p> <p>Police, Fire and Rescue</p>	<p>Creation of jobs, requirement for skills and economic activity in wards with high rankings in IMD</p>	<p>Infrastructure & Environment</p> <p></p> <p>Work Skills & Enterprise</p> <p></p> <p>Nurturing Communities</p> <p></p> <p>Aspirations & Hope</p> <p></p>	<p>Business</p> <p>Environment</p> <p>Place</p>
24	Develop a comprehensive Planning Framework which encourages employment and housing developments in sustainable and accessible locations in the borough, reflecting the strategic priorities of the Inclusive Growth Strategy, Housing Strategy and SAMP.	All	<p>GMSF concluded.</p> <p>Local Plan written and adopted.</p>	<p>GMCA</p> <p>Private sector</p>	<p>Creation of jobs, requirement for skills and economic activity in wards with high rankings in IMD</p>	All	<p>Place</p> <p>Infrastructure</p> <p>Clean Growth</p>





+ Tameside Economic Baseline

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A Final Report

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Executive Summary



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Tameside: Socio-Economic Snapshot

Tameside is strategically positioned within the Greater Manchester city region and on the doorstep of the Pennines.

Tameside Economic Snapshot

Home to... **70,700** Jobs

52% of GM jobs

Employment has grown slowly since 2018 at a rate of: **1.7%**

Low job density at **0.57** per WAP resident

Total GVA of ... **£2.87 bn**

GVA per FTE worker of: **£50,400**

Static productivity growth since 2014... **-0.8%**

Aggrieved business base ...

6,100 Businesses

6.9% Growth since 2015

5.8% of GM businesses

Net out-flow of workers of: **-22,200**

Strongest out-flows are to Manchester and Stockport

Sector strengths in:

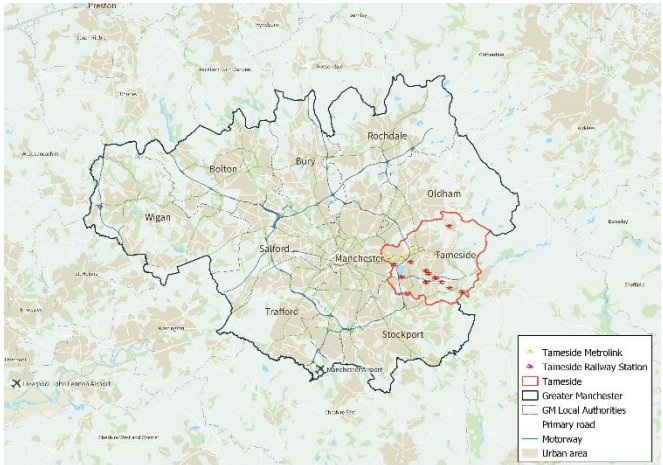
- Advanced Manufacturing
- Health

225,200 Residents

8% of GM population

Population growth has been slow since 2013 at a rate of: **2%**

Source: UK Business Counts, 2015-2019; Business Register and Employment Survey, 2015-2019; ONS Population Estimates, 2013-2018



Five Defining...Strengths

1. Proximity and positioning of Tameside within the Greater Manchester city region as a driver of growth
2. Sectoral strengths in GM identified opportunity sectors including Advanced Manufacturing & Engineering and Health Innovation
3. Excellent connectivity including digital infrastructure and strategic transport infrastructure as a driver of growth
4. Quality of life offering including attractive historic towns with access to the Pennines countryside
5. Improving education offer characterised by good and outstanding ratings and continued investment in Further Education provision

Five Defining...Weaknesses

1. Pervasive productivity challenges which inhibit Tameside's growth potential
2. A shortage of local jobs and a lack of quality sites and premises to attract and retain investment
3. Labour market deficiencies stymying effective demand and supply interaction and holding back productivity
4. A low entrepreneurial culture and the need for supporting infrastructure to facilitate entrepreneurship and innovation
5. Deep-rooted inequalities which limit life chances, health and prosperity

Five Defining...Opportunities

1. Enhanced place proposition to drive growth through a network of towns and capitalise upon proximity to city and natural capital
2. Enhanced connectivity (transport and digital) to facilitate access to employment and stimulate entrepreneurship
3. Major developments including new housing developments, employment sites (especially Ashton Moss and St. Petersfield) and local transport investments presenting supply chain and investment opportunities
4. Securing investment in opportunity sectors including Advanced Manufacturing & Engineering and Health Innovation and driving competitiveness through digitalisation, upskilling and innovation
5. Levering anchor institutions and the role of public procurement in driving good growth outcomes

Five Defining...Threats

1. Macro economic factors including the uncertainties created by EU exit and the recent global pandemic
2. Demographic change is contributing to an ageing population in Tameside and a forecast decline in the working age population is anticipated, tightening labour supply and placing pressure on services
3. Technology and innovation are disruptive forces which Tameside need to embrace to maintain competitiveness
4. Competition for growth and investment elsewhere in GM and the UK is undermining Tameside's ability to retain and secure investment
5. Infrastructure constraints will impact on Tameside's ability to secure investment and enable equitable access to economic opportunities

Implications for the Inclusive Growth Strategy

The review of the economic evidence for Tameside has highlighted a number of areas of focus for the emerging Inclusive Growth Strategy. These are:

Infrastructure – maximising Tameside’s strategic positioning to enable residents and businesses access higher value opportunities through affordable, efficient and sustainable transport; and leveraging the competitive edge presented by Tameside’s digital infrastructure through digital-led inclusive growth. Opportunities to deliver a major new employment development at Ashton Moss focused on advanced manufacturing and materials and St. Petersfield as the hub of digital driven business. A need to diversify the borough’s stock, bring more family housing and higher value development to support the borough’s economy.

People – enable everyone to benefit from Tameside’s economic growth through attracting and retaining talent; upskilling residents and workers to access quality employment opportunities; expanding HE offer to retain and attract young people; building connections with GM universities; enhancing digital skills and leadership and management skills

Places – developing Tameside’s place proposition as a place to invest, live and work; facilitating vibrant mixed use town centres as a destination for investment; delivering sites and premises to attract and retain investment and grow local jobs offer

Business environment – position Tameside to drive productivity and competitiveness in GM opportunity sectors including AME and health; strengthening local supply chains to maximise growth opportunity; driving resilience of businesses to change through business support; encourage business start-up; deliver social value and lever anchor institutions to support good growth objectives

Ideas – invest in innovation, technology and skills to drive competitiveness; embrace disruptive forces to drive change and harness opportunity

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Introduction

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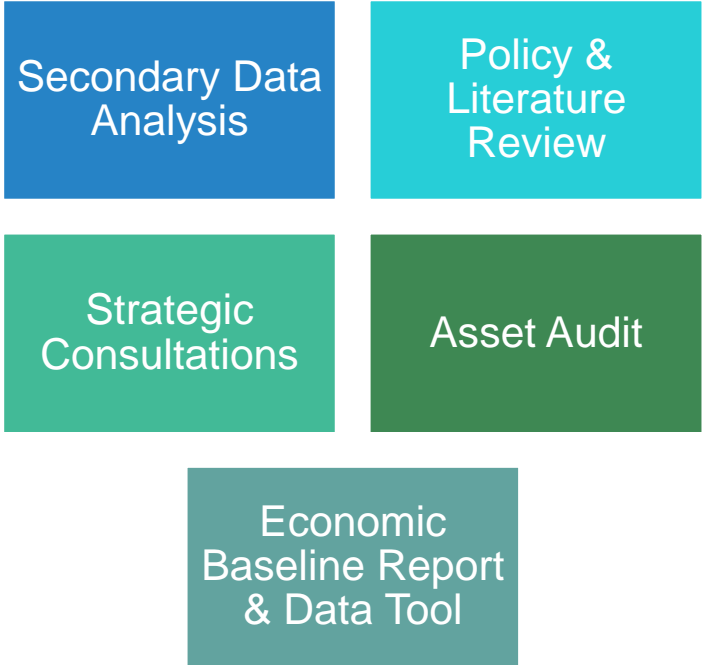
Purpose

This report provides an Economic Baseline Study of Tameside drawing on the most recent information as of February 2020, benchmarking the Borough against other local authorities within Greater Manchester, the sub-region and national position. The purpose of the study is to:

- + Characterise the state of the Tameside economy
- + Identify the sectors driving growth in the Tameside economy and the role Tameside can play in facilitating growth aspirations of Greater Manchester's identified opportunity sectors
- + Shine a spotlight on the strengths and opportunities presented by the borough
- + Explore the implications arising for the implementation of the GM Local Industrial Strategy and emerging Tameside Inclusive Growth Strategy

The report is accompanied by a Microsoft Power BI interactive baseline tool.

Tameside Economic Baseline Study Components



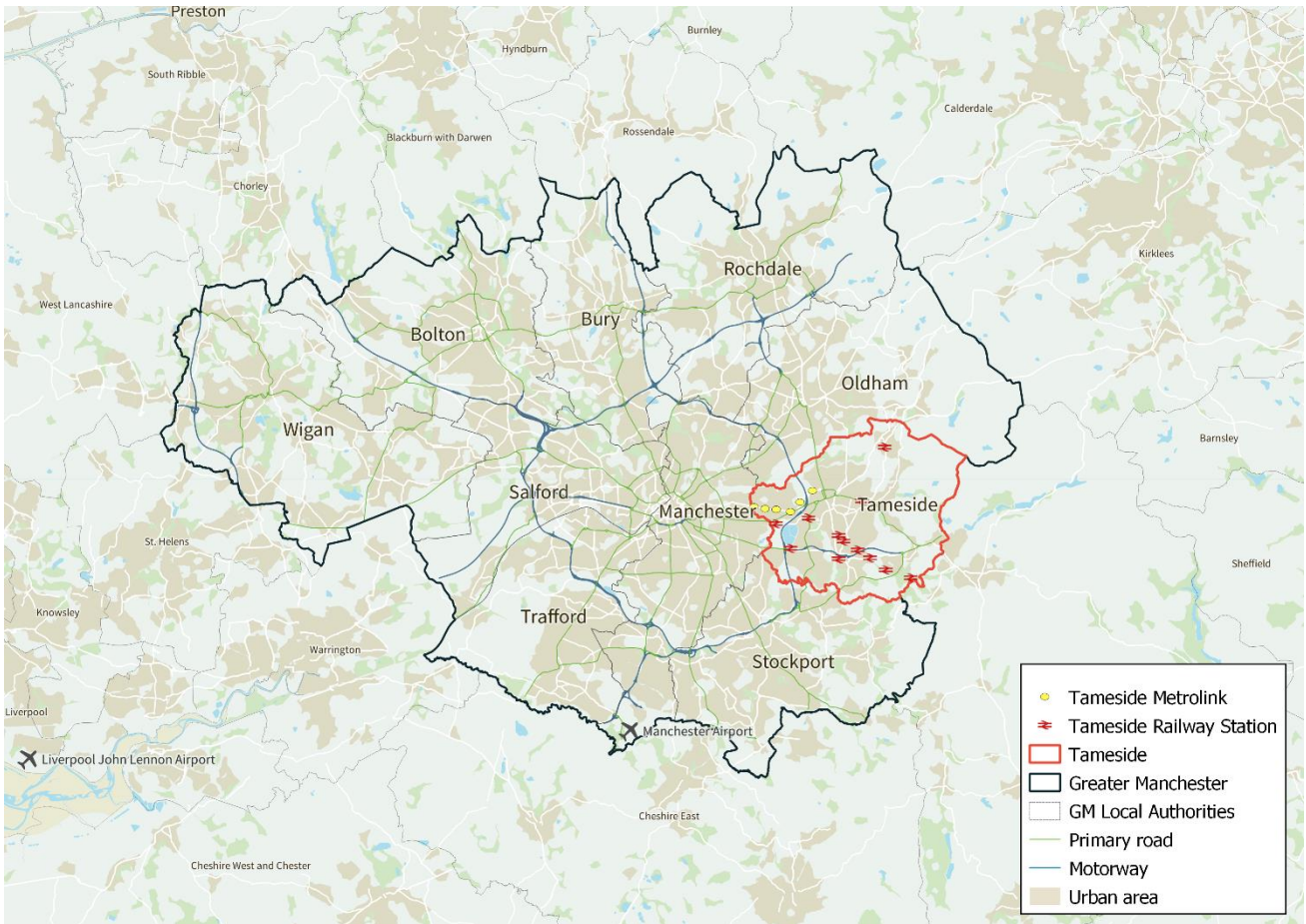
Geographies

The primary geography for the Tameside Economic Baseline Study is the Tameside Metropolitan Borough.

To provide context, the performance of Tameside is benchmarked against the Greater Manchester Combined Authority (GMCA) area and the national average.

In addition, the remaining 9 local authorities within the GMCA and adjoining local authority of High Peak have been selected to help contextualise Tameside's performance and positioning: Stockport, Rochdale, Oldham, Bury, Bolton, Wigan, Salford, Manchester and Trafford.

Performance against these comparators is considered throughout the analysis in the report.



Strategic Context



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Strategic Context (1)

The Tameside Economic Baseline Study is informed by the prevailing policy environment as summarised below.

UK Industrial Strategy, 2017

The UK Industrial Strategy seeks to create an economy that boosts productivity and earning power throughout the UK, underpinned by five foundations of productivity:

- + Ideas – the world’s most innovative economy
- + People – good jobs and greater earning power for all
- + Infrastructure – delivering a major upgrade to the UK’s infrastructure
- + Business Environment – the best place to start and grow a business
- + Places – providing prosperous communities across the UK

The Industrial Strategy responds to four identified grand challenges:

- + Putting the UK at the forefront of the AI and data revolution
- + Maximising the advantages for UK industry in the global shift to clean growth



Becoming a world leader in shaping the future of mobility

- + Harnessing the power of innovation to help meet the needs of an ageing society
- + Tameside has a role to play in closing the productivity gap that exists in the UK.

Northern Powerhouse Strategy, 2016

The Northern Powerhouse Strategy establishes a vision for *“joining up the North’s great towns, cities and counties, pooling their strengths, and tackling major barriers to productivity to unleash the full economic potential of the North”*.

Relevant priorities include:

- + Improving connections between towns and cities in the North
- + Improving educational standards and skill levels across the region
- + Ensuring the North continues to be an excellent location to undertake R&D, develop innovative ideas and start and grow a business



Strategic Context (2)

Identified **strengths** of the North include manufacturing, pharmaceuticals, energy and digital sectors.

Identified **challenges** of the North include lagging productivity compared to the South; poor connectivity limiting the reach of northern cities' labour markets, wages and productivity; lagging innovation and enterprise; and a lower proportion of highly skilled workers.

Transport for the North, Strategic Transport Plan, 2019

The Strategic Transport Plan establishes a vision of a “*thriving North of England, where world class transport supports sustainable economic growth, excellent quality of life and improved opportunities for all*”. The plan seeks to better connect people, business and markets thereby:

- + Transforming economic performance
- + Increasing efficiency, reliability, integration and resilience in the transport system
- + Improving inclusivity, health and access to opportunities
- + Promoting and enhancing the built, historic and natural environment

The STP seeks to deliver improved rail links between major towns and cities, encouraging investment in rail lines, stations and services; strengthen major road networks; improve local and sustainable transport; and facilitate integrated and smart travel.

Greater Manchester Local Industrial Strategy, 2019

Building on the findings of the Greater Manchester Prosperity Review, the LIS seeks to position GM as:

- + A global leader of health and care innovation
- + A world-leading city region for innovative firms to experiment, develop and adopt advanced materials in manufacturing
- + A leading European digital city region enabling digitalisation across all sectors
- + A carbon neutral city by 2038

Key sectors include health innovation; advanced materials and manufacturing; digital, creative and media; and clean growth.

Identified challenges include lagging productivity levels across sectors and the economic, social and spatial disparities that exist within the city region.

Strategic Context (3)

Priorities include:

- + **Ideas** – work with UKRI to maximise investments in innovation assets, drive take up of R&D;
- + **People** – connect national and local policies for the post-16 and work system;
- + **Infrastructure** – explore options for sustainable, long-term local investment into infrastructure;
- + **Business environment** – strengthening GM’s programmes that support businesses to improve productivity;
- + **Places** – addressing barriers to participating in employment and accessing opportunities.

Proposed activity which Tameside has a strong alignment with includes:

- + Development of the Pankhurst Centre for Research in Health, Technology and Innovation
- + Deeper partnerships to ensure the education, skills and work system can support people to reach their potential and improve access to skills

- + Create further opportunities to develop 5G networks and test beds
- + Enabling more local businesses to access existing business support programmes
- + Town centres, including Ashton-under-Lyne, supported to provide a stronger focus on local economic activity
- + Proposed development of an ‘Advanced Materials City’ in the M62 North East Corridor

Greater Manchester Strategy: Our People, Our Place

Ten priorities underpin the vision to “*make GM one of the best places in the world to grow up, get on and grow old*”:

- | | |
|---|--|
| 1.Children starting school ready to learn | 6.Safe, decent and affordable housing |
| 2.Young people equipped for life | 7.A green city region and a high quality culture and leisure offer for all |
| 3.Good jobs with opportunities for people to progress and develop | 8.Safer and stronger communities |
| 4.A thriving and productive economy in all parts of GM | 9.Healthy lives with quality care available for those who need it |
| 5.World class connectivity that keeps GM moving | 10.An age-friendly city region |

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Strategic Context (4)

GMCA Infrastructure Framework 2040

The Infrastructure Framework seeks to develop and maintain a holistic infrastructure system that is robust, accommodates sustainable growth and supports the ambitions of the Greater Manchester Strategy. It focuses on physical infrastructure including energy, transport, digital, water, and green and blue infrastructure.

Relevant priorities for Tameside include low carbon heat; capacity, connectivity and diversity of transport networks; pervasive, affordable and resilient digital connectivity; and collaboration; funding and resilience. As Tameside delivers housing and employment growth there needs to be a corresponding investment in the performance of supporting infrastructure.

GM Population Health Plan, 2017-2021

The Health Plan seeks to achieve the greatest and fastest improvement to the health, wealth and well-being of the 2.8m people who live in GM. Identified challenges include a growing ageing population, significant health inequalities, below average life expectancy. Supporting localities to build and test an approach to work and health that integrates health, employment and other services is a key objective.



Tameside Corporate Plan 'Our People Our Place Our Plan'

Tameside Council and NHS Tameside & Glossop CCG have come together to form one organisation 'Tameside & Glossop Strategic Commission'. A new Corporate Plan has been developed that reflects the priorities and guiding principles for joint working in the area.

The plan is structured by life course – Starting Well, Living Well and Ageing Well, underpinned by ensuring that Tameside & Glossop is a Great Place and has a Vibrant Economy. There are 8 strategic 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
5. Modern infrastructure and a sustainable environment that works for all generations and future generations
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
8. Independence and activity in older age, and dignity and choice at end of life

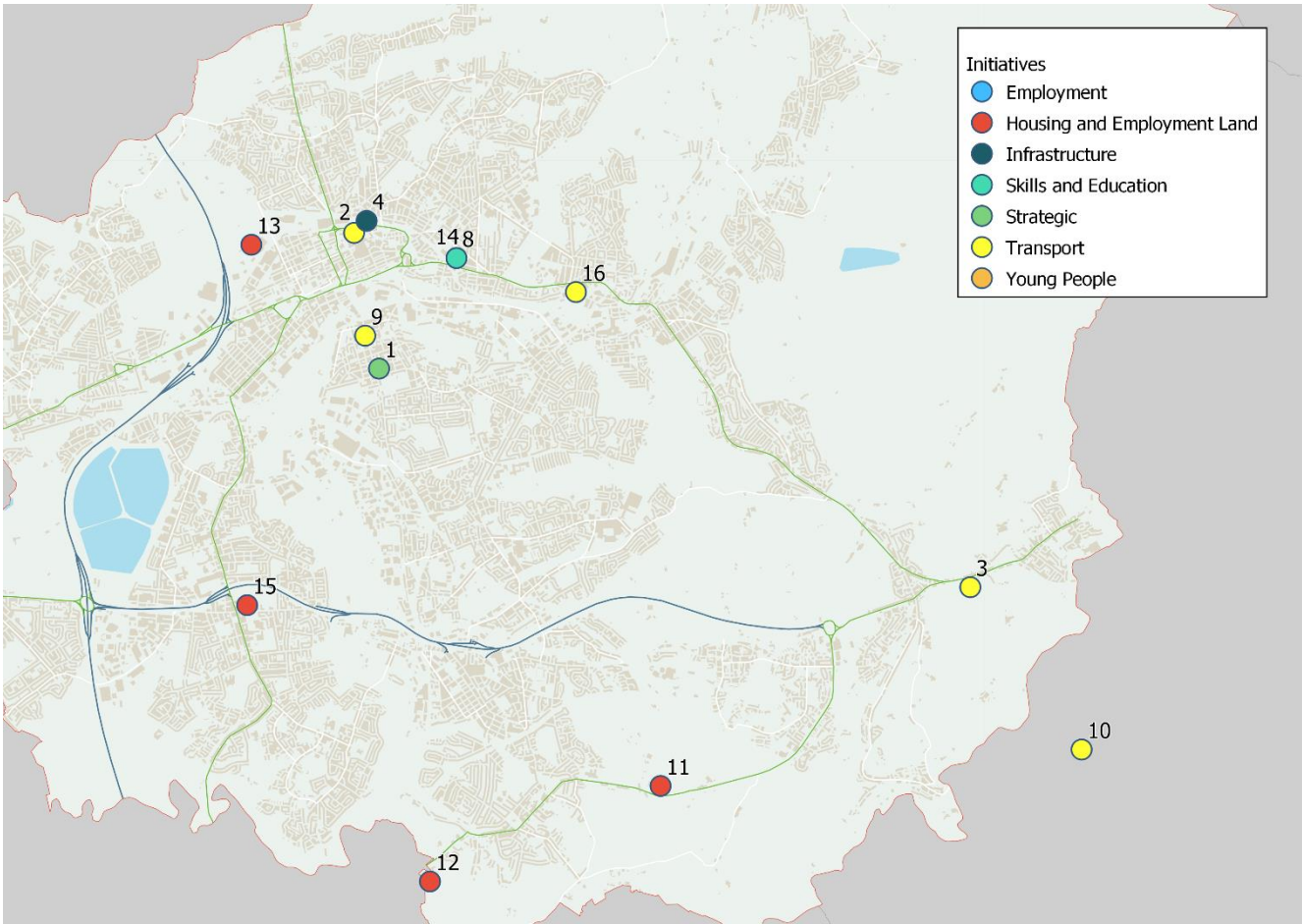
The Tameside Economic Baseline will inform the development of a number of strategies, including an Inclusive Growth Strategy for the Borough.



Strategic Context (5)

Major Initiatives in Tameside - Mapped

No.	Initiative	Focus
1	Care Together Programme	Strategic
2	Ashton Interchange	Transport
3	Trans-pennine Upgrade (Mottram Bypass)	Transport
4	SWIFT Free Wifi in Town Centres	Infrastructure
5	Tameside Dark Fibre Network	Infrastructure
6	Tameside Employment Fund (Youth Employment Scheme and Business & Trade Grant)	Employment
7	Working Well Health Pilot	Employment
8	Tameside Hack	Young People
9	New Train Station at Dewsnap in Dukinfield - proposed	Transport
10	New Train Station at Gamesley	Transport
11	Godley Green Garden Village	Housing and Employment Land
12	South of Hyde - 440 homes, new garden village	Housing and Employment Land
13	Ashton Business West - 175,000 sqm employment space, MetroLink proposal	Housing and Employment Land
14	Ashton Business West - 175,000 sqm employment space, MetroLink proposal	Skills and Education
15	Ashton Business West - 175,000 sqm employment space, MetroLink proposal	Housing and Employment Land
16	Extension of Ashton MetroLink to Stalybridge	Transport

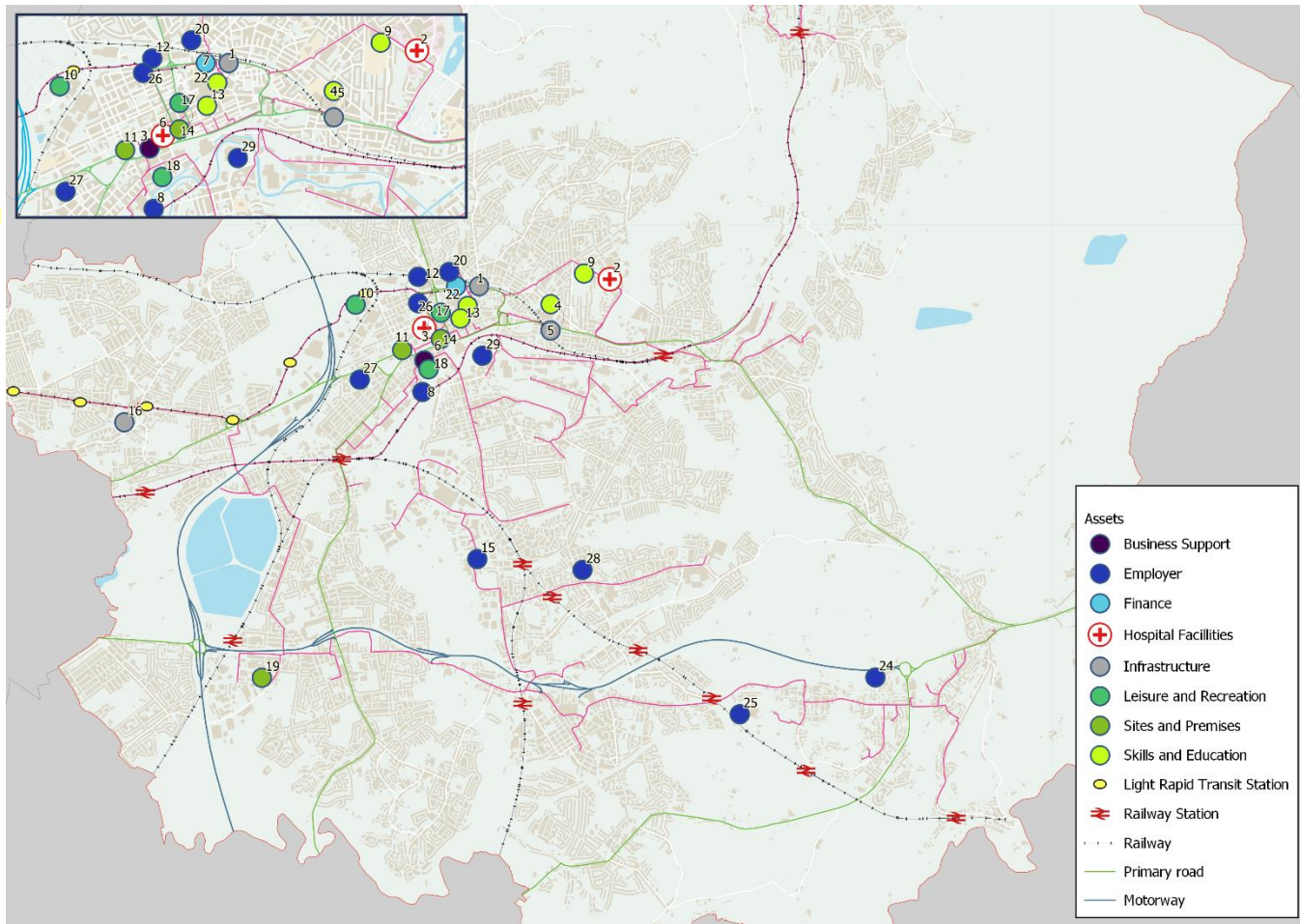
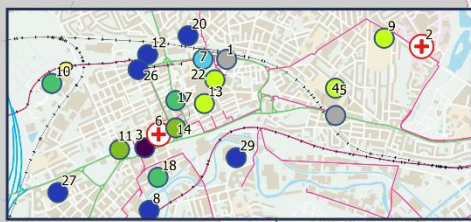


Strategic Context (6)

Key Assets in Tameside – Mapped

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Number	Asset Name	Asset Category
1	Clarendon Sixth Form College	Skills and Education
2	Tameside General Hospital - Tameside and Glossop Integrated Care NHS Foundation Trust	Hospital Facilities
3	Ashton Old Baths	Business Support
4	Tameside Co-operative Network Infrastructure	Infrastructure
5	Tameside College	Skills and Education
6	Pennine Hills NHS Foundation Trust	Hospital Facilities
7	Tameside Council	Infrastructure
8	Barcrest Group (acquired by Scientific Games Corporation)	Employer
9	Ashton Old Baths	Skills and Education
10	Ashton Moss Leisure Park	Leisure and Recreation
11	St Peter's Field Business Quarter	Sites and Premises
12	Ikea	Employer
13	Tameside Centre - Advanced Skills Centre and Joint Public Service Centre	Skills and Education
14	Tameside Centre for Enterprise	Sites and Premises
15	Newland Engineering	Employer
16	Droylsden Marina	Infrastructure
17	Central Art Gallery	Leisure and Recreation
18	Portland Basin Museum	Leisure and Recreation
19	Tameside Business Park	Sites and Premises
20	Energy Gain UK	Employer
21	Cooperative Network Infrastructure Ltd	Infrastructure
22	Tameside and Glossop Community Credit Union	Finance
23	Denton Leisure Centre (in development)	Leisure and Recreation
24	EnviroLab	Employer
25	Kerry Foods	Employer
26	Great Academies	Employer
27	Hill Biscuits	Employer
28	Findel Education	Employer
29	Tulip (Foods)	Employer



Assets

- Business Support
- Employer
- Finance
- ⊕ Hospital Facilities
- Infrastructure
- Leisure and Recreation
- Sites and Premises
- Skills and Education
- Light Rapid Transit Station
- ⚡ Railway Station
- ⋯ Railway
- Primary road
- Motorway

Tameside: Assets & Opportunities

The Borough of Tameside lies to the east of Greater Manchester, stretching from the east of the City of Manchester to the moors of the Peak District. Tameside borders Oldham, Manchester, Stockport and the Derbyshire Borough of High Peak. The Borough has a mix of urban and rural landscapes, including the towns of Ashton-under-Lyne, Audenshaw, Denton, Droylsden, Dukinfield, Hyde, Longdendale, Mossley and Stalybridge. Tameside is strategically located and well served by the M60 and M67 motorways and rail and metro links.

Tameside has a number of assets which support economic growth in the Borough. These include:

- + **Skills and Education** including Tameside College offering the Advanced Technology Centre and the Centre for Construction Skills and various Sixth Form Colleges including Ashton Sixth Form College which is recognised as outstanding in all areas by Ofsted
- + **Anchor institutions** which make a significant contribution to the Tameside economy as large employers with significant purchasing power; holders of land and property assets; and a tendency to operate not-for-profit. For example, Tameside Council, the Tameside and Glossop Integrated Care NHS Foundation Trust, Greater Manchester Police and Fire Rescue Service, and Further Education colleges
- + **Key employers** such as Barcrest Group, Ikea, Newland Engineering, Energy Gain UK, Envirolab, Kerry Foods, Hill Biscuits, and Tulip (Foods)
- + **Social enterprises and cooperatives** such as the Tameside Co-operative Network which provides a cooperative model of delivery which responds to local need and respond to particular gaps in the market
- + **Digital infrastructure** including the Tameside Dark Fibre Network and the Tier 3 Data Centre at Ashton Old Baths
- + **Employment sites and premises** including Tameside Business Park, Ashton Old Baths, Tameside Centre for Enterprise, St Petersfield Business Quarter and proposed developments at Ashton Moss and Hattersley Science and Technology Park
- + **Leisure and recreation facilities** such as Ashton Moss Leisure Park, Central Art Gallery, Portland Basin Museum and Droylsden Marina and the natural capital offer presented by the Pennines

Economic Profile



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Introducing the Economy - Productivity

Tameside generates a GVA of £2.87** billion per annum, which equates to £50,400 per FTE worker. This is comparatively low compared to the Greater Manchester and national average of £56,600 and £66,300 respectively. On the measure of GVA per FTE worker, Tameside's productivity gap compared to the City Region is currently around 11% and 24% compared to England.

Summary of the Tameside Economy

	Tameside	GM	England
No. of Jobs, 2018*	70,700	1,366,500	26,840,800
Employment change (2013-2018)	1.7%	12.8%	8.7%
No. of businesses, 2019*	6,100	104,100	2,360,800
Business change (2015-2019)*	+395 (6.9%)	+17,500 (20.2%)	+244,500 (11.6%)
GVA, 2018**	£2.87 billion	£62.6 billion	£1.42 trillion
GVA per FTE worker**	£50,400	£56,600	£66,300
Productivity growth (2014-2018)**	-0.8%	7.7%	10.8%

Source: UKBC and BRES, Regional GVA (Balanced), ONS 2019

Introducing the Economy - Productivity

GVA by Industry, 2017 (£m)



The top five contributors to Tameside's GVA are:

- + Human health and residential care activities (£442m and 15% of total)
- + Manufacture of wood, petroleum, chemicals and minerals (£300m and 10% of total)
- + Retail trade (£249m and 9% of total)
- + Education (£235m and 8% of total)
- + Public administration and defence (£192m and 7% of total)

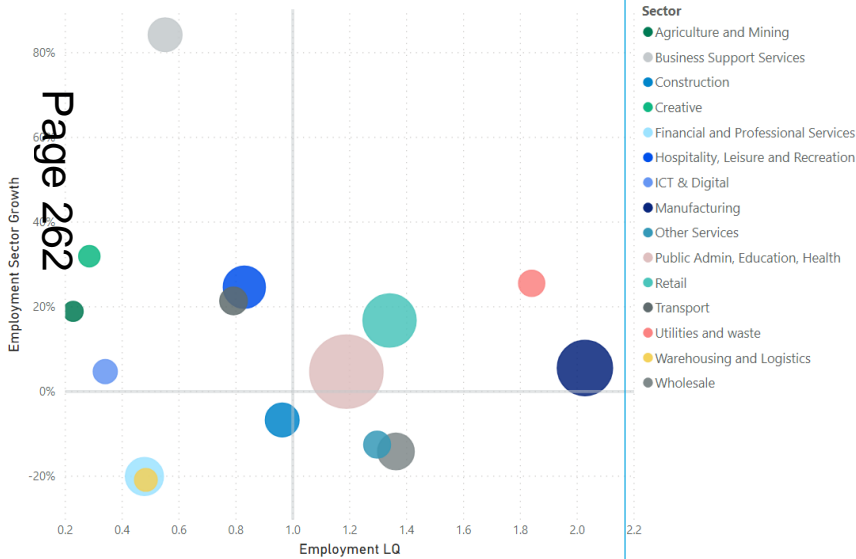
Introducing the Economy - Productivity

Source: Regional GVA
(Balanced), BRES, ONS (2019)

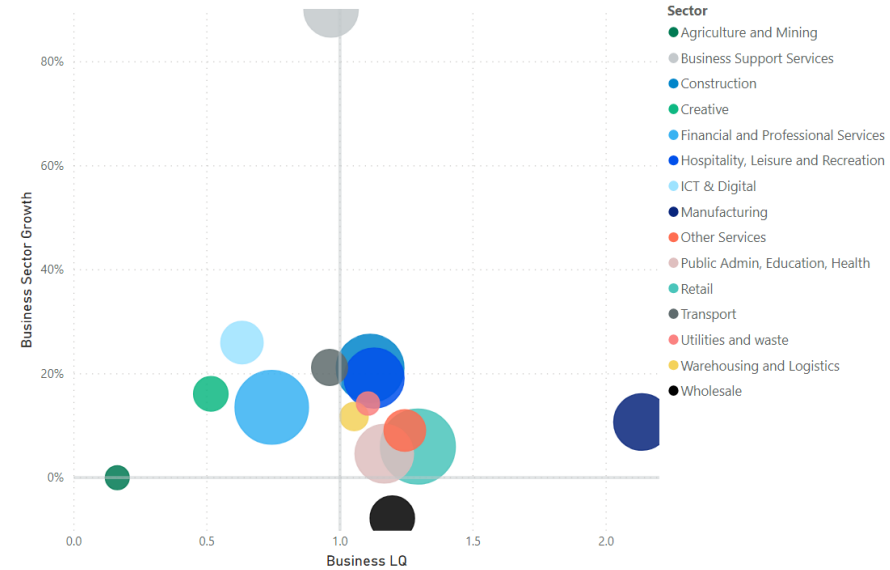
Sector*	Tameside GVA per FTE Employee	% share of overall GVA	GVA gap between Tameside and England (minus London) by sector	Change in sector GVA (last 5 years) %
Agriculture, mining, electricity, gas, water and waste	£53,676	2.5%	-55%	-15.1%
Manufacturing	£52,891	20.0%	-33%	-4.0%
Construction	£65,862	6.7%	-22%	15.1%
Wholesale and retail trade; repair of motor vehicles	£38,519	14.9%	-28%	-6.1%
Transportation and storage	£43,099	3.1%	-17%	25.4%
Accommodation and food service activities	£29,194	2.7%	-7%	14.9%
Professional, scientific and technical activities (including financial and digital)	£45,700	6.5%	-40%	-10.1%
Administrative and support	£60,461	6.2%	41%	71.8%
Public administration, education, health	£59,228	34.8%	14%	30.8%
Arts, entertainment and other services	£36,150	2.7%	-41%	8.5%
Overall	£50,400	100%	-17%	

Introducing the Economy – Sector Composition

Tameside Employment Strengths (2013-18)



Tameside Business Strengths (2014-19)



Source: UKBC and BRES, ONS (2019)

Introducing the Economy – Sector Composition

Approximately 71,000 people are currently employed in Tameside, with around 6,140 businesses located in the borough.

Tameside accounts for 5% of all employment in Greater Manchester and is home to 5.9% of the GM business base.

Tameside’s economy has been growing steadily, with 1,200 (+2%) more jobs in the area compared to 2013, and 850 (16%) more businesses since 2014.

Tameside has a number of sector specialisms which are important to the economy in both absolute and relative terms, and have experienced recent employment growth:

- + **Public admin, education and health** (21,130 employed, LQ of 1.2 and +4% growth)
- + **Manufacturing** (11,320 employed, LQ of 2, and +5% growth)
- + **Retail** (10,475 employed, LQ of 1.3 and +15% growth)
- + **Utilities and waste** (1,450 employed, LQ of 1.8 and +26% growth)

The knowledge economy* accounts for 8.3% of all employment in Tameside. This decreased by -6.5% between 2013-18, in contrast with approximately 14% growth in both England and Greater Manchester over the same period.

Sector	Business				Employment			
	UK Business Count				BRES			
	2019			Change 2014-19	2018			Change 2013-18
	No.	%	LQ		No.	%	LQ	
Agriculture and Mining	45	1%	0.2	0%	220	0.3%	0.2	19%
Business Support Services	390	6%	1.0	59%	3,325	5%	0.6	68%
Construction	895	15%	1.1	19%	3,260	5%	1.0	-8%
Creative	175	3%	0.5	13%	475	1%	0.3	31%
Financial and Professional Services	960	16%	0.7	17%	4,605	6%	0.5	-27%
Hospitality, Leisure and Recreation	570	9%	1.1	21%	5,975	8%	0.8	20%
ICT & Digital	300	5%	0.6	25%	890	1%	0.3	5%
Manufacturing	565	9%	2.1	6%	11,320	16%	2.0	5%
Other Services	275	5%	1.2	15%	1,500	2%	1.3	-20%
Public Admin, Education, Health	365	6%	1.2	20%	21,130	30%	1.2	4%
Retail	865	14%	1.3	8%	10,475	15%	1.3	10%
Transport	180	3%	1.0	33%	1,675	2%	0.8	20%
Utilities and waste	30	0%	1.1	20%	1,450	2%	1.8	26%
Warehousing and Logistics	80	1%	1.1	14%	645	1%	0.5	-21%
Wholesale	320	5%	1.2	-3%	4,215	6%	1.4	-15%
TOTAL	6,140	100%	1.0	16%	71,000	100%	1.0	3%
<i>Knowledge Economy</i>	<i>1,475</i>	<i>24%</i>	<i>0.7</i>	<i>23%</i>	<i>5,870</i>	<i>8%</i>	<i>0.4</i>	<i>-7%</i>



*see Appendix A for Knowledge Economy/Knowledge Intensive Employment SIC definition



Introducing the Economy – Sector Composition

Core Sectors

The analysis indicates the key sectors which are fundamental to Tameside's economy either in size or specialisation:

- + **Public administration, education and health**
- + **Manufacturing**
- + **Retail**

Emerging Niche Sectors

Sectors which currently employ relatively few people within Tameside and are under-represented, but have experienced recent rapid growth include:

- + **Creative**
- + **ICT and Digital**

Wider Opportunity Sectors

Sectors which currently have a comparatively small presence in employment terms, but are strategically important or have future growth potential in the future include:

- + **Visitor economy**
- + **Business Support Services**
- + **Transport**

Vulnerable Sectors

Sectors which are important in employment terms, may or may not have a degree of specialisation, but have experienced recent employment decline include:

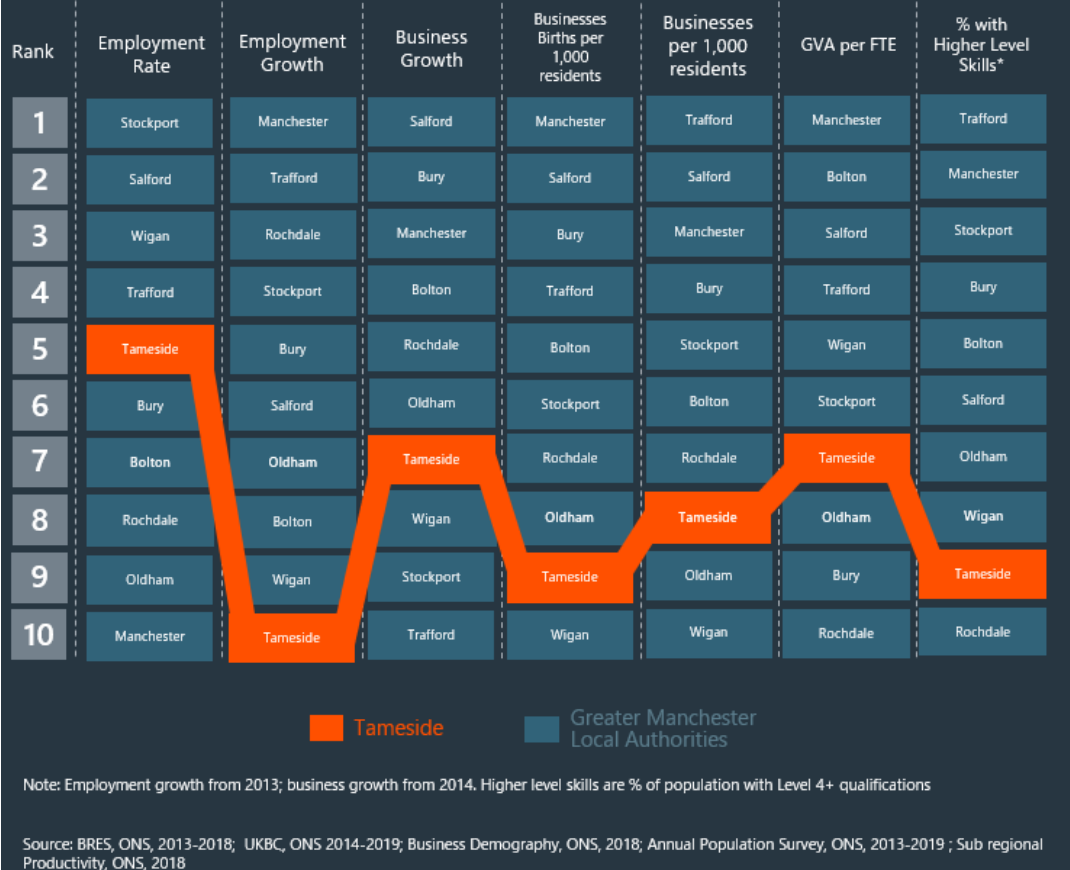
- + **Wholesale**
- + **Construction**
- + **Financial and professional services**

Introducing the Economy – Competitive Position

Despite experiencing steady employment growth over time, it is notable that Tameside has secured the lowest level of employment growth in the past five years compared to other GM authorities. Other challenges include a low representation of higher level skills; below average productivity per FTE; and relatively low business birth rates.

However, Tameside does have a reasonably strong employment rate (rank 5 out of 10) and the business growth rate over the past five years has been fairly strong compared to the experiences of Wigan, Stockport and Trafford.

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This section also provides key word analyses of Tameside's opportunity sectors based on a report delivered by Hatch Regeneris in partnership with The Data City for GMCA in 2019. The study provided economic analysis of emerging technology sectors, using a machine learning approach to classify businesses based on the words they use to describe themselves on websites. The rationale of this approach is to address shortcomings in traditional SIC code-based analysis of accurately capturing companies that operate in small, frequently changing niche markets and those in emerging sectors that have not yet been classified.

Businesses were identified via web-scraping, matched to Companies House data where possible, and allocated into emerging sectors based on keywords. Approximately 32,500 businesses in emerging sectors were identified via this method in Greater Manchester, with 1,815 registered in Tameside (5.5% of GM total). The keyword composition of each sector for Tameside, identified from business websites, is included on the following slides.

Data drawn from Eventbrite and Meetup.com in 2019 was also analysed to reflect early stage innovation activity. Events were classified against themes of interest using a machine learning process. Unsurprisingly, Manchester was the principal location for such events within Greater Manchester, accounting for 84% (1,978 events) of all those detected within the region. With Salford accounting for a further 12% (271 events), the remaining boroughs account for little, with Tameside accounting for 1% (24 events). A point of significance for Tameside is that half of those 24 events were classified as Medicine related, suggesting this is a fledging area of innovation networking in the borough.

CURRENT OVERVIEW

JOBS (2018)	
Number	3,825
% of all jobs	5%
LQ vs England	1.2
% Change (2011-16)	-10%

BUSINESSES (2019)	
Number	395
% of all businesses	6%
LQ vs England	1.5
% Change (2012-17)	+1%

LOCAL SPECIALISMS

Manufacture of medical and dental instruments

600 jobs; LQ = 3.6

Engineering activities and related technical consultancy

700 jobs; LQ = 3.0



COMPETITIVE POSITION

The manufacturing sector in Tameside is large and productive and a key driver of economic growth. Advanced Manufacturing & Materials is an important sub-set of the broad manufacturing sector, driving higher value added activity. Tameside is well served by road, rail, sea and air, with excellent connections to industry primes and suppliers.

KEY ASSETS

- Digital infrastructure ('Dark' fibre)
- Proximity to R&D centres of excellence in advanced materials in GM
- Access to tailored business support programmes such as Made Smarter
- Tameside College Advanced Technology Centre & the Centre for Construction Skills
- Proximity to GM HEI offer providing graduate talent and higher level skills

TRENDS

- Industrial digitalisation and automation
- Decarbonisation & energy efficiency / Circular economy approaches
- Advanced materials & additive manufacturing
- Regulation & trade impacts
- Electrification & battery technology

OPPORTUNITIES

- Supply chain opportunities in major projects i.e. HS2, local transport investments i.e. Ashton Interchange, Mottram Bypass, Metrolink extension, new stations, major housing development at Godley Green
- Sector growth prospects in areas of UK competitive advantage i.e. aerospace, pharma & tech intensive
- Process innovation such as 3D printing, additive & composite manufacturing and rise of plastic electronics
- Low carbon agenda / environmental sustainability
- Exploitation of digital and leadership skills to drive productivity gains
- Supply chain opportunities linked to major projects and Tier 1 activity
- New markets opened up by new trade deals
- Reshoring from overseas
- Growing demand for customised products
- Increased demand for manufactured goods in cities linked to population growth and urban mobility demand

THREATS

- Impact of proposed new 'Advanced Materials City' development
- Increased automation impacting on employment demand
- Post Brexit impact on investment, trade patterns & workforce
- Increased regulation
- Overseas competition
- Availability of sites and premises to accommodate demand
- Ageing workforce
- Changing skill requirements

Composition of the Economy – Advanced Manufacturing & Engineering Competitive Position

Tameside has distinct strengths in advanced manufacturing and engineering (AME) with GM. On relative measures Tameside has the highest proportion of AME employees and businesses in GM, and the highest level of concentrated activity as shown by location quotient analysis.

Competitive Position – AME Employment



Competitive Position – AME Business Base



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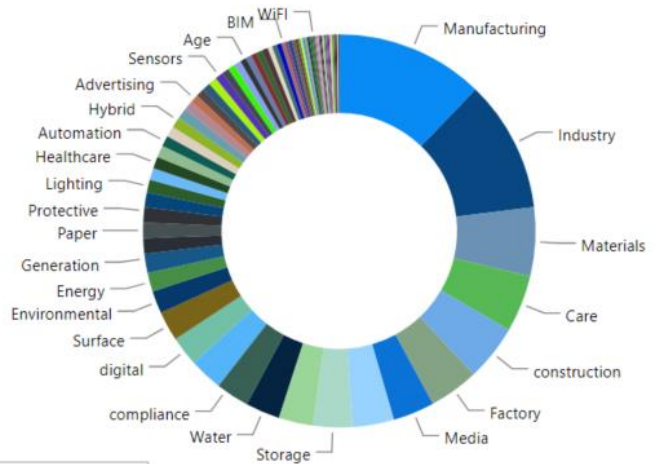
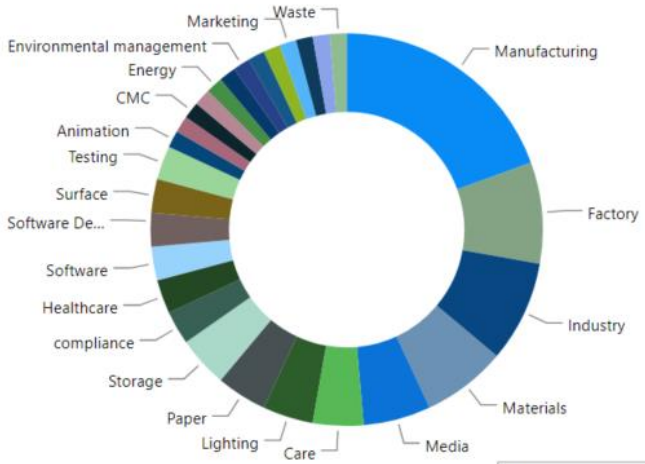
Key words such as materials and care feature in Tameside's analysis, pointing to opportunities including advanced materials and the interface between manufacturing and health. At least 607 businesses associated with Manufacturing keywords were identified in Tameside out of a GM total of 7,117 (8.5%). Given the size of Tameside's business base, this suggests manufacturing as a clear area of specialism for the metropolitan borough.

Local Authority

LEP

Keyword Sector Composition

Keyword Sector Composition





Sector

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Focus on... Digital, Media, Creative and Tech (DMCT)

CURRENT OVERVIEW

 JOBS (2018)	
Number	1,895
% of all jobs	3%
LQ vs England	0.4
% Change (2011-16)	+19%

 BUSINESSES (2019)	
Number	1,215
% of all businesses	20%
LQ vs England	0.8
% Change (2012-17)	+13%

LOCAL SPECIALISMS

Manufacture of jewellery and related articles
400 jobs; LQ = 2

Architectural activities
10 jobs; LQ = 1.1



COMPETITIVE POSITION

Tameside's proximity to GM as a leading digital city-region, the roll-out of the dark fibre network and the quality of life offer presented by the proximity to the Pennine Moors.

KEY ASSETS

- Competitive digital infrastructure offer: 'Dark' fibre and Tier 3 Data Centre
- DMCT premises offer such as Ashton Old Baths
- Tameside Co-operative Network
- Affordable location for sites & premises
- Proximity to digital and creative clusters in GM including MediaCityUK, The Sharp Project and GM HEIs
- Proximity to GM HEI offer providing graduate talent and higher level skills; Tameside HACK

TRENDS

- Digital transformation accelerating innovation and productivity across all sectors
- Rise of online shopping and changing consumer behaviour
- Increased automation and adoption of AI technologies
- Rise of immersive technologies
- High skill / low skill occupational polarisation
- Big data
- Rise of self-employment in the sector

OPPORTUNITIES

- Leverage digital assets to maximise gigabit capable connectivity (full fibre and 5G) to residential and commercial premises
- Digital skills development i.e. new Digital Skills Partnership
- Digital business support ecosystem to support digitalisation of the business community
- Digital access to services, learning and information
- Investment in AI related R&D to boost productivity
- Transferability of DMCT skills and products to other opportunity sectors i.e. AME, Clean Growth
- Increased demand for transport and logistics as a result of rapid growth in e-commerce Growth in the visitor economy driving creative sector demand
- UK strengths in computation, software tools/design and content, data analytics and wider strengths in media will drive economic opportunity

THREATS

- Resilience of digital network to meet increased demand
- Automation impact on jobs / sectors
- Overseas competition
- Availability of sites and premises to accommodate employment growth
- Changing skill requirements including access to digital skills
- Need to attract and retain higher skilled (L4+) to facilitate innovation and competitiveness

Composition of the Economy – Digital, Media, Creative & Tech (DMCT) Competitive Position

Tameside has an emerging profile in the DMCT sector. Whilst indicators of absolute and relative employment strength are low in comparison to other local authorities in GM, it is notable that the sector has experienced rapid employment growth in the past 5 years within Tameside.

Competitive Position – DCMT Employment



Competitive Position – DCMT Business Base



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Keyword analysis of Digital, Media, Creative and Tech (DMCT)

The interface between DMCT and key words such as care in Tameside indicates the digitalisation of health care as an opportunity. At least 736 businesses associated with Digital, Media, Creative and Tech keywords were identified in Tameside out of a GM total of 14,894 (4.9%). As such, the DMCT sector has a large presence in the borough, although not at a higher density than Greater Manchester overall.

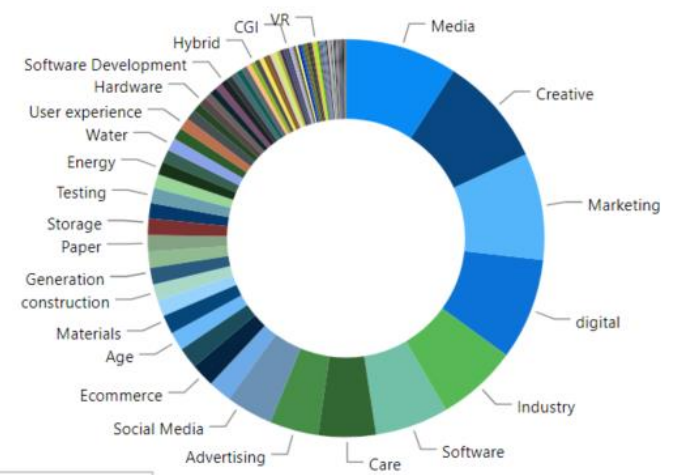
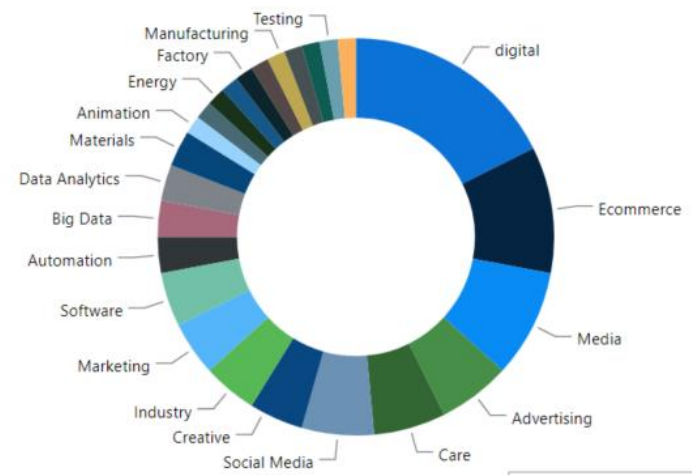
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Local Authority
Tameside

LEP
Greater Manchester

Keyword Sector Composition

Keyword Sector Composition





Sector (Digital, Media, Creative, Tech)
Multiple selections

Source: Hatch Regeneris; The Data City, 2019

Focus on... Health Innovation

CURRENT OVERVIEW

 JOBS (2018)	
Number	10,025
% of all jobs	14%
LQ vs GB	1.3
% Change (2011-16)	+22%

 BUSINESSES (2019)	
Number	195
% of all businesses	3%
LQ vs GB	1.1
% Change (2012-17)	+15%

LOCAL SPECIALISMS

Manufacture of pharmaceutical preparations

150 jobs; LQ = 2.4

Hospital activities

6,000 jobs; LQ = 1.7



COMPETITIVE POSITION

Tameside is home to two NHS trusts, and Tameside Hospital which is one of the Borough's largest employers. Tameside has an innovative 'Care Together' delivery model integrating the CCG with Tameside Council through a Single Commissioning Function to improve health and social care outcomes.

KEY ASSETS

- Tameside College and redevelopment plans at Beaufort Road campus for Health & Social Care
- Proximity to GM HEI offer providing STEM talent
- Proximity to GM health innovation cluster including leading research facilities, existing health innovation companies, six large teaching hospitals
- Proximity to key projects such as the Pankhurst Centre for Research in Health, Technology and Innovation

TRENDS

- Demographic change (population growth and ageing factors) driving demand
- Rise of people living with two or more health conditions
- Medical advances improving population health and care outcomes
- Financial sustainability goals driving delivery cost efficiencies and care model innovation
- Digital transformation and evolution of e-health
- Flexible work patterns (rise of part time contracts)

OPPORTUNITIES

- Devolved funding to deliver health-related investment locally
- Delivering place-based approaches and integrated services for health, employment and other services e.g. Working Well Health Pilot
- Maximise social value benefit from health care commissioning
- Health innovation including life sciences, medical technologies/devices, and e-health
- Supply chain opportunities created by a growing ageing population with diverse health care needs

THREATS

- Widening health inequalities
- Public health crisis / impact of pandemics on the future delivery of healthcare
- Ageing population pressures on future healthcare services
- Ageing workforce leading to high replacement demand
- Impact of Brexit on workforce
- Skill shortages and recruitment difficulties
- Impact of public sector austerity
- Competition with established health innovation/life science clusters elsewhere in the UK

Composition of the Economy – Health Innovation Competitive Position

Tameside has a significant health sector as demonstrated by the highest relative concentration of employment activity in the borough. However, the number of businesses in the sector is relatively low in absolute and relative terms, although the business base is growing.

Competitive Position – Health Employment



Competitive Position – Health Business Base



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Keyword analysis of Health (and Pharmaceutical)

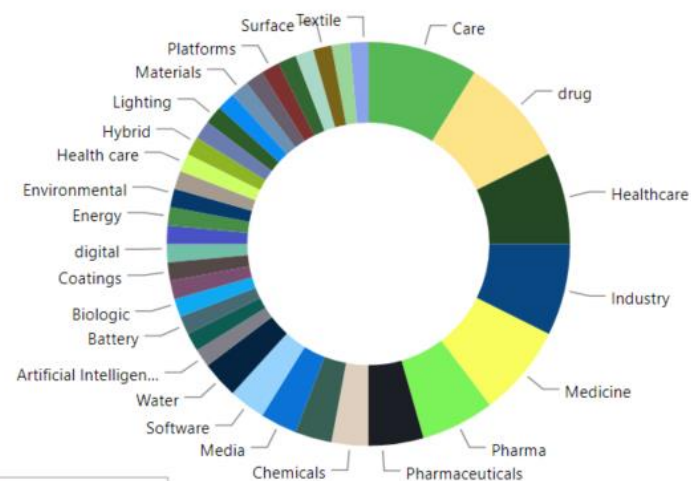
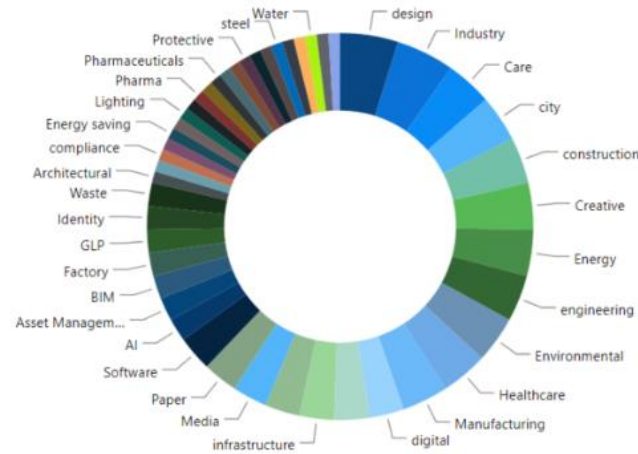
Key words featured in Tameside's health care sector include engineering and manufacturing, pointing to the interface that exists between the two opportunity sectors. At least 404 businesses associated with Health and Pharmaceutical sector keywords were identified in Tameside out of a GM total of 9,044 (4.4%). Whilst this total represents a significant business base within Tameside, it is the lowest total amongst Greater Manchester local authorities.

Local Authority

Keyword Sector Composition


LEP


Keyword Sector Composition



Sector (Health and Pharma)

CURRENT OVERVIEW

 JOBS (2018)	
Number	360
% of all jobs	1%
LQ vs GB	1.1
% change (2011-16)	+16%

 BUSINESSES (2019)	
Number	5
% of all businesses	0.1%
LQ vs GB	0.4
% Change (2012-17)	0%

LOCAL SPECIALISMS

Waste treatment and disposal

350 jobs; LQ = 3.6

COMPETITIVE POSITION

Through the Tameside Low Carbon Strategy the borough is actively looking at how to make best use of physical and natural resources. The borough has an active role to play in de-carbonising the local economy and maximising the contribution of the natural capital of the Pennine Moors.

KEY ASSETS

- Energy Gain UK as a Tameside employer specialising in natural energy technologies
- Proximity to GM HEI offer providing STEM talent
- Proximity to GM scientific research base and expertise around generation, storage and low carbon technologies
- Key developments and projects including housing, employment sites, Tameside Interchange, Trans-Pennine Upgrade
- GM roll out of district heating networks

TRENDS

- Energy policies, environmental legislation and climate change resilience
- Energy transition and shift to a low carbon future creating new electrical supply and consumption patterns
- Reducing heat demand of new developments
- Shift to low carbon transport requires new infrastructure

OPPORTUNITIES

- Large scale investment in UK energy and infrastructure
- Population growth and demand for accompanying infrastructure and housing including Godley Green Garden Village
- Implementation of Smart Cities agenda
- Ambitious government targets for new homes and carbon neutral living by 2038 in GM
- Long term public infrastructure projects such as HS2 and NPH rail strategy, and local transport upgrades & investment
- Growth opportunities related to low carbon heat; recovery/recycling; building technologies/retrofit; ultra-low emission vehicles; changing electrical distribution network; low carbon developments
- Investment in innovative energy technology
- Supporting industry to shift to clean growth and stimulate local supply chain development
- Government investment e.g. 'Transforming Construction – Manufacturing Better Buildings Programme'

THREATS

- Regulatory framework impacting on decarbonisation requirements and driving business adaption
- Access to finance to fuel innovation and growth
- Willingness to adapt and embrace sustainable technologies
- Changing skill requirements and replacement demands
- Ensuring waste, processing, and energy distribution networks keeps pace with new developments
- Flood resilience

Source: UKBC and BRES, ONS (2019)

Composition of the Economy – Clean Growth Competitive Position

Tameside has an absolute and relative concentration of activity in the clean growth sector using the Standard Industrial Classification (SIC) as measured by employment, ranking third on these measures within GM. However the business base is relatively low in comparison to other areas within GM.

Competitive Position – Clean Growth

Rank	Clean growth - Employment	Clean Growth - Employment %	Clean Growth - Employment LQ	Clean Growth - Employment Growth
1	Bolton	Bolton	Bolton	Bury
2	Salford	Salford	Salford	Bolton
3	Tameside	Tameside	Tameside	Tameside
4	Manchester	Oldham	Oldham	Manchester
5	Oldham	Bury	Bury	Salford
6	Stockport	Stockport	Stockport	Oldham
7	Bury	Rochdale	Rochdale	Rochdale
8	Trafford	Manchester	Manchester	Wigan
9	Wigan	Wigan	Wigan	Stockport
10	Rochdale	Trafford	Trafford	Trafford

■ Tameside ■ Greater Manchester Local Authorities

Source: ONS, Business Register and Employment Survey (2019)

Competitive Position – Clean Growth

Rank	Clean growth - Businesses	Clean Growth - Business %	Clean Growth - Businesses LQ	Clean Growth - Businesses Growth
1	Manchester	Trafford	Trafford	Rochdale
2	Trafford	Wigan	Wigan	Oldham
3	Bolton	Manchester	Manchester	Manchester
4	Salford	Oldham	Oldham	Wigan
5	Wigan	Rochdale	Rochdale	Bolton
6	Oldham	Bolton	Bolton	Salford
7	Rochdale	Salford	Salford	Trafford
8	Stockport	Stockport	Stockport	Stockport
9	Bury	Tameside	Tameside	Tameside
10	Tameside	Bury	Bury	Bury

■ Tameside ■ Greater Manchester Local Authorities

Source: ONS, Business Count (2019).

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Keyword analysis of Clean Growth

The key word analysis supports understanding of what clean growth means in a Tameside context, with activity in waster, biomass, water, energy and renewable energy featuring. At least 99 businesses associated with Clean Growth, Energy, and Waste sector keywords were identified in Tameside out of a GM total of 1,597 (6.2%). Tameside has a relatively low number of clean growth businesses compared to other Greater Manchester's local authorities.

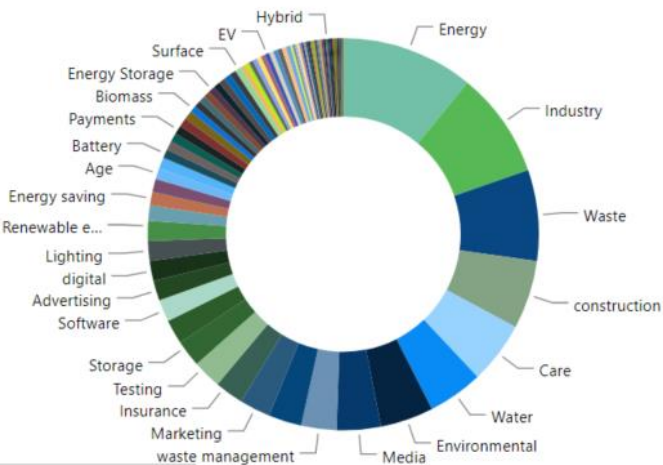
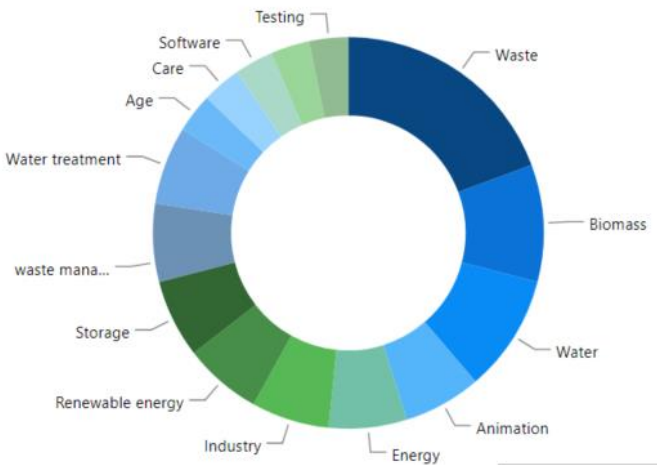
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Local Authority

LEP

Keyword Sector Composition

Keyword Sector Composition



Sector (Clean Growth: Energy and Waste)

Multiple selections

Source: Hatch Regeneris; The Data City, 2019.



Business, Enterprise, Trade and Investment – Business Size

Tameside is home to a diverse range of businesses, with a mix of business sizes, activities and performances.

Around 6,140 businesses are located in Tameside, and the business base has grown by 6% since 2015.

A large proportion (89%) of Tameside’s businesses are micro in size, employing less than 10 people.

At the other end of the spectrum there are around 15 businesses employing more than 250 people in Tameside (slightly below the average for the wider GM City region).

Size of Businesses, 2019

Business Size	Tameside		GMCA	England
	No.	%	%	%
Micro (0-9)	5,455	88.8%	88.9%	89.6%
Small (10-49)	580	9.4%	9%	8.5%
Medium (50-249)	90	1.5%	1.6%	1.5%
Large (250+)	15	0.2%	0.4%	0.4%

Business, Enterprise, Trade and Investment – Enterprise

Tameside has a relatively suppressed enterprising economy. In 2018, there were only 6.1 business births per 1,000 working age population (WAP) compared to 12 in GM as a whole. Taking business deaths into account, this translates into a net business birth rate of 0.8 per 1,000 working age population.

Self-employment levels and home-working are also below the GM and England average.

Survival rates are slightly higher than the GM average: around 60% of businesses starting in 2013 survived for 3 years relative to 59% in GM.

‘High growth’ enterprises are defined as having average annualised growth greater than 20% per annum over a three year period by the Office for National Statistics. Tameside has 35 ‘high growth’ businesses, accounting for a 6% share of the 600 high growth businesses in GM. Tameside has an increasing number of high growth businesses, up by 15 (+75%) since 2015.

Enterprise Levels

	Tameside		GM	England
	No.	Rate	Rate	Rate
Business Births per 1,000 WAP	860	6.1	12.0	9.7
Business Deaths per 1,000 WAP	750	5.3	11.2	8.5
Net business birth rate (births – deaths per 1,000 WAP)	+110	0.8	0.8	1.2
Business survival rates, 2013 births (3 years)	59.5%		58.2%	60.9%
Self-Employment	12.3%		13.7%	15.5%
Home working	7.6%		8.1%	10.4%

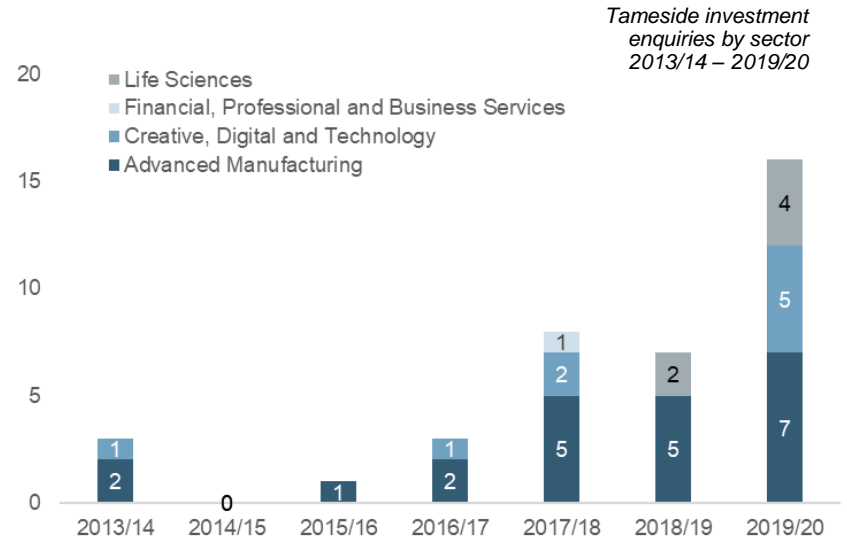
Source: ONS Business Demography, 2018; APS, 2019; ONS Census, 2011

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Business, Enterprise, Trade and Investment – Investment

Tameside's share of inward investment enquiries within Greater Manchester is disproportionately small given the size of the borough's economy. Whilst Tameside GVA accounts for over 4% of the GM total, the borough had only 1.4% of total inward investment enquiries in GM between 2013 and 2020.

The majority of these enquiries (22 in total) were in Advanced Manufacturing – accounting for 8% of total GM enquiries. Creative, Digital and Technology had the second most with 9 enquiries. (0.3% of GM). Behind Life Sciences (6 enquiries, 0.2% of GM), Financial, Professional and Business Services only saw 1 enquiry during 2013-20 in Tameside.



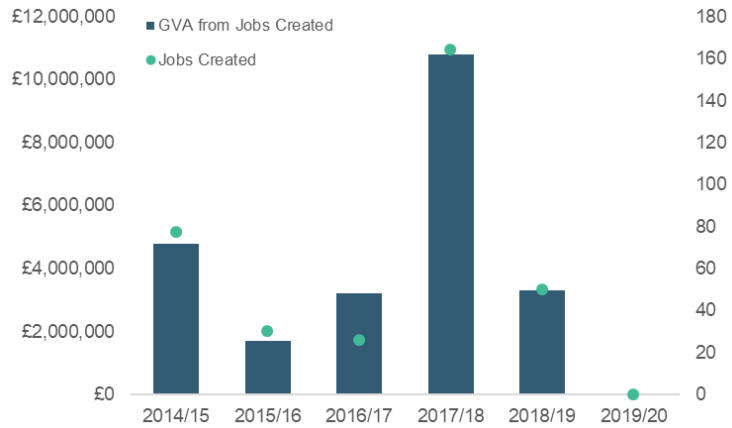
Business, Enterprise, Trade and Investment – Investment

Investment data collected within Greater Manchester by MIDAS over the period from 2013 up to 2020 reveals that Tameside has secured 13 investments over time, 2.5% of the GM total. Tameside was most successful in securing advanced manufacturing and life science projects.

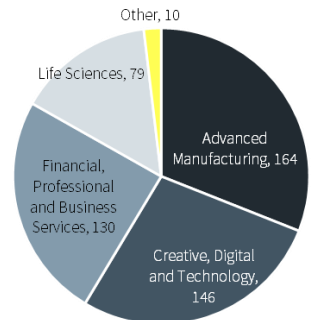
A total of 347 additional jobs resulted from these 13 investment projects within Tameside. These jobs contributed £23.8m additional GVA associated with jobs created from direct inward investment in Tameside. This is slightly below nearby Oldham (£25 million) and Stockport (£36.4 million).

The number of investment successes secured in GM fell to their lowest level in 2019/20, and Tameside did not secure any projects in this time period.

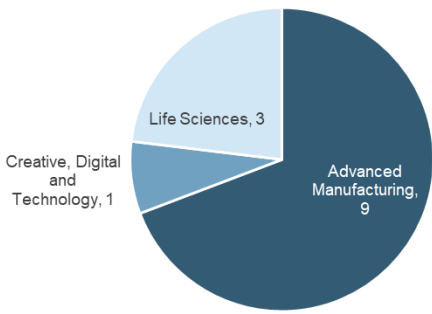
Additional GVA and Employment impact of inward investment in Tameside



Greater Manchester investment projects by sector 2013/14 – 2019/20



Tameside investment projects by sector 2013/14 – 2019/20



Labour Market



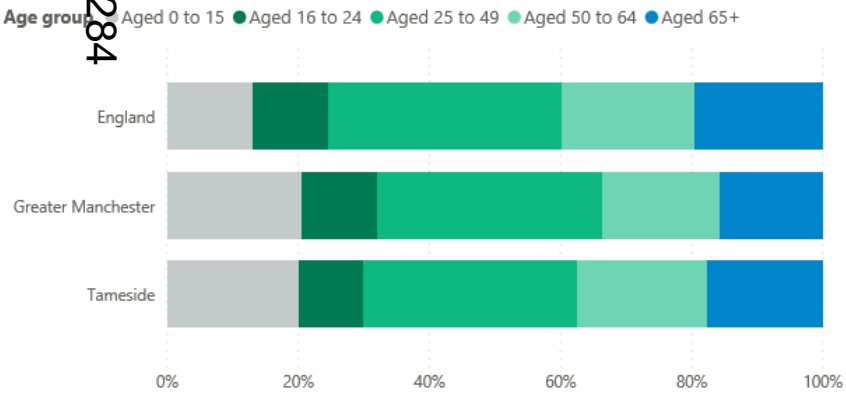
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Labour Market - Demographics

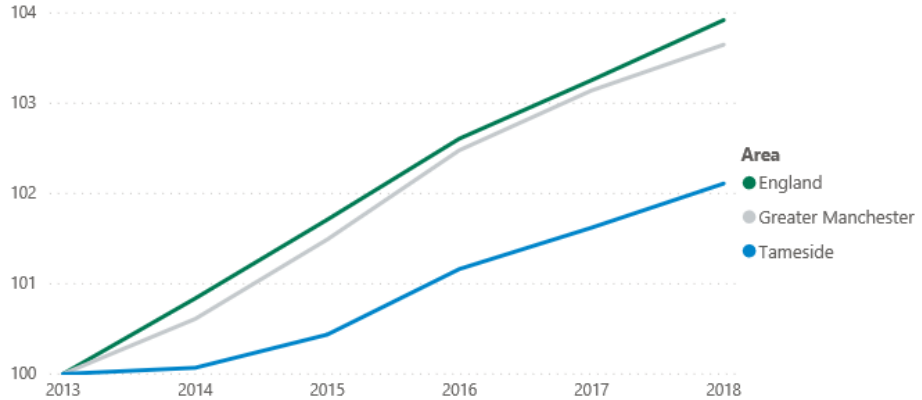
Tameside is home to 225,200 people, accounting for 8% of the population in Greater Manchester. The population has grown steadily over time (+2% since 2013) although this lags the GM and national rates of growth.

Tameside is characterised by a young population, with 20% of the population aged 0-15 years of age, relative to 13% in England. The Borough also has an above average retired population relative to GM, with 17.6% aged 65+. This highlights an above average dependent population within Tameside, and a correspondingly below average working age population (62% relative to 64% in Greater Manchester and 63% in England).

Population Age Structure, 2018



Population Growth (2013 = 100)



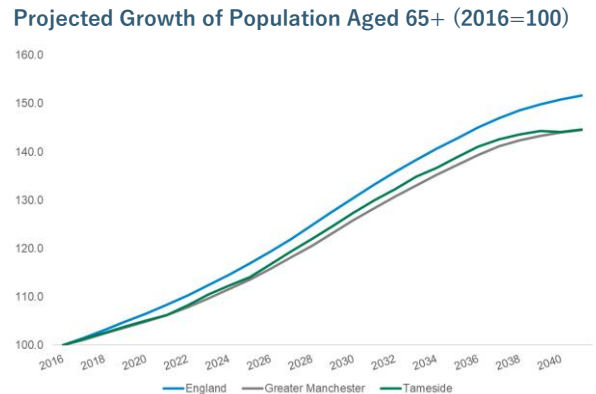
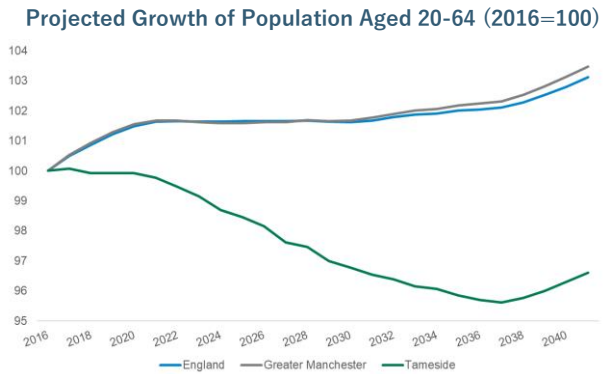
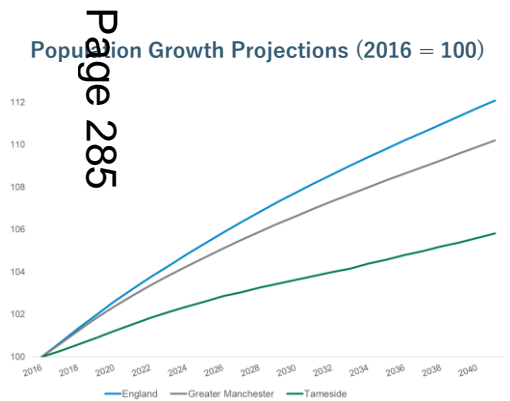
Source: Population Estimates, ONS, 2018

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Labour Market - Demographics

By 2041, Tameside’s population is expected to reach 236,100 people, which represents a 6% growth from its 2016 level. This is markedly lower than the population growth projected for both Greater Manchester (10%) and England (12%) during that timeframe.

The over 65 age group is driving population growth throughout this period across all three geographies of analysis. Although Tameside’s ageing population will grow slightly faster than that of Greater Manchester, it is comparatively slower compared to rest of England. Tameside’s slower population growth can be largely attributed to a steady decline of working age individuals aged 20-64. In 2041, this age group is expected to contract by about 3% in Tameside which represents a decline of 4,000 in real terms. In contrast, this age group is expected to grow by approximately 3% in England and Greater Manchester.



Labour Market – Activity

Tameside has comparatively good rates of economic activity, employment and unemployment rates relative to the GM average, although on all indicators the borough lags the national average. The DWP 'Alternative Claimant Count' identifies 5,595 claimants in Tameside in November 2019, taking into account changes to unemployment benefit and the roll-out of Universal Credit.

The number of jobs in Tameside per resident aged 16-64 is 0.57. This rate is notably low compared to the GM average of 0.85 jobs per resident aged 16-64 and is the lowest rate of all the GM boroughs, followed by Wigan (0.63) and Rochdale (0.65). This provides a measure of local labour demand, and highlights the importance of ensuring access to employment opportunities in the wider city region. Transport has an important role to play in this.

Tameside 18-24 year olds are less likely to be in Full Time Education, accounting for only 23% relative to 39% in GM and 33% in England.

Labour Market Participation, 2019

	Tameside		GM	England
	No.	%	%	%
Economic Activity Rate (16-64)	109,500	78.0%	76.3%	79.1%
Employment Rate (16-64)	104,700	74.5%	72.6%	75.9%
Unemployment Rate (16-64)	4,800	4.4%	4.9%	4.0%
18-24 Year Olds in Full Time Education	3,400	23.3%	38.8%	32.6%
Job Density	80,000*	0.57	0.85	0.87

Source: Annual Population Survey, 2019; ONS Job Density (2018)

*Total jobs includes employees, self-employed, government supported trainees and HM Forces; DWP Alternative Claimant Count (November 2019)

Labour Market – Nature of Work

Part-time work accounts for 33% of employment in Tameside, slightly higher than the GM average of 31%. Part-time work is a dominant feature in sectors such as hospitality, leisure and recreation (64%), retail (55%), and business support services (41%). The prevalence of part-time work is stronger in these sectors within Tameside than comparator geographies.

Overall, 4.2% of Tameside workers are employed in non-permanent positions, which is on par with the GM average.

Proportion of Workers in Non-Permanent Employment, 2019

	Tameside		GM	England
	No.	%	%	%
Non-Permanent Work	4,500	4.2%	4.1%	4.4%

Source: Annual Population Survey, 2019

Part Time Work by Sector, 2019

	Tameside		GM	England
	No.*	%	%	%
Agriculture and Mining	20	29%	15%	19%
Business Support Services	1,350	41%	34%	37%
Construction	530	17%	17%	16%
Creative	110	32%	22%	21%
Financial and Professional Services	1,020	24%	18%	20%
Hospitality, Leisure and Recreation	3,600	64%	59%	56%
ICT & Digital	140	16%	11%	14%
Manufacturing	960	8%	8%	8%
Other Services	370	30%	26%	32%
Public Admin, Education, Health	8,290	39%	37%	41%
Retail	5,550	55%	51%	51%
Transport	280	17%	18%	16%
Utilities and waste	170	12%	6%	8%
Warehousing and Logistics	120	21%	22%	16%
Wholesale	610	14%	17%	15%
Total	23,090	33%	31%	32%

Source: BRES, ONS, 2018

*Figures are rounded to the nearest 10.

Labour Market – Commuting and Migration

There are 45,800 Tameside residents commuting out of the borough to access employment, which is offset by 23,600 workers commuting into the borough to access employment, creating a net outflow of -22,200. The strongest outward commuter flows are towards Manchester (17,480 commuting residents from Tameside) and Stockport (8,520 commuting residents from Tameside).

The self-containment rate (i.e. those residents who live and work in Tameside) is relatively low at 47%.

The strongest inward commuting flows into Tameside are from Oldham (+4,610) and Stockport (+4,390).

Top 10 home locations for Tameside workers, 2011

Location	No. of In-commuters*
Oldham	4,610
Stockport	4,390
Manchester	3,730
High Peak	2,740
Rochdale	1,040
Trafford	990
Bury	820
Salford	750
Cheshire East	610
Bolton	460

Source: Census, ONS, 2011

Top 10 work locations for Tameside residents, 2011

Location	No. of Out-commuters*
Manchester	17,480
Stockport	8,520
Oldham	4,870
Trafford	3,000
Salford	2,580
High Peak	1,290
Cheshire East	1,130
Rochdale	1,030
Bury	570
Warrington	490

*Figures are rounded to the nearest tenth.

Commuting patterns within Tameside, 2011

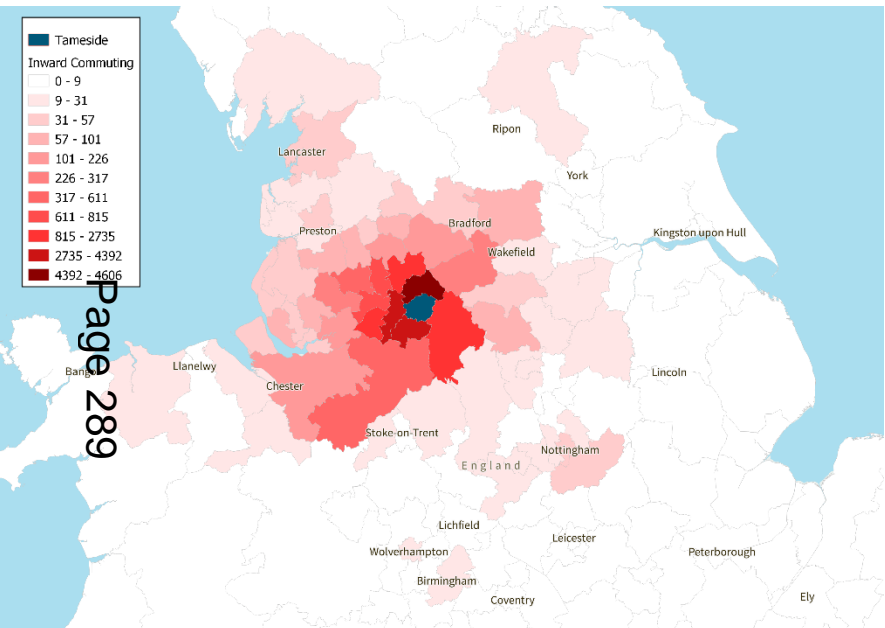
	Tameside*
Total living in Tameside (in employment)	87,100
Total working in Tameside	64,900
Commuting Patterns	
Out-commute	45,800
In-commute	23,600
Net flow	-22,200
Tameside's Workers & Residents	
Live and work in Tameside	41,300
Home workers	7,700

Source: Census, ONS, 2011

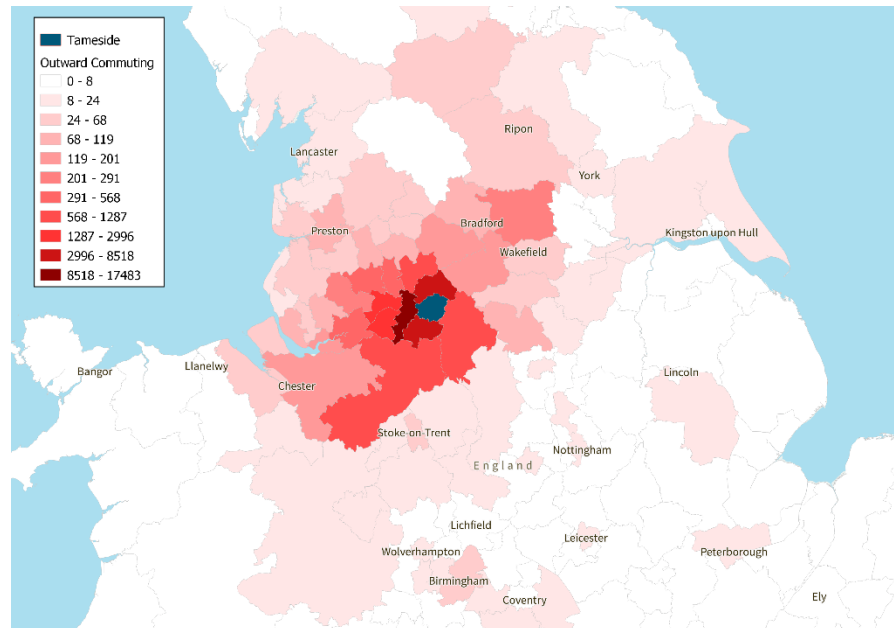
*Figures are rounded to the nearest hundred.

Labour Market – Commuting and Migration

A) - Where people come from to work in Tameside borough, 2011



B) - Where Tameside residents go to work outside the borough, 2011



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Labour Market – Commuting and Migration

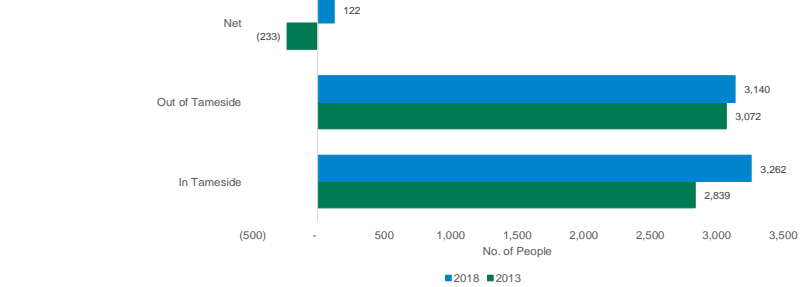
Migration trends are contributing to population growth within Tameside.

Internal migration in-flows have been relatively constant over time, with a steady increase since 2015. Since 2015 the proportion of migrants leaving Tameside has been lower than those coming into Tameside, contributing to a net gain.

International migration in-flows peaked in 2016 before declining in 2017. International migration out-flows are substantially lower, contributing to a net gain.

There is an increasing trend of young people moving into Tameside, from a position of net decline in 2013 to net gain in this cohort in 2018.

Internal Migration of Young People (aged 24 and below) in 2013 and 2018

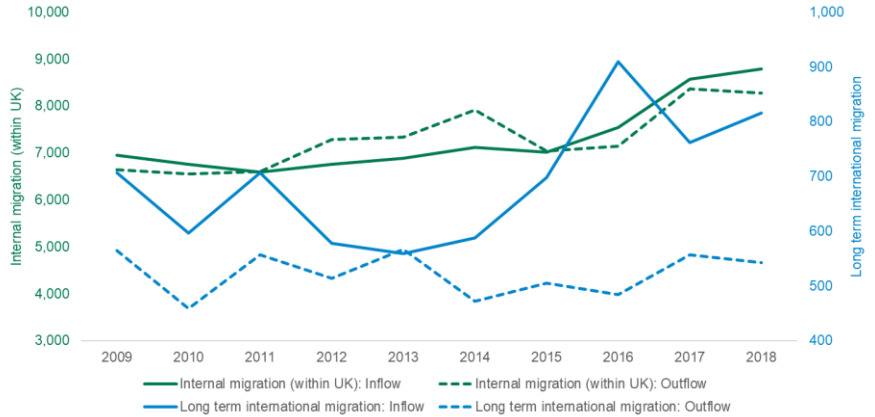


Internal & Long-term International Migration to/from Tameside, 2017-2018

	Inflow	Outflow	Net Inflow
Internal Migration	8,800	8,300	500
Long-term International Migration	820	540	280

*Figures are rounded.

Internal & Long-term International Migration to/from Tameside



Source: ONS Local Area Migration Indicators, 2009-2018

Labour Market – Occupations

Approximately 39% of Tameside residents are occupied in higher level occupations. This is six percentage points lower than the GM average (45%) and nine percentage points below the England average (48%).

Significant gains in the proportion of residents occupied in higher level professions has occurred over time. Overall, there are 24% more residents in Tameside occupied in higher level occupations in 2019 than there were in 2014.

However, the same pace of change has not occurred within Tameside workers, where there has been only an 8% growth in the number of workers occupied in higher level occupations. The number of workers occupied in lower and intermediate level occupations such as sales and customer service, process, plant and machine operatives, and administrative and secretarial occupations has experienced significant growth however.

Occupations of Tameside's Residents & Workers, 2014-9

Occupation	Tameside's Residents		Tameside's Workers	
	No. (2019)	Change (2014-19)	No. (2019)	Change (2014-9)
Managers, directors and senior officials	9,500	40%	5,700	0%
Professional occupations	16,200	11%	9,900	-8%
Associate prof & tech occupations	16,500	31%	8,400	45%
<i>Higher Level Occupations</i>	<i>42,200</i>	<i>24%</i>	<i>24,000</i>	<i>8%</i>
Administrative and secretarial occupations	10,900	-3%	6,200	22%
Skilled trades occupations	14,400	4%	8,700	-8%
Caring, leisure and other service occupations	8,500	-25%	6,100	-29%
Sales and customer service occupations	10,800	17%	6,200	32%
Process, plant and machine operatives	8,700	47%	4,000	18%
Elementary occupations	11,700	-3%	9,700	4%

Source: Annual Population Survey, ONS, 2019

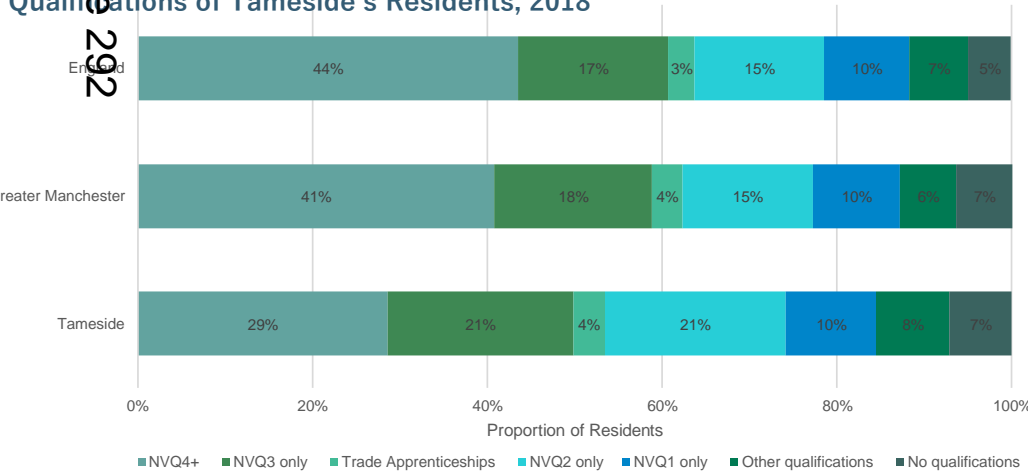
Labour Market – Qualifications

Tameside has a significant under-representation of residents holding higher level (L4+) skills at 29% relative to 41% in GM and 44% in England. There has been a very slight gain of 1 percentage point from the position 5 years previously (2013). In contrast, rapid gains have been made in GM (+4 percentage points) and England (+4 percentage points) in residents holding L4+ qualifications.

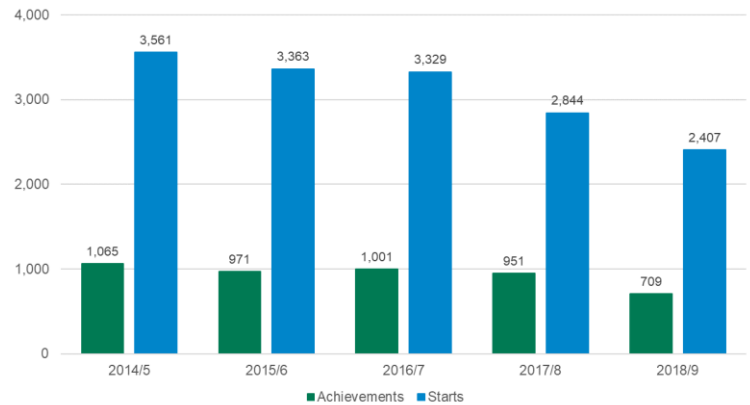
Tameside has an above average proportion of residents holding no qualifications, at 7%, which is on par with the GM average and two percentage points above the England position.

Apprenticeship starts and achievement rates were largely constant in Tameside until 2017, when the Apprenticeship Levy was introduced. Of the 2018/19 achievements, 52% were intermediate, 43% were advanced, and 4% were higher apprenticeships.

Qualifications of Tameside's Residents, 2018



Apprenticeship Starts & Achievements in Tameside



Source: Annual Population Survey, ONS, 2019

Source: Apprenticeship Participation, DoE, 2019; Apprenticeship Achievements, DoE, 2019

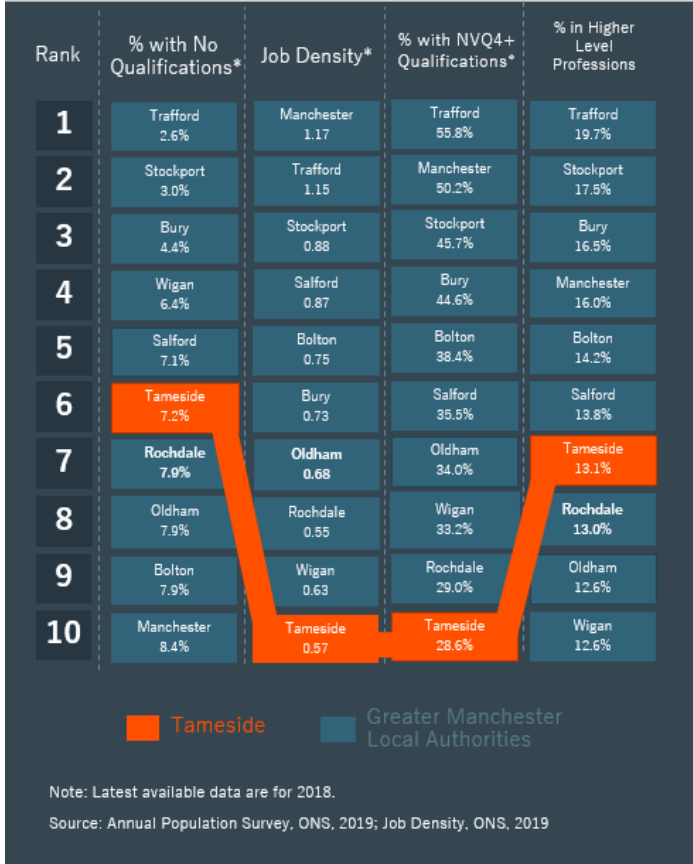
Labour Market – Competitive Position

Tameside exhibits challenging labour market conditions, including:

- + The lowest number of jobs per resident aged 16-64 within GM
- + The lowest proportion of residents holding higher level qualifications as measured by NVQ L4+
- + A relatively low proportion of residents working in higher level professions (ranking 7 out of the 10 authorities on this measure)
- + A relatively high proportion of residents holding no qualifications at 7.2% (ranking 6th out of 10 on this measure)

These indicators highlight the case for intervention to ensure that Tameside is responsive to future skill demand and increases skill levels in order to drive productivity and wage growth.

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Infrastructure & Environment



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Commercial Space: Key Office Data

Indicator	2019 Data
Total Floorspace	1.2 million sq ft 110,000 sq m
Vacancy Rate	2.2%
Leased (2016-19)	47,000 sq ft (4,300 sq m) Annual average 11,700 sq ft (1,070 sq m)
Average rental value	£10 per sq ft
Highest rental values	Small number of asking rents at £16, £21 and £26 per sq ft
Completions 2016-19	1,800 sq ft, one development

- + Very low levels of recent development activity, with Tameside Council building the largest new development
- + Other recent completions include refit of Ashton Old Baths
- + Small volume of leasing activity, with largest deal 10,000 sq ft (2018) for Vinci Construction (Denton)
- + Vacancy rate of 2.2%, but may reflect limited quantity of good quality office premises as well as strength of demand
- + Average rental values appear static at c. £10 per sq ft. There are an isolated number of higher value rents

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Industrial: Key Industrial Data

Indicator	2019 Data
Total Floorspace	12.5 million sq ft 1.1 million sq m
Vacancy Rate	0.8%
Leased (2016-19)	900,000 sq ft (82,500 sq m) Annual average 224,000 sq ft (20,600 sq m)
Average rental value	£4 per sq ft
Highest values	£7-7.50 per sq ft; small number exceed £8 per sq ft
Completions (2016-19)	60,000 sq ft (2018)

- + Some recorded completed development activity, although appears to be mainly a mix of small units, extensions and conversions
- + Some large scale leasing including 190k sq ft (Turner Bianca, Dukinfield), 90k sq ft (Bellfield Furnishings, Ashton), 42k sq ft (Enterprise Foods, Audenshaw)
- + Larger scale completions of space include Louvolite extension, (Ashton Road), new units at Broadway 67, and new units at Berkeley Business Park
- + Vacancy rate low at 0.8% and reflects sustained demand in the market, particularly for smaller industrial units
- + Low average rental value at £4 per sq ft but numerous deals achieving £6-7 per sq ft, and approaching values to support speculative development

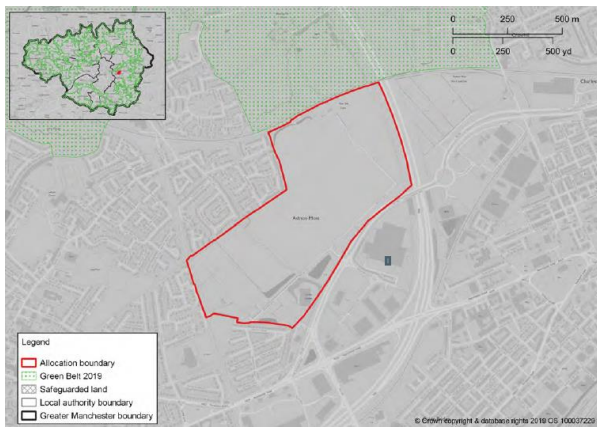
Employment Opportunity Site: Ashton Moss West

One of three strategic sites provisionally allocated in the draft GMSF, Ashton Moss West is a large earmarked for office, industrial and warehousing development. It is Tameside’s largest employment opportunity site, and the GMSF identifies capacity to deliver up to 175,000 sqm (1.9m sq ft) of employment space. The site is adjacent to the well established Ashton Moss retail, leisure, commercial and industrial area. It would be subject to a comprehensive masterplanning process.

Opportunities and Challenges

Ashton Moss West has excellent road connectivity to the M60 and A635 and the Metrolink network, and is only 6 miles from Manchester City Centre. The site is accessible to a substantial workforce from Tameside and the wider Greater Manchester labour market, and is located next to areas of relatively high levels of deprivation and higher than average unemployment.

The site’s green belt designation and the costs of remediating a contaminated site remain the key barriers to its allocation and development. There is demand from logistics and distribution developers, reflecting the site’s position in GM and its access to the M60. The challenge is to secure development and occupiers which deliver higher quality and better paid employment opportunities on the site, and to deliver the training to enable Tameside residents to secure jobs there.



Key Data

Location	North West of M60 J.23; north of A6140
Size	48.6ha
Sector Focus	Life sciences; health technologies, advanced manufacturing, materials science/fabrication, construction

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Employment Opportunity Site: St. Petersfield

Now established as Tameside's urban business quarter, the St. Petersfield development has delivered modern, high quality office space to the west of Ashton Town Centre. Completed developments accommodate organisations including an Enterprise Centre and NHS facilities. The area is located adjacent to Ashton Old Baths and is targeted as a hub for digital and creative businesses.

Opportunities and Challenges

St. Petersfield has a further seven development plots available, capable of delivering up to 30,000 sq m of additional office space. The area is located on the Tameside broadband fibre loop and benefits from high capacity broadband provision. It is located in an area that is already seeing small business formation in the digital sector positioning St. Petersfield as the future focus for an emerging digital quarter in the town. The significant presence of health services, including data centre functions, coupled with high capacity broadband provision, gives St. Petersfield may offer potential for innovation in health service provision and data use.

Ashton has not yet established a profile as a strong location for office-based and digital business, and it faces stiff competition from locations across Greater Manchester. Rental values are well below levels that support speculative development, requiring public sector intervention to facilitate development.



Key Data	
Location	Ashton Town Centre
Size	Up to 30,000 sq m when fully completed
Sector Focus	Professional services; knowledge-based sectors

Other Employment Site Opportunities

Other employment site opportunities in Tameside include:

- + **Hattersley:** New development by RSK bringing Envirolab to site will establish science and technology focus for site. There may be potential to build on this.
- + **Former Total site Stalybridge:** A large gateway site to Stalybridge and decontamination already complete. The key will be to secure employment development (eg. light industrial) in face of pressure for other industrial uses (waste, storage)

There are opportunities for employment and wider economic and social well-being benefits to be generated in and around Tameside's **town centres** and on **regeneration sites** elsewhere in the borough. Targets include the retail and leisure sector, but more generally businesses that will deliver employment opportunities in the town centres:

- + Town centre challenge initiative is underway for Stalybridge with a Draft Strategy presented to Tameside Council in February 2020. This identifies priorities including new and temporary workspaces to attract businesses, a revitalised retail core, an expanded events programme and facilities to attract digital and creative businesses.
- + The Hyde One Public Estate (OPE) Futures Challenge provides opportunity, community led, for fresh ideas about regeneration of the town centre.
- + There are opportunities to bring employment to residential developments in and around Droyslden, including the marina development, and the site of the former Robertsons jam factory.
- + The recently opened Wellness Centre in Denton provides a major new facility for sports and leisure activities. It is located on the edge of the western edge of a key regeneration site (Oldham Batteries). Development of the site, including the Wellness Centre, will benefit both Crown Point North Retail Park and Denton town centre.
- + Mossley's attractive Pennine fringe setting, the potential for regeneration of its mill buildings and examples of their creative re-use as workspaces point to opportunities for the town to replicate some of the success of Hebden Bridge.

Housing

Housing Stock

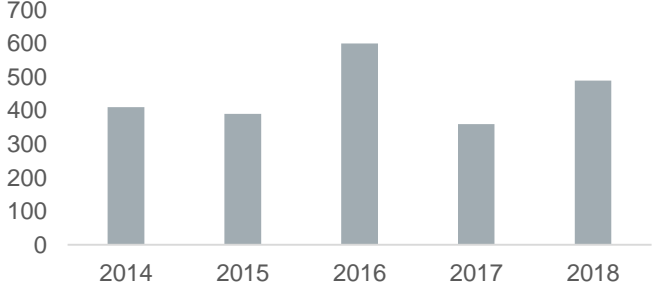
Tameside had a stock of 102,350 dwellings in 2019, an increase of 2.2% from 2013. This compares with an increase of 2.7% across Greater Manchester over the same period, and 8.7% in England.

Tameside has a similar proportion of private market dwellings at 78% to that of GM (79%), which is slightly lower than the England average of 83%. 22% of dwellings in the borough are owned by Registered Providers compared with 16% in GM and 11% in England. This reflects the stock transfer process with the borough having no local authority owned dwellings.

The borough's housing stock is skewed towards smaller and lower value properties. This is reflected in Council Tax data, which shows that 69% of its stock is in Bands A-B compared with 65% in GM and only 44% nationally. Only 5% of the stock is in higher value Bands E-F and the borough has a negligible number (42 properties) in Bands G-H.

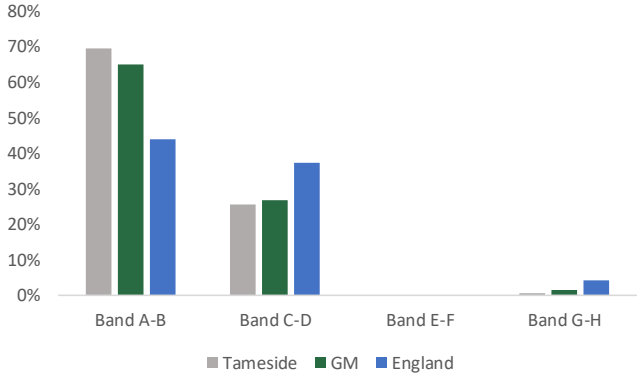
This is a challenge for the borough in terms of revenue potential through Council Tax receipts and reflects a housing market in which Tameside is not established as a location of preference for higher earning households in Greater Manchester.

Tameside Additional Dwellings 2014-18



Source: MHCLG Dwelling Stock Live Tables

% of Dwellings by Council Tax Bands



Source: MHCLG Council Tax Base

Housing

Housing Market

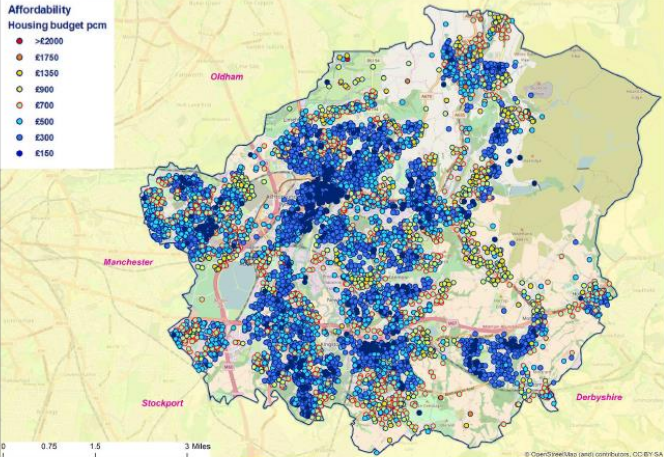
The picture presented in the Council Tax data is underlined by analysis of housing budgets for the borough's residents. Survey data for the Council's Housing Need Assessment show monthly budgets for housing predominantly in the £150-300 pcm range.

By contrast, data on the distribution of housing budgets for higher earning households shows a sparse distribution in the borough, concentrated in a small number of locations on the fringes of the borough.

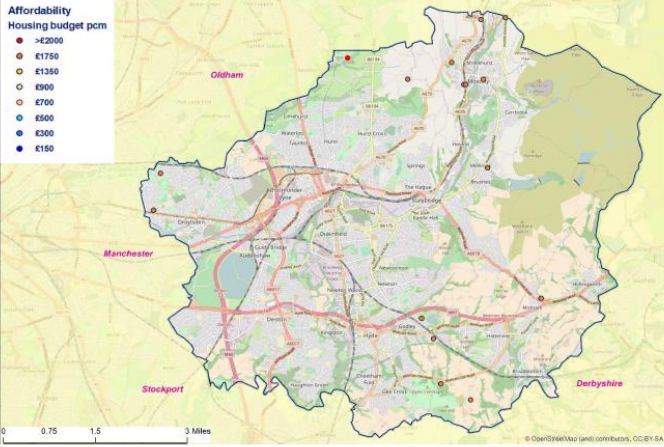
Sale transactions for Tameside since 2016 shows that there have been only 280 sales of properties over £350,000. This compares with 420 in Oldham, 700 in High Peak and 2,900 in Stockport.

The housing market data point to the need to broaden the borough's housing stock, and to encourage the development of higher value housing as part of housing growth strategy. In a borough where there is substantial greenbelt provision, particularly on its attractive rural/semi-rural fringes, this is a significant challenge.

The Summary Affordability Distribution



The over £1,350 Affordability Distribution



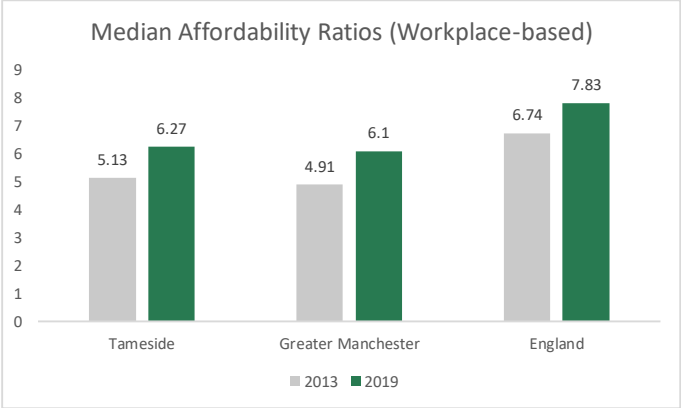
Housing

Affordability

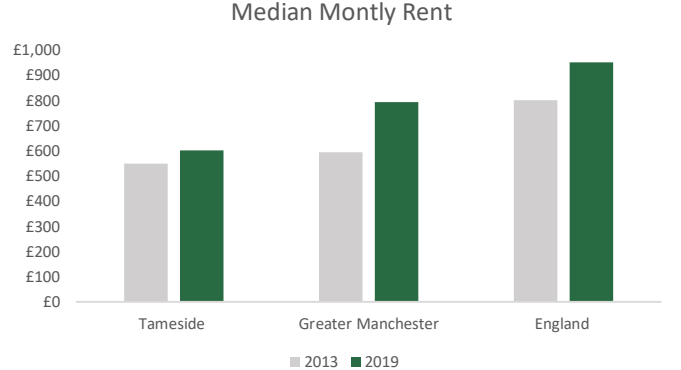
Tameside remains a comparatively affordable housing market, although prices have risen over past decade:

- + Median house price £147,500 in 2019 and £115,000 lower quartile. Borough ranks 5th of 10 GM boroughs on this measure (workplace based).
- + Affordability ratios (median 6.27, lower quartile 5.97) have worsened since 2013 but the borough is still substantially more affordable than national average at 7.83.
- + Monthly private rents have risen more slowly in Tameside compared with Greater Manchester. Median private rent of £600 in 2019 is substantially lower than the figure for GM (£795) and England £950.

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Source: ONS Housing Affordability, 2019



Source: Valuation Office Agency, Private Rental Market Statistics

Housing

Future Need and Supply

The emerging Greater Manchester Spatial Framework (GMSF) identifies a need for Tameside to deliver 8,850 homes (466 a year) between 2018 and 2037.

However, Tameside Council’s latest housing need assessment (2017) points to the need for 421 affordable dwellings a year. This is a key challenge for Tameside. Whilst the two figures (466 pa and 421 pa) cannot simply be added together as an overall need figure, the high level of affordable need signals sustained demand for social rented and intermediate property in the borough.

Tameside Housing Land Supply 2018-37

Remaining units on sites under construction	Sites with consent but not started	SHLAA sites	Windfall allowance	Total 2018-37
1,059	1,503	4,576	798	7,936

Source: Greater Manchester Combined Authority, Housing Topic Paper 2019

Housing land supply data show capacity for Tameside to deliver a total of 7,936 dwellings between 2018-37. This suggests that Tameside has slightly less development land than the emerging GMSF indicates will be required.

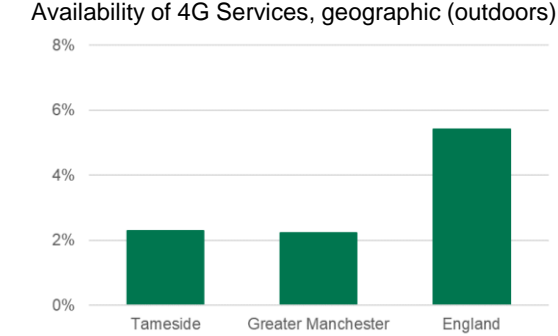
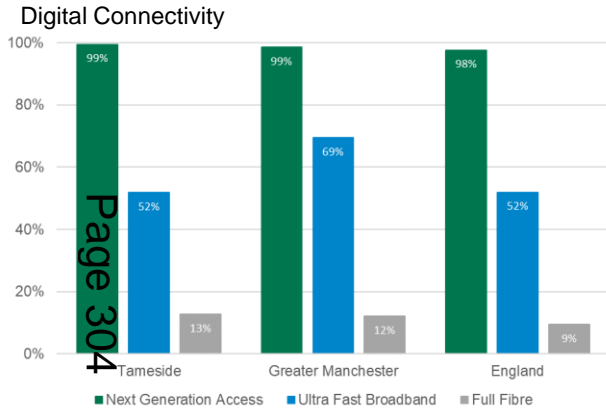
Tameside’s latest SHLAA highlights several challenges for the borough to address in delivering housing land:

- + The limited number of larger sites with only 12 sites of more than 4 hectare with capacity to deliver 2,311 dwellings
- + A supply of predominantly smaller sites where the Council recognises there is a greater risk that those sites will not deliver
- + The presence of several larger brownfield sites where development has stalled

The largest residential site identified in the emerging GMSF is Godley Green Garden Village, with an indicative allocation for 2,350 homes. This site is located in the green belt and will require a very special circumstances case to secure its release.

Digital Infrastructure

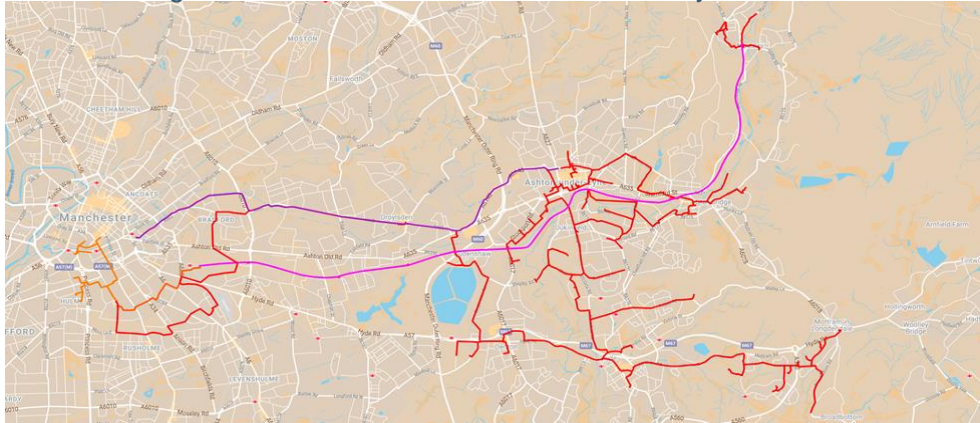
Tameside has a strong broadband availability offer, with 99.4% of premises connected to next generation access. According to Ofcom, 52% of premises in Tameside are connected to ultrafast broadband and 13% are connected to full fibre. An alternative measure by Think Broadband ranks Tameside highly at 6th best connected in the country on connectivity to full fibre.



Case Study: Cooperative Network Infrastructure (CNI)

Tameside Council has been at the forefront of developing a 50km 'dark' fibre spine network in partnership with the Cooperative Network Infrastructure Ltd. DCMS and BDUK funded Tameside as a Wave 1 Local Full Fibre Network Programme pilot.

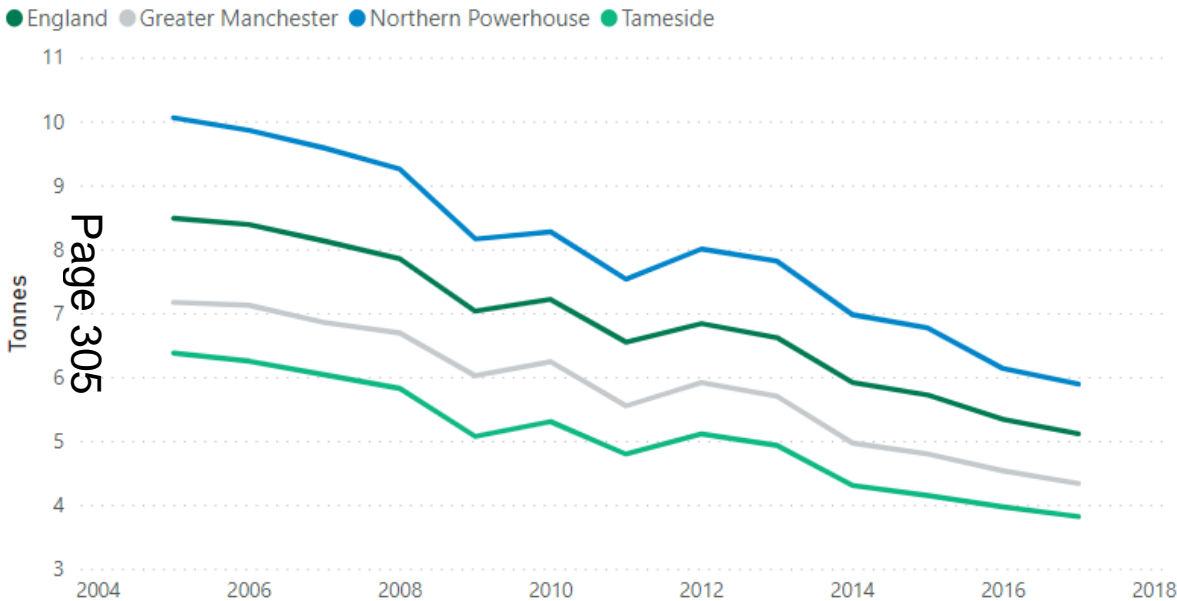
The cooperative offers members wholesale access to fibre and exchange point facilities allowing them to build and operate advanced digital connectivity services. This has facilitated rapid deployment of new 'full fibre' infrastructure. CNI has delivered over 200 commercial fibre to the premises connections in Tameside. The model has received acclaim for successfully pioneering an approach which has aggregated digital infrastructure assets for public use and sharing them with the local business community.



Air Quality

The latest air quality data identified Tameside as emitting 858kt in CO2, which translates into 3.83t emissions per capita. This compares positively against the GM average of 4.35t and 5.12t in England. Tameside has a role to play in supporting GM in meeting the climate change emergency challenge and facilitating clean growth.

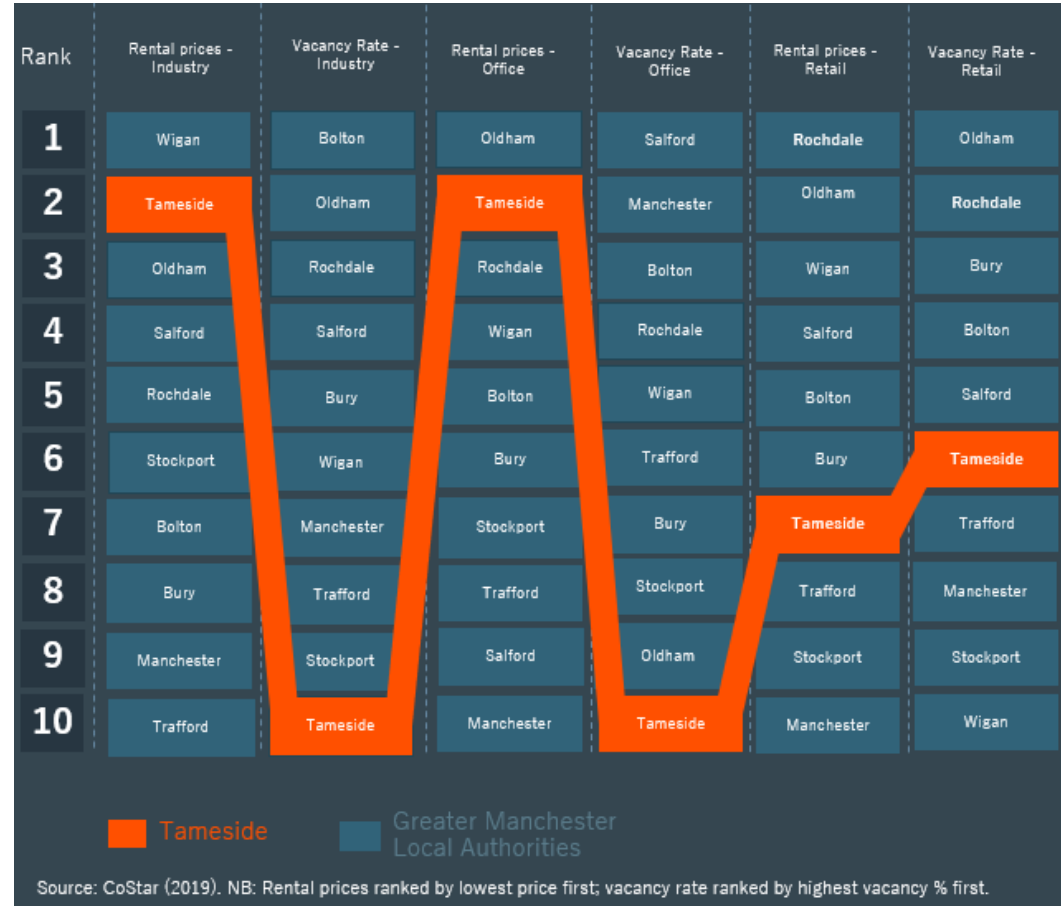
CO2 Emissions per Capita



Source: BEIS, CO2 emissions estimates 2005-17

Infrastructure – Competitive Position

- + Generally, commercial rents in Tameside are low – the borough has the second cheapest rental prices in industry and office. Conversely, it only has the 7th lowest rental prices in retail.
- + Tameside has the lowest property vacancy rates in industry and office in Greater Manchester, whilst the borough's retail vacancy rate is only the 5th lowest in Greater Manchester.
- + Whilst the borough has less spare capacity in industry and office infrastructure (indicated by low vacancy rates), private and speculative development will be deterred by the low rents in the borough.
- + On the other hand, retail has a higher vacancy rate than the other two sectors and more expensive rent.



Infrastructure – Competitive Position

- + Median house prices are relatively low in the Tameside borough at £147,500. Within Greater Manchester Tameside ranks 5th out of the 10 boroughs in terms of housing affordability (house price to workplace earnings ratio).
- + Whilst Tameside ranks 9th of all Greater Manchester local authorities in terms of access to ultrafast broadband, it should be noted that digital connectivity is achieved around the country through use of a mix of varying technologies, which are implemented and recalled at different times in different places. For instance, if the indicator is changed from ultrafast to superfast broadband (the latter providing lower average speeds), Tameside ranks first on digital connectivity.
- + Tameside has the second lowest CO2 emissions per capita out of all GM local authorities – this is in spite of a number of locations in Ashton and Denton that exceed EU defined limits on nitrogen dioxide pollutant levels.

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Source: BEIS, CO2 emissions estimates 2005-17; ONS Housing Affordability Ratios 2018; Ofcom broadband coverage

NB: Affordability ranked most to least affordable; digital connectivity ranked most to least connected; CO2 emissions ranked least to most per capita.



Social Inclusion

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Social Inclusion – Best Start in Life

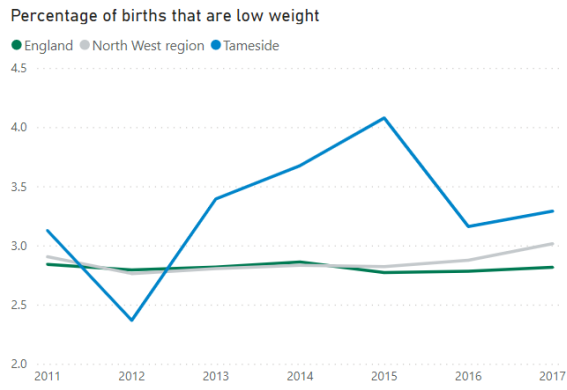
In Tameside a higher proportion of births are classified as low weight, than in both the North West as a whole and across England. This is likely to disadvantage Tameside residents as they grow due to the health implications which can be a consequence of low weight birth rates. Poor health can contribute to low birth weights.

Tameside’s childcare offer provides a more positive outlook, 93% of the borough’s providers are rated by Ofsted as very good or outstanding.

Similarly, 84% of Tameside’s state schools are rated as good or outstanding. There is still progress to be made however in providing Tameside’s children with the best start in life, as 14% of schools are either inadequate or require improvement.

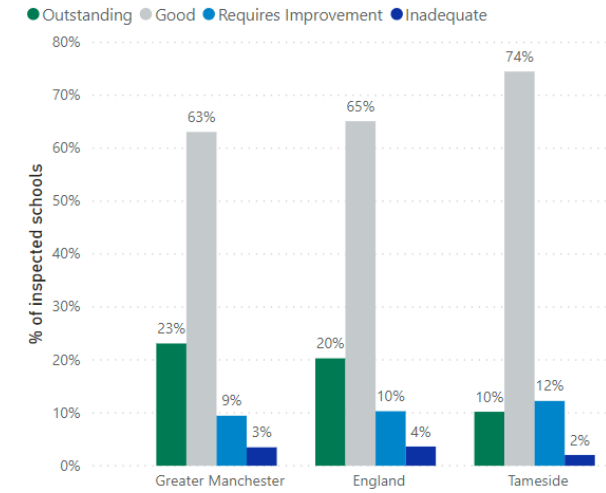
Childcare providers inspection outcomes, 2019

Last full inspection outcome (where 1 is outstanding)	England (%)	Greater Manchester (%)	Tameside (%)
1	18	16	7
2	71	75	86
3	6	4	4
4	1	1	1
Met	3	3	1
Not Met (with actions)	1	0	-



Source: PHE, 2019

State school inspection outcomes



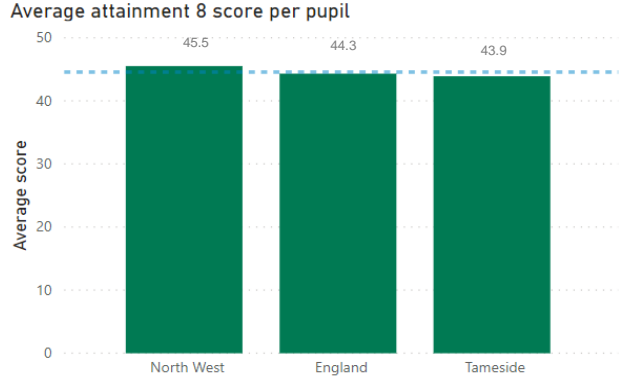
Source: Ofsted, 2019

Social Inclusion - Education

By the end of their primary education, a lower proportion of Tameside pupils are reaching the expected standard in reading, writing and maths to prepare them for secondary school than pupils in the North West and in England. This is also reflected in lower achievement of attainment 8 scores at GCSE level.

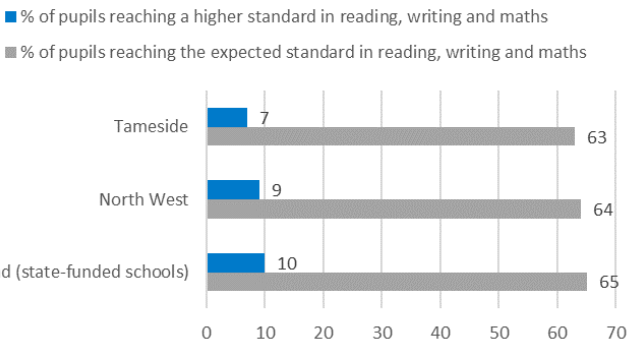
On completion of KS4, lower education levels begin to impact on young people's social inclusion as 7% of pupils have not found a sustained post KS4 destination such as education, apprenticeship or employment. The proportion of pupils who sustain further education, apprenticeships or employment are similar to those in the North West, despite slightly lower levels of educational achievement in Tameside.

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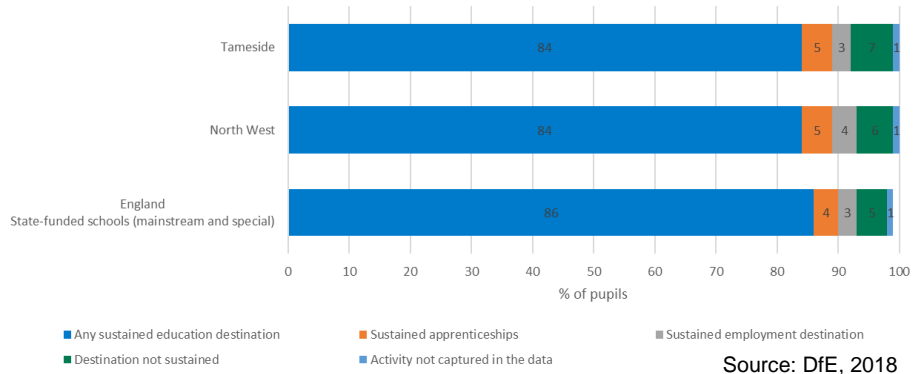
Source: DfE, 2017

Attainment at the end of KS2



Source: DfE, 2019

Pupil destinations after completing KS4, 2016/17 cohort



Source: DfE, 2018



Social Inclusion - Earnings

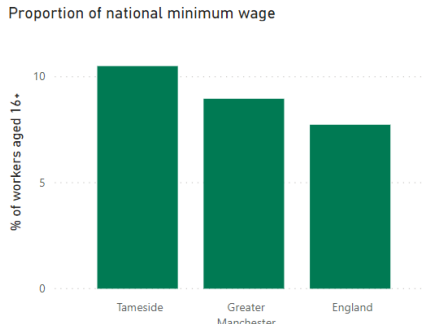
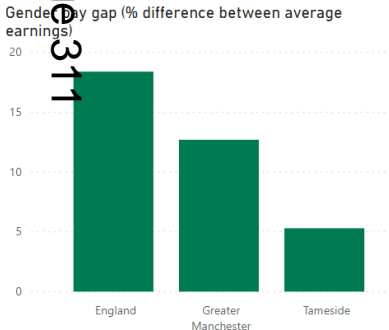
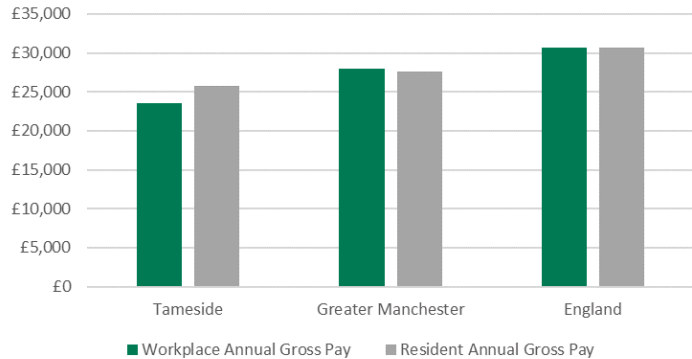
Median gross salaries in Tameside for full-time resident workers stood at £25,769 in 2019 (7% below the GM average). Earnings for Tameside workers are below those of residents at £23,534 suggesting that residents are accessing higher paid employment outside of the borough.

Tameside has experienced strong growth in resident earnings since 2014. This pace of growth has outstripped the rate of growth in comparator geographies.

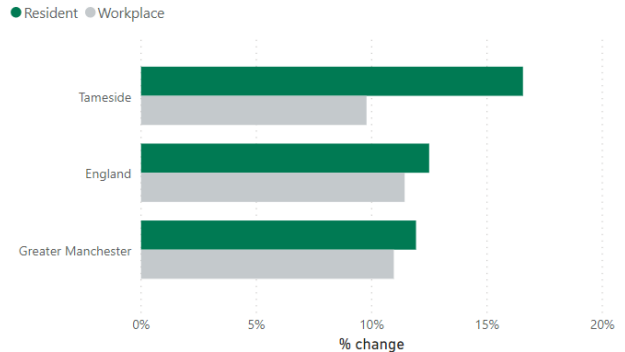
The gender pay gap in Tameside is less acute than comparators, accounting for 5% difference.

Coverage of the National Minimum Wage rates for workers aged 16+ accounts for 10.4% in Tameside.

Median Gross Salary, 2019



Resident and workplace earnings growth between 2014-19



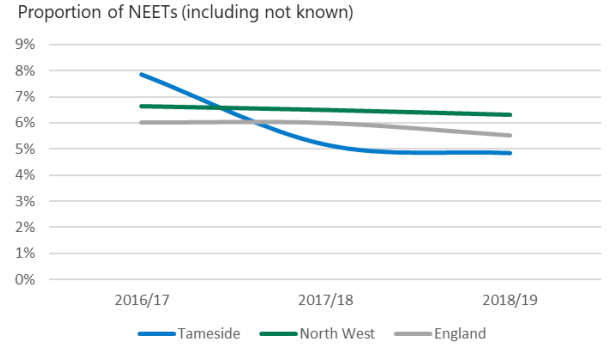
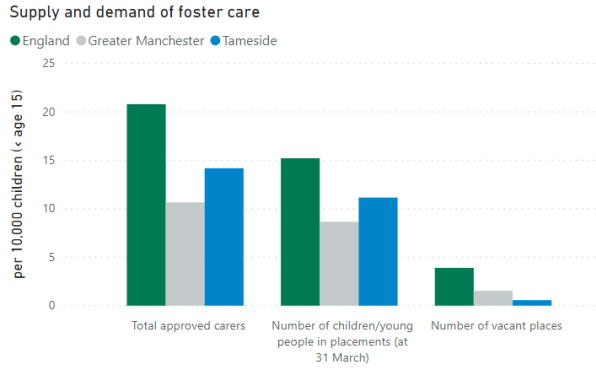
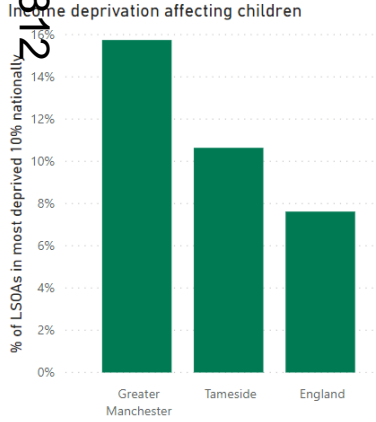
Social Inclusion – Resilient Families

Tameside has approximately 10% of Lower Super Output Areas (LSOAs) in the most deprived nationally for income deprivation affecting children.

The demand for foster care is relatively high in Tameside compared to GM, and there is a relatively low proportion of vacant foster care places in the borough.

The proportion of young people not in employment, education or training (NEET) has fallen markedly over time in Tameside, from 8% in 2016/17 to 4.8% in 2018/19. This figure consists of 2.9% of young people known to be NEET, and 1.9% for whom activity is not known. The NEET plus unknown position in Tameside is now below the North West and England average. In comparison, Tameside’s known NEET figure at 2.9% is above the England average of 2.6%.

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Source: DfE, 2019; Ofsted, 2019

Social Inclusion – Competitive Positioning

Tameside offers the highest rated childcare in GM which provides a good start in life. However, the borough ranks middling for education attainment at primary and secondary and the proportion of young people not in employment, education or training is a concern in Tameside.

Tameside residents have one of the lowest median salaries in GM, with only one borough, Oldham, scoring poorer on this measure.

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Healthy Communities

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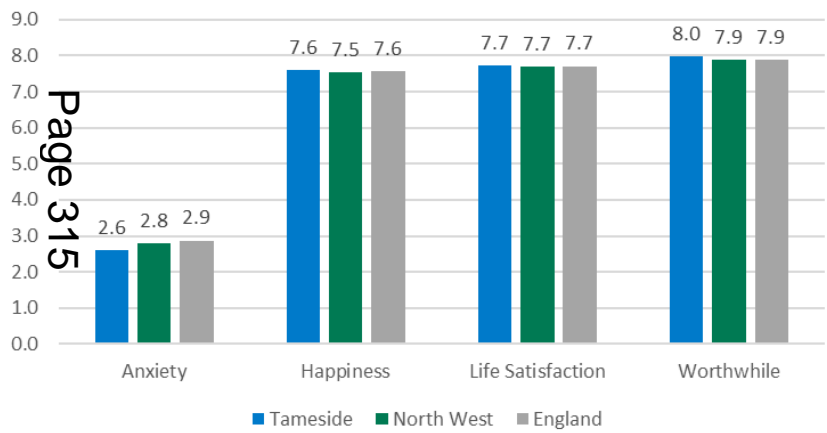


Well-being

Tameside has similar or better levels of wellbeing compared to the NW and England. Tameside residents are less likely to suffer from anxiety, and more likely to experience happiness, life satisfaction and feelings of being worthwhile.

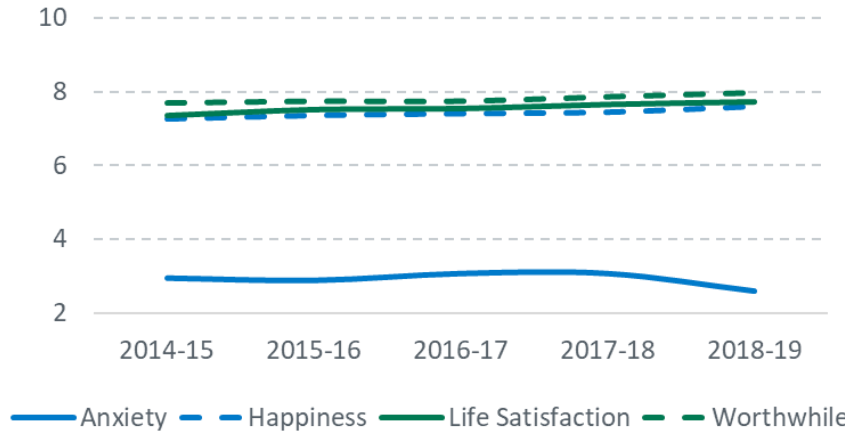
Tameside compares well against other GM boroughs on experiences of well-being, especially in terms of anxiety.

Average levels of wellbeing indicators



Source: ONS, 2019

Change in wellbeing levels in Tameside



Source: ONS, 2019

Health

Life expectancy in Tameside is similar to Greater Manchester. However, in England, people tend to live two years longer.

The proportion of life spent in good health is below average in Tameside, accounting for 72% for women and 78% for men. This is below the GM and England average.

The quality of health provision is strong in Tameside, with the NHS Tameside and Glossop CCG rated outstanding. Tameside also has a highly rated community care provision, with 71% rated good. Domiciliary care agencies are highly rated, with 89% considered good or outstanding, whilst 67% of nursing homes are considered good.

CCG Rating

CCG name	% of LA in CCG	Overall NHS England Rating	Quality of Leadership Rating
NHS Tameside and Glossop CCG	0.88	Outstanding	Outstanding

Source: Tameside local authority area profile, Care Quality Commission, 2019



Life Expectancy and Healthy Life Expectancy

Area	Female			Male		
	Life expectancy at birth	Healthy life expectancy at birth	% life in good health	Life expectancy at birth	Healthy life expectancy at birth	% life in good health
England	83	64	77%	80	63	79%
Greater Manchester	81	61	75%	78	61	78%
Tameside	81	58	72%	78	60	77%

Source: ONS, 2018

Care services

Area	Inadequate	R.I	Good	Outstanding	Unrated
Community care services					
Comparators	0%	6%	68%	3%	22%
England	0%	8%	72%	4%	16%
Tameside	0% (0)	14% (1)	71% (5)	0% (0)	14% (1)
Domiciliary care agencies					
Comparators	0%	11%	64%	2%	21%
England	1%	11%	66%	4%	19%
Tameside	0% (0)	6% (1)	83% (15)	6% (1)	6% (1)
Nursing homes					
Comparators	3%	21%	68%	2%	6%
England	2%	20%	69%	4%	4%
Tameside	0% (0)	33% (4)	67% (8)	0% (0)	0% (0)

Source: Tameside local authority area profile, Care Quality Commission, 2019



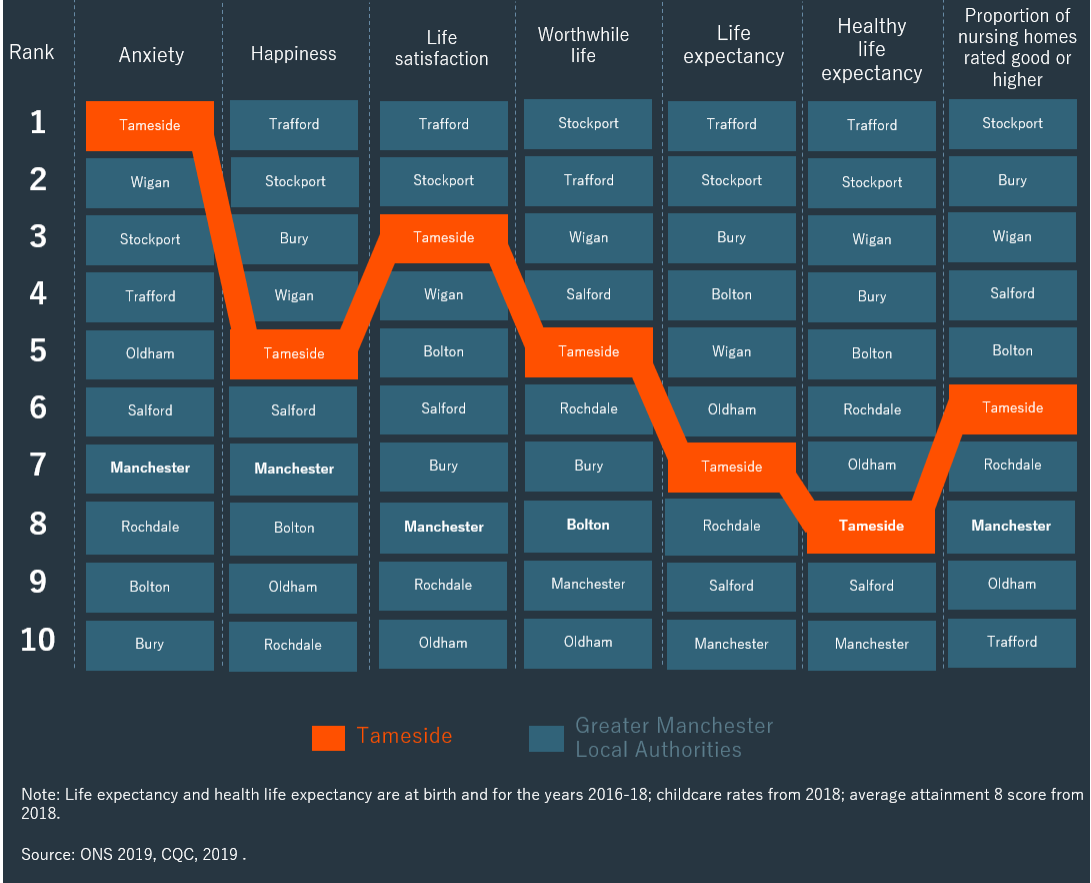
Health – Competitive Positioning

Tameside performs relatively well in terms of wellbeing indicators compared with the other GM boroughs, particularly in terms of the proportion of people with low anxiety levels and high life satisfaction.

However, Tameside is amongst the lowest boroughs in terms of healthy life expectancy.

Tameside’s proportion of good or very good nursing homes is also not as good as most other boroughs in GM.

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Strengths, Weaknesses, Opportunities & Threats

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Economic Strengths

Tameside has a number of defining strengths:

- + **Location:** Tameside's proximity to Manchester City Centre, and positioning as part of the Greater Manchester city region is a key driver of growth.
- + **Highly connected:** Tameside has excellent connections to the strategic road network including the M60, A635 and A57; position on the Manchester-Yorkshire rail connection (10 minutes from Ashton to Manchester Victoria), the Ashton-Piccadilly Metrolink, and proximity to Manchester Airport. Furthermore, Tameside has pioneered rapid deployment of new full fibre infrastructure which has secured commercial fibre to premises with recent research by Think Broadband showing Tameside ranks 6th in the country for full fibre availability.
- + **Affordable location:** Tameside is a relatively affordable location to live, work and invest.
- + **Sector strengths:** Tameside has significant strengths in manufacturing and health sectors. Tameside has the highest concentration of Advanced Manufacturing & Engineering employment with specialisms including the manufacture of medical and dental instruments and engineering activities and technical consultancy. Tameside has significant health assets to lever, and the sector employs 10,000 people in the borough and is growing. Specialisms include the manufacture of pharmaceutical preparations and hospital activities. Together, manufacturing, public administration education and health account for 65% of Tameside's GVA although there is scope for considerable productivity improvement. Key word analysis of Tameside's businesses points to the digitalisation of the manufacturing sector and health care sector which will support productivity improvements.

Economic Strengths (Cont'd)

- + **Workforce:** Tameside has a population of 225,200 which has grown steadily and is anticipated to continue to grow. Tameside has a strong **intermediate** skill base, with 50% of residents holding NVQ L3 and above qualifications.
- + **Access to countryside:** Stalybridge, Mossely and Mottram sit next to the Pennines offering attractive, historic towns with access to excellent countryside.
- + **Education:** Tameside has a quality education offer, with 94% of Tameside's state schools rated good or outstanding with improving educational attainment. The Further Education sector has experienced significant investment as part of Vision Tameside and the quality and increased breadth of the offer has enabled Tameside College to grow market share and attract young people into the borough to study. Furthermore, Ashton Sixth Form College is recognised as outstanding in all areas by Ofsted.

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Economic Weaknesses

There are a number of economic weaknesses holding back Tameside's potential:

- + **Productivity gap:** Productivity growth is extremely low and Tameside is lagging 11% behind the GM average on labour productivity measures and 24% behind England. Sector and skills composition are important contributing factors to the Tameside productivity challenge. A significant share of Tameside's GVA is held in higher value sectors such as manufacturing however the productivity levels of this activity in Tameside falls significantly short of national comparators (-33% gap).
- + **Sector composition:** Retail, wholesale trade and public admin, education and health are important employers within Tameside (accounting for 51% of employment). These sectors are particularly exposed to changing consumer patterns and public sector austerity measures.
- + **A shortage of local jobs:** Tameside has a very low job density with only 0.57 of a job per working age resident. Residents are reliant on employment opportunities elsewhere, within only 47% of residents living and working within the borough. There is a lack of available sites and premises within Tameside to facilitate local jobs growth.
- + **Low entrepreneurial culture:** Tameside has a low business birth rate and self-employment levels are below average. However, those business start-ups are more likely to survive longer in Tameside, pointing to a supportive environment for growth.
- + **Development site viability gaps:** It is difficult to deliver housing and particularly new employment land on sites in Tameside. This can be attributed to a mix of low values, brownfield remediation requirements and low quality sites. This impacts on Tameside's ability to secure new (and retain existing) investment and employment growth. This is illustrated by the under-representation of Tameside in securing a proportionate share of inward investment within GM.

Economic Weaknesses (Cont'd)

- + **Quality of commercial and industrial premises:** The quality of existing commercial and industrial buildings undermines the ability of Tameside to attract new investors and respond to opportunities presented by GM's identified opportunity sectors which will drive future productivity gains.
- + **Labour market deficiencies:** Tameside has a below average working age population and this is expected to decline further in the future, leading to a reduced labour supply. Tameside has a strong intermediate and low skill set, but representation of higher level skills and occupations falls short of GM and England benchmarks. As the demand for higher level skills continues to grow, Tameside needs to be ready to respond.
- + **Education:** positive steps have been made in the quality of Tameside's education offer in recent years however attainment levels still lag the national position.
- + **Prevalent inequalities:** Tameside is characterised by inequalities which limit life chances, health and prosperity. Opportunities to address these issues through an inclusive growth strategy which enables everyone to benefit from economic growth is essential.

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Economic Opportunities

There are a number of opportunities which could define Tameside's future:

- + **The Tameside place proposition:** Tameside offers a network of towns and villages on the edge of the Pennines which have the potential to lever investment and attract people to live and invest in the borough. Creative thinking is required to secure jobs, businesses and homes needed to enable these towns to thrive.
- + **Delivering new housing:** Tameside can respond to the identified housing needs of GM particularly through an offer of entry level and larger housing for families, and has the potential to deliver aspirational higher value housing in attractive locations on the edge of Tameside. This will help to redress the demographic challenge ahead of Tameside including a forecast declining working age population. It will also create supply chain opportunities in the construction sector and facilitate the development of the clean growth sector.
- + **Securing investment in GM identified opportunity sectors:** Tameside has significant sector strengths which can be levered to support GM realise their LIS ambitions across all four priority sectors, particularly within AME and Health. Tameside needs to maximise its role and position in LIS actions which will drive productivity and competitiveness in these sectors.
- + **Digital potential:** the dark fibre loop gives Tameside a competitive advantage which can drive commercial investment. The proximity of Tameside to the city; affordable property, and digital connectivity can facilitate business start ups and homeworking.
- + **Access to major employment opportunities:** Tameside has historically relied upon employment outside of the borough. Tameside residents need to ensure they have the skills and transport infrastructure to access new employment opportunities as they emerge across the city. At the same time, opportunities to deliver major employment sites within Tameside such as Ashton Moss and St Petersfield are essential to ensuring Tameside secures future growth potential.
- + **Enhanced transport connectivity:** proposals such as the Transpennine rail electrification will bring Tameside closer to Leeds, providing an additional dimension to Tameside's ability to lever city-region growth potential.
- + **Levering anchor institutions:** Tameside has made great strides in joint commissioning through the CCG and Council collaboration. There is significant scope for continued leverage of anchor institutions in Tameside e.g. securing good growth outcomes through public procurement and encouraging corporate social responsibility.

Economic Threats

Tameside needs to be responsive to emerging threats:

- + **Macro Economic Factors:** we are entering a period of economic uncertainty likely as the UK's future relationship with the EU is negotiated. Risks revolve around sectors trading with the EU (including supply chains), general investment climate, availability of workforce and future trade deals. Tameside needs to be resilient in the face of these external forces and business support mechanisms in Tameside need to be enhanced to navigate businesses through these challenges. Furthermore, the global pandemic has had a far-reaching economic impact which is yet to be fully understood in Tameside. Tameside will need to prioritise economic recovery in the short-term to mitigate against further contraction.
- + **Demographic change:** the ageing of the population and the forecast decline in working age in Tameside will tighten the available labour market and put increased pressure on population-related services.
- + **Technology and innovation:** disruptors such as automation will shape economic futures, creating new sectors and changing working practices. Tameside needs to embrace and invest in innovation and technology to maintain competitiveness.
- + **Competition:** Growth and investment elsewhere in GM and the UK is redefining economic geographies and increasing competition. Other GM boroughs are pushing forward with major developments such as Cutacre, Oldham Town Centre and Bolton Town Centre regeneration, Stockport etc. Tameside needs to progress pipeline proposals such as Ashton Moss, St Petersfield and Godley Green to retain and secure additional investment. Tameside's competitive position is further undermined by labour market weaknesses including an underrepresentation of higher level skills, low salaries, and social inclusion challenges.
- + **Infrastructure constraints:** constraints in the site and premises offer, road and rail networks, and digital connections will impact on the ability of Tameside to secure investment and ensure Tameside residents can access economic opportunities.

Conclusions & Implications for Strategy

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Tameside's Economic Baseline – Headline Findings

The following table summarises the headline findings from the Tameside Economic Baseline against the 8 priority areas of the Tameside Corporate Plan ‘ Our People – Our Place – Our Plan’.

Our People – Our Place – Our Plan	Tameside Economic Baseline Findings
<p>Priority 1 – Very Best Start in Life where children are ready to learn and encouraged to thrive and develop</p>	<ul style="list-style-type: none"> • Above average proportion of births classified as low weight in Tameside relative to England and the NW • Supportive childcare system, with 93% of childcare providers rated good or outstanding by Ofsted • Quality state school offer, with 84% of state schools in Tameside rated good or outstanding by Ofsted
<p>Priority 2 – Aspiration and hope through learning and moving with confidence from childhood to adulthood</p>	<ul style="list-style-type: none"> • Lower proportion of KS2 pupils in Tameside reaching the expected standard in reading, writing and maths and lower achievement of Progress 8 scores at GCSE • Less likely to continue in education at age 16, and more likely to participate in apprenticeships or employment • Post-16 skills assets including Tameside College with specialisms in manufacturing and construction, and various sixth forms including Ashton recognised as outstanding across all areas by Ofsted
<p>Priority 3 – Resilient Families and Supportive networks to protect and grow our young people</p>	<ul style="list-style-type: none"> • 10% of Tameside's LSOAs are in the 10% most deprived nationally for income deprivation affecting children • The demand for foster care is relatively high in Tameside at 11 children per 10,000 and there are very few vacant foster care places in the borough • Improving picture with a declining rate of young people not in employment, education or training (NEET) over time but the known NEET figure at 2.9% is slightly above the England average of 2.6%

Tameside's Economic Baseline – Headline Findings

Our People – Our Place – Our Plan

Tameside Economic Baseline Findings

Priority 4 – Opportunities for people to fulfil their potential through work, skills and enterprise

- Approximately 71,000 people are employed in Tameside, accounting for 5% of all employment in GM. Employment growth has been steady but the rate of growth has been below all other GM authorities in past 5 years
- There are 6,140 businesses in Tameside, accounting for 5.9% of all businesses in GM. The business base has grown by 6% since 2015.
- Tameside has lagging productivity growth, with a productivity gap of 11% between Tameside and GM and 24% relative to England as defined by GVA per FTE
- Sector specialisms in the borough include public administration, education and health, manufacturing, retail, and utilities and waste
- Tameside has distinct strengths in GM LIS opportunity sectors including advanced manufacturing and materials, health innovation, and clean growth
- The knowledge economy accounts for 1,475 jobs in Tameside but is under-represented relative to England
- Tameside has a relatively suppressed enterprising economy, with only 6.1 business births per 1,000 working age residents compared to 12 in GM as a whole and self-employment and homeworking levels below GM and England averages
- Tameside has secured a relatively low proportion of inward investment into GM over the past 6 years at 2.5% of the GM total
- Tameside is home to 225,000 people, accounting for 8% of the GM population. Population growth has been slow, at 2% since 2013. Looking ahead, the population is anticipated to grow by 6% by 2041.
- Tameside has a low job density rate of 0.57 (per resident aged 16-64) compared to 0.85 in GM. A high number of Tameside residents commute out of the borough to access employment and the self-containment rate (those who live and work in Tameside) is relatively low at 47%
- Tameside has comparatively good rates of labour market participation relative to GM but lags the England average
- Higher level occupations are under-represented in Tameside, although this is an improving position
- Higher level qualifications are significantly under-represented in Tameside at 29% relative to 44% in England

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Tameside's Economic Baseline – Headline Findings

Our People – Our Place –
Our Plan

Tameside Economic Baseline Findings

<p>Priority 5 – Modern infrastructure and a sustainable environment that works for all generations and future generations</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 328</p>	<ul style="list-style-type: none"> • Digital infrastructure strengths including the Tameside Dark Fibre Network with Tameside ranked 6th nationally for full fibre availability according to Think Broadband • Excellent proximity to the strategic road network, connections by rail and Metrolink, and proximity to the airport • Relatively affordable housing offer, with the average house price 6.27 times average annual workplace-based salary in Tameside compared to 7.83 in England • Housing market indicators point to a need to broaden the stock offer and encourage the development of more aspirational housing • Viability gaps on development sites make it difficult to deliver new housing and employment require public sector intervention • Very low vacancy rates in industrial premises reflective of sustained demand • The quality of existing commercial premises presents a barrier to securing investment • Employment opportunity sites including St. Petersfield and large scale potential of Ashton Moss • Relatively low CO2 emissions at 3.83t per capita relative to 5.12t in England
<p>Priority 6 – Nurturing our communities and having pride in our people, our place and our shared heritage</p>	<ul style="list-style-type: none"> • Tameside residents are less likely to suffer from anxiety, and more likely to experience happiness, life satisfaction and feelings of being worthwhile • A network of towns and villages with access to excellent countryside in the Pennines
<p>Priority 7 – Longer and healthier lives with good mental health through better choices and reducing inequalities</p>	<ul style="list-style-type: none"> • The proportion of life spent in good health is below GM and national average in Tameside, at 72% for women and 78% for men • Life expectancy has improved over time in line with national trends, but lags the national average by 2 years (81 years in Tameside compared to 83 years in England as of 2018) • The quality of health provision is strong in Tameside, with the CCG rated outstanding
<p>Priority 8 – Independence and activity in older age, and dignity and choice at end of life</p>	<ul style="list-style-type: none"> • 71% of community care services in Tameside are rated good but a further 14% require improvement • 67% of nursing homes in Tameside are rated good but a further 33% require improvement • 89% of domiciliary care agencies are rated good or outstanding, with a further 6% requiring improvement

Five Defining...Strengths

1. Proximity and positioning of Tameside within the Greater Manchester city region as a driver of growth
2. Sectoral strengths in GM identified opportunity sectors including AME and health
3. Excellent connectivity including digital infrastructure and strategic transport accessibility as drivers of growth
4. Quality of life offering including attractive historic towns with access to the Pennines countryside
5. Improving education offer characterised by good and outstanding ratings and continued investment in Further Education provision

Five Defining...Weaknesses

1. Pervasive productivity challenges which inhibit Tameside's growth potential
2. A shortage of good quality and well paid local jobs
3. Lack of high quality sites and premises to attract and retain investment
4. Labour market weaknesses styming effective demand and supply interaction and holding back productivity
5. A comparatively low rate of entrepreneurship and the need to strengthen infrastructure to encourage entrepreneurship and innovation
6. Deep-rooted inequalities which limit life chances, health and prosperity

Five Defining...Opportunities

1. Enhanced place propositions to drive growth through a network of towns and capitalise upon proximity to city and natural capital
2. Enhanced connectivity (transport and digital) to facilitate access to employment and stimulate entrepreneurship
3. Major developments including new housing developments, employment sites (Ashton Moss, St. Petersfield) and local transport investments presenting supply chain opportunities
4. Securing investment in opportunity sectors including AME and health and driving competitiveness through digitalisation, upskilling and innovation
5. Levering anchor institutions and the role of public procurement in driving good growth outcomes as already demonstrated by joint commissioning

Five Defining...Threats

1. Macro economic factors including the uncertainties created by EU exit and the recent global pandemic
2. Demographic change is contributing to an ageing population in Tameside and a forecast decline in the working age population is anticipated, tightening labour supply and placing pressure on services
3. Technology and innovation are disruptive forces to which Tameside needs to respond to maintain competitiveness
4. Strong competition for growth and investment elsewhere in GM and the UK is undermining Tameside's ability to retain and secure investment
5. Infrastructure constraints will impact on Tameside's ability to secure investment and enable equitable access to economic opportunities

Implications for the Inclusive Growth Strategy – Strengths

The review of the economic evidence for Tameside has highlighted a number of areas of focus for the emerging Inclusive Growth Strategy. These are framed around the defining strengths, weaknesses, opportunities and threats identified in this report.

Maximising Strengths	IGS Focus
Proximity and position of Tameside within the GM city region as a driver of growth	<ul style="list-style-type: none"> • Develop value proposition of Tameside as a place to invest, live and visit • Raise the profile of Tameside within GM to maximise MIDAS activity and secure increased share of investment interest • Embed Tameside investment priorities in GM priorities and prepare to develop business cases
Sectoral strengths in GM opportunity sectors including AME and health	<ul style="list-style-type: none"> • Scale up existing activity in Tameside opportunity sectors • Target inward investment and support existing investors to increase quality jobs • Target specific sites and locations for sector growth • Develop the right skills for the future economy including high level, digital, and leadership and management • Strengthen local supply chains to support local businesses to grow and prosper • Secure investment to drive future competitiveness of key sectors e.g. R&D, sites
Excellent connectivity including digital and strategic transport infrastructure	<ul style="list-style-type: none"> • Ensure the transport system links residents to jobs and services inside and outside of the borough • Promoting the digital edge Tameside offers to investors
Quality of life including attractive towns and countryside	<ul style="list-style-type: none"> • Attract and retain talent to grow the working age population • Facilitating vibrant mixed use town centres as a destination for investment: live, work, leisure, services
Improving education offer	<ul style="list-style-type: none"> • Retain and attract young and working age people to the borough to study • Upskill and reskill residents and workers to access quality employment opportunities • Expand higher education offer to retain and attract young people • Build connections with GM universities

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Implications for the Inclusive Growth Strategy – Weaknesses

Mitigating Weaknesses	IGS Focus
<p>Pervasive productivity challenges inhibiting Tameside’s growth potential</p>	<ul style="list-style-type: none"> • Tackle in-sector productivity challenges to improve products, processes and capabilities through effective business support • Develop a skills strategy including sector skills in the AME and health sector
<p>A shortage of local jobs, combined with a lack of quality sites and premises to attract and retain investment</p>	<ul style="list-style-type: none"> • Deliver sites and premises to attract and retain investment, including incubator facilities, grow on space to retain and grow local businesses, and larger employment premises to secure new investors • Support entrepreneurship initiatives to deliver business growth • Capitalise on major investments delivering jobs in close proximity to Tameside by providing effective connections for workers, and scoping supply chain opportunities for businesses
<p>Labour market deficiencies holding back productivity</p>	<ul style="list-style-type: none"> • Upskill existing workforce to meet employer demand with a focus on higher level skills and training geared to growth sectors and technologies • Responsive education institutions providing appropriate and quality education and skills including expanded HE offer • Deliver digital skills to all • Implement management and leadership skills to drive innovation and growth appetite
<p>A low entrepreneurial culture and gaps in supporting infrastructure to facilitate entrepreneurship and innovation</p>	<ul style="list-style-type: none"> • Encourage business start up and social enterprise • Increase self-employment and home working • Invest in leadership and management skills to facilitate innovation
<p>Pervasive inequalities limiting life chances, health and prosperity</p>	<ul style="list-style-type: none"> • Promote social mobility and inspire progression • Encourage healthier lifestyles and preventative care • Increase accessibility to high quality care in response to ageing population drivers of change • Utilise technology to improve service provision • Digital inclusion to enable all people to access services, education and employment opportunities

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Implications for the Inclusive Growth Strategy – Opportunities

Harnessing Opportunities	IGS Focus
Enhanced place proposition driving growth through a network of towns, capitalising upon proximity to city and natural capital	<ul style="list-style-type: none"> • Tailored response to supporting growth in towns as vibrant hubs, maximising key assets and infrastructure and build on plans for investment and development • Place marketing of Tameside as a place to live, work, study and invest
Enhanced connectivity to facilitate access to employment and stimulate entrepreneurship	<ul style="list-style-type: none"> • Connect residents by transport to other parts of GM where the highest number of jobs are predicted • Roll out sustainable transport i.e. cycling, walking, electric vehicles • Digital inclusion strategy
Major developments in the pipeline and proposed	<ul style="list-style-type: none"> • Increase quality, affordability and choice in housing • Increase quality employment sites and premises aligned to demand • Design new places and spaces in a way that promote healthy lifestyles • Maximise competitive digital connectivity offer
Securing investment in opportunity sectors such as AME and health	<ul style="list-style-type: none"> • Unlock pipeline employment sites for investment • Raise Tameside’s profile as a destination for investment, including through delivery of development at Ashton Moss and St. Petersfield • Invest in innovation, technology and skills to drive competitiveness
Levering the economic and social contribution of anchor institutions	<ul style="list-style-type: none"> • Lobbying for investment in vital infrastructure • Leadership role in influencing positive change and empowering residents and businesses to take advantage of opportunities ahead of them • Innovation-led growth by anchor institutions e.g. technology in health • Delivering social value / corporate social responsibility • Pursue positive procurement practices

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Implications for the Inclusive Growth Strategy – Threats

Combatting Threats	IGS Focus
Macro economic factors including uncertainties created by EU exit	<ul style="list-style-type: none"> • Tailored business support providing bespoke trade and investment advice • Targeted strategic account management of prime employers
Demographic change contributing to an ageing population and a forecast decline in working age cohort	<ul style="list-style-type: none"> • Support older workers to reskill • Responding to flexible work patterns sought by parents, older workers and people with health issues • Support people into work
Technology and innovation as disruptive forces	<ul style="list-style-type: none"> • Mitigating impacts of automation i.e. through upskilling and reskilling, and supporting businesses to respond to these drivers of competitiveness • Embracing new ways of working and new employment opportunities presented by technology • Addressing the digital skills gap • Utilise new and emerging technologies to design and deliver services to businesses and residents
Competition for growth and investment from other locations	<ul style="list-style-type: none"> • Grow profile of Tameside's role and contribution on the GM stage with a focus on Tameside's distinct strengths including sectors (AME and health), location (natural capital), and infrastructure offer (digital and transport)
Infrastructure constraints impacting on Tameside's ability to secure investment and enable equitable access to opportunities	<ul style="list-style-type: none"> • Opportunities to intensify land use in well connected places to support local economic growth / diversify high streets • Effectively connect housing, jobs, leisure and services through targeted transport investment • Continued investment in digital infrastructure to maintain competitive position • Invest in smart city solutions

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Tameside's Economic Baseline – GM Strategic Implications

The GM Local Industrial Strategy sets out a wide range of actions to strengthen the city-region's economy, improve the foundations of productivity, and ensure that growth benefits all people and places. Tameside has an active role to play in implementing the ambitions of the LIS.

GM LIS Priorities/Action	Tameside Role & Positioning
Theme 1 – Health Innovation	<ul style="list-style-type: none"> • Tameside has sector and institutional strengths in health care provision • Potential to be test bed for large scale clinical and med tech trials • Active participation in healthy ageing innovation activity
Theme 2 – Advanced Materials & Manufacturing	<ul style="list-style-type: none"> • Tameside has sector strengths in manufacturing/AME • Strengthen Tameside's advanced manufacturing cluster and network in to advanced material ecosystem including participation in GAMMA alliance and HE-industry collaboration • Improve productivity in Tameside's manufacturing base through adoption of Made Smarter approaches
Theme 3 – Digital, Creative and Media	<ul style="list-style-type: none"> • Emerging digital cluster around Ashton Old Baths with recent employment and business growth • Leverage 'dark fibre' competitive advantages to drive growth and revitalise town centres • Support firms to adopt productivity enhancing digital technologies • Transform the local economy and public services through enhancing digital skills and open data availability
Theme 4 – Clean Growth	<ul style="list-style-type: none"> • Contributing to the GM Clean Growth Mission and implementing action within Tameside • Accelerate carbon neutral retrofit and net zero carbon new build • Support energy transition and scope for local energy generation, storage and efficiency in Tameside • Active participation in modern methods of construction to support new manufactured homes industry • Address construction skill requirements

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Tameside's Economic Baseline – GM Strategic Implications

GM LIS Priorities/Action	Tameside Role & Positioning
Theme 5 – People	<ul style="list-style-type: none"> • Tameside's 'Care Together' approach provides a trailblazer for joint working between health and other public services and provides a platform for aligning skills and work. The Greater Manchester 'Working Well' initiative provides an integrated approach to employment support and has supported 1,780 clients in Tameside since 2014 • Active participation in employability and retraining initiatives proposed by the LIS
Theme 6 – Infrastructure	<ul style="list-style-type: none"> • Ensure Tameside representation in the GM Single Infrastructure Plan and associated actions to address deficiencies in Tameside's transport, site and low carbon infrastructure • Maximise local supply chain opportunities from major projects such as HS2 and NPH Rail • Leverage Tameside's fibre infrastructure to drive economic growth and innovation and encourage roll out of 5G technologies • Deliver employment development at Ashton Moss and St. Petersfield in target sectors and ideally in higher value, higher quality employment sectors • Identify opportunities to diversify the borough's housing stock, bringing more family and higher value housing that will support the borough's future growth
Theme 7 – Ideas	<ul style="list-style-type: none"> • Support innovative activity in areas where Tameside has sector strengths including manufacturing and health • Use public procurement to stimulate innovation areas e.g. Tameside Care Together opportunity
Theme 8 – Business Environment	<ul style="list-style-type: none"> • Targeted business support including productivity/inclusive growth programme, internationalisation, scale up support • Participation in GM Good Employment Charter • Enhanced productivity of important foundational sectors in Tameside including retail, hospitality and tourism, and social care • Enhanced social value procurement policy • Engage with social enterprise strategy development
Theme 9 – Place	<ul style="list-style-type: none"> • Identify opportunities and barriers in Tameside aligned to the LIS and develop action plans to coordinate GM and Tameside implementation and delivery • Secure investment to drive public sector transformation to improve outcomes and reduce inequalities

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Appendices

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Appendix A: Opportunity Sector SIC Definitions

+ Advanced Manufacturing and Materials

SIC	Description
20	Manufacture of chemicals and chemical products
21	Manufacture of basic pharmaceutical products and pharmaceutical preparations
26	Manufacture of computer, electronic and optical products
27	Manufacture of electrical equipment (electronics)
28	Manufacture of machinery and equipment not elsewhere classified (automotive)
29	Manufacture of motor vehicles, trailers and semi-trailers (automotive)
30	Manufacture of other transport equipment (aerospace etc.)
33	Repair and installation of machinery and equipment
325	Manufacture of medical and dental instruments and supplies
7112	Engineering activities and related technical consultancy

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+ Digital, Media, Creative and Tech

SIC	Description
Digital, Media, Tech:	
26.1	Manufacture of loaded electronic boards
26.2	Manufacture of computers and peripheral equipment
26.3	Manufacture of communication equipment
26.4	Manufacture of consumer electronics
27.32	Manufacture of other electronic and electric wires and cables
46.5	Wholesale of information and communication equipment
58	Publishing activities
59	Motion picture, video and television programme production, sound recording and music publishing activities
60	Programming and broadcasting activities
61	Telecommunications
62	Computer programming, consultancy and related activities
63	Information service activities
95.1	Repair of computers and communication equipment
Creative:	
32120	Manufacture of jewellery and related articles
70210	Public relations and communication activities
71111	Architectural activities
71112	Urban planning and landscape architectural activities
73110	Advertising agencies
73120	Media representation
74100	Specialised design activities
74201	Portrait photographic activities
74202	Other specialist photography (not including portrait photography)
74203	Film processing
74209	Other photographic activities (not including portrait and other specialist photography and film processing) nec
74300	Translation and interpretation activities
85520	Cultural education
90010	Performing arts
90020	Support activities to performing arts
90030	Artistic creation
90040	Operation of arts facilities
91011	Library activities
91012	Archive activities
91020	Museum activities

Appendix A: Opportunity Sector SIC Definitions

+ Health

SIC	Description
Health:	
3250	Manufacture of medical and dental instruments and supplies
8610	Hospital activities
8621	General medical practice activities
8622	Specialist medical practice activities
8623	Dental practice activities
8690	Other human health activities
8710	Residential nursing care activities
8720	Residential care activities for learning disabilities, mental health and substance abuse
8730	Residential care activities for the elderly and disabled
8790	Other residential care activities
Life Sciences and Pharmaceutical:	
21100	Manufacture of basic pharmaceutical products
21200	Manufacture of pharmaceutical preparations
26600	Manufacture of irradiation, electromedical and electrotherapeutic equipment
32500	Manufacture of medical and dental instruments and supplies
72110	Research and experimental development on biotechnology
72190	Other research and experimental development on natural sciences and engineering

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+ Clean Growth

SIC	Description
6.2	Extraction of natural gas
35.1	Electric power generation, transmission and distribution
35.3	Steam and air conditioning supply
38.2	Waste treatment and disposal

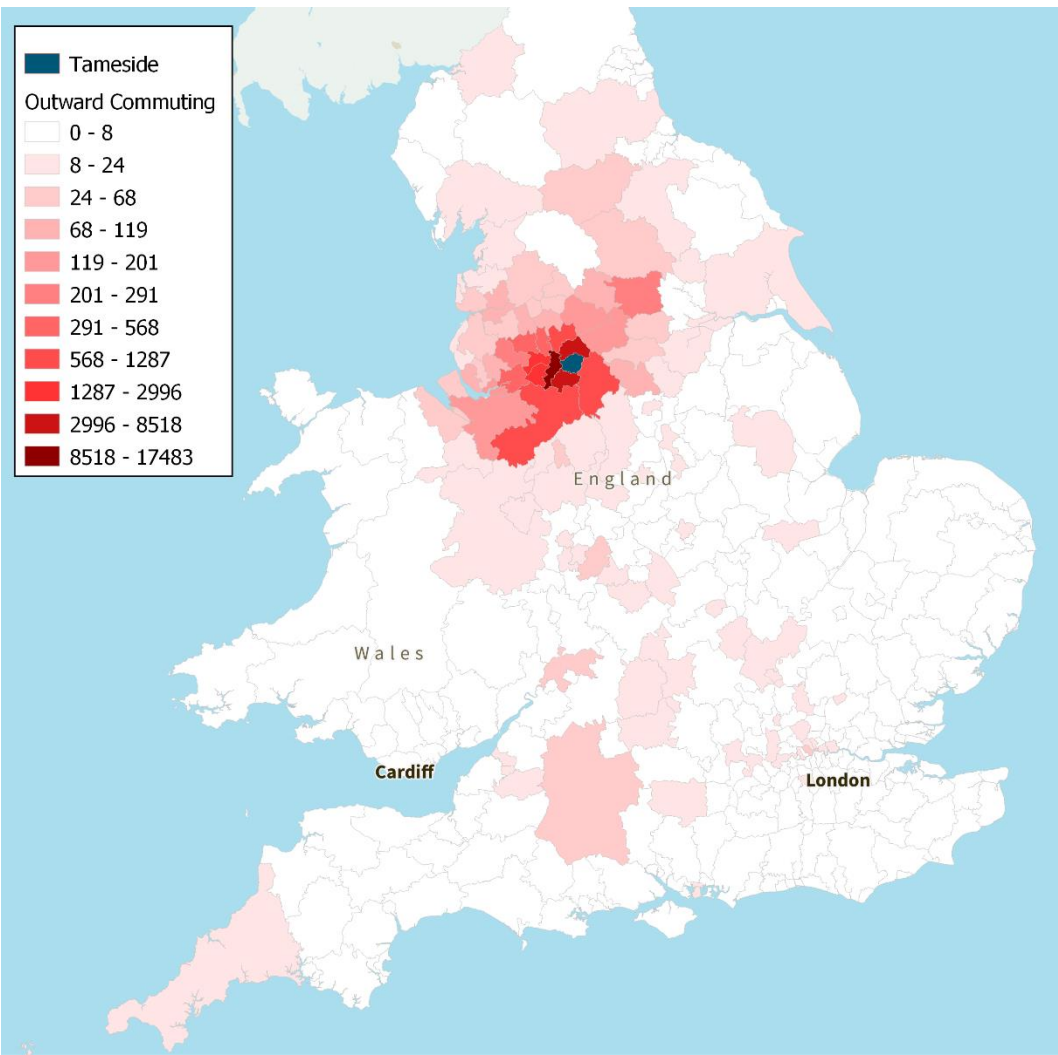
Appendix A: Opportunity Sector SIC Definitions

+ Knowledge Economy (SIC)

18110 : Printing of newspapers	64301 : Activities of investment trusts	71129 : Other engineering activities (not including engineering design for industrial process and production or engineering related scientific and technical consulting
18121 : Manufacture of printed labels	64302 : Activities of unit trusts	71200 : Technical testing and analysis
18129 : Printing (other than printing of newspapers and printing on labels and tags) nec	64303 : Activities of venture and development capital companies	72110 : Research and experimental development on biotechnology
18130 : Pre-press and pre-media services	64304 : Activities of open-ended investment companies	72190 : Other research and experimental development on natural sciences and
18140 : Binding and related services	64305 : Activities of property unit trusts	72200 : Research and experimental development on social sciences and humanities
18201 : Reproduction of sound recording	64306 : Activities of real estate investment trusts	73110 : Advertising agencies
18202 : Reproduction of video recording	64910 : Financial leasing	73120 : Media representation
18203 : Reproduction of computer media	64921 : Credit granting by non-deposit taking finance houses and other specialist consumer credit grantors	73200 : Market research and public opinion polling
26200 : Manufacture of computers and peripheral equipment	64922 : Activities of mortgage finance companies	74100 : Specialised design activities
26301 : Manufacture of telegraph and telephone apparatus and equipment	64929 : Other credit granting (not including credit granting by non-deposit taking finance houses and other specialist consumer credit grantors and activities of mortgage finance	74201 : Portrait photographic activities
26309 : Manufacture of communication equipment (other than telegraph and telephone apparatus and equipment)	64991 : Security dealing on own account	74202 : Other specialist photography (not including portrait photography)
58110 : Book publishing	64992 : Factoring	74203 : Film processing
58120 : Publishing of directories and mailing lists	64999 : Other financial service activities, except insurance and pension funding, (not including security dealing on own account and factoring) n.e.c.	74209 : Other photographic activities (not including portrait and other specialist photography and film processing) nec
58130 : Publishing of newspapers	65110 : Life insurance	74300 : Translation and interpretation activities
58141 : Publishing of learned journals	65120 : Non-life insurance	74901 : Environmental consulting activities
58142 : Publishing of consumer, business and professional journals and periodicals	65201 : Life reinsurance	74902 : Quantity surveying activities
58190 : Other publishing activities	65202 : Non-life reinsurance	74909 : Other professional, scientific and technical activities (not including environmental consultancy or quantity surveying)
58210 : Publishing of computer games	65300 : Pension funding	82110 : Combined office administrative service activities
58290 : Other software publishing	66110 : Administration of financial markets	82190 : Photocopying, document preparation and other specialised office support activities
61100 : Wired telecommunications activities	66120 : Security and commodity contracts brokerage	82200 : Activities of call centres
61200 : Wireless telecommunications activities	66190 : Other activities auxiliary to financial services, except insurance and pension funding	82301 : Activities of exhibition and fair organizers
61300 : Satellite telecommunications activities	66210 : Risk and damage evaluation	82302 : Activities of conference organizers
61900 : Other telecommunications activities	66220 : Activities of insurance agents and brokers	82911 : Activities of collection agencies
62011 : Ready-made interactive leisure and entertainment software development	66290 : Other activities auxiliary to insurance and pension funding	82912 : Activities of credit bureaus
62012 : Business and domestic software development	66300 : Fund management activities	82920 : Packaging activities
62020 : Computer consultancy activities	69101 : Barristers at law	82990 : Other business support service activities nec
62030 : Computer facilities management activities	69102 : Solicitors	85410 : Post-secondary non-tertiary education
62090 : Other information technology and computer service activities	69109 : Activities of patent and copyright agents; other legal activities (other than those of b	85421 : First-degree level higher education
63110 : Data processing, hosting and related activities	69201 : Accounting, and auditing activities	85422 : Post-graduate level higher education
63120 : Web portals	69202 : Bookkeeping activities	91011 : Library activities
64110 : Central banking	69203 : Tax consultancy	91012 : Archive activities
64191 : Banks	70100 : Activities of head offices	91020 : Museum activities
64192 : Building societies	70210 : Public relations and communication activities	91030 : Operation of historical sites and buildings and similar visitor attractions
64201 : Activities of agricultural holding companies	70221 : Financial management	91040 : Botanical and zoological gardens and nature reserve activities
64202 : Activities of production holding companies	70229 : Management consultancy activities (other than financial management)	
64203 : Activities of construction holding companies	71111 : Architectural activities	
64204 : Activities of distribution holding companies	71112 : Urban planning and landscape architectural activities	
64205 : Activities of financial services holding companies	71121 : Engineering design activities for industrial process and production	
64209 : Activities of other holding companies (not including agricultural, production, construction, distribution and financial services holding companies) n.e.c.	71122 : Engineering related scientific and technical consulting activities	

Appendix B: Where Tameside residents go to work outside the borough, 2011

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Appendix C: Glossary

Acronym	Definition
5G	Fifth generation wireless technology standard for cellular networks
AI	Artificial Intelligence - this refers to the simulation of human intelligence in machines to think and learn
AME	Advanced Manufacturing and Engineering
AMM	Advanced Manufacturing & Materials
ASHE	Annual Survey of Hours and Earnings
BDUK	Building Digital UK - a programme for delivering broadband networks to the UK
CO2	Carbon Dioxide
CCG	Clinical Commissioning Group
CNI	Cooperative Network Infrastructure
DfE	Department for Education
DMCT	Digital, Media, Creative and Tech
FDI	Foreign Direct Investment
FTE	Full Time Equivalent worker
GM	Greater Manchester
GMCA	Greater Manchester Combined Authority - this area covers the ten metropolitan boroughs within Greater Manchester.
GVA	Gross Value Added - the measure of the value of goods and services produced in an area, industry or sector of an economy
HEI	Higher Education Institution
HS2	High Speed Rail 2
ICT	Information Communication Technologies
LIS	Local Industrial Strategy
LQ	Location Quotient - a way of quantifying how concentrated a particular sector is in a region compared to the national average
LSOA	Lower Super Output Area - a statistical geographic region
NHS	National Health England
NPH	Northern Powerhouse
NVQ	National Vocational Qualification - an standard for assessing skills and knowledge. This is expressed as an equivalent measure across academic and vocational learning.
ONS	Office for National Statistics
PHE	Public Health England
R&D	Research & Development
STEM	Science, Technology, Engineering and Mathematics - a term used to group together these four disciplines
STP	Strategic Transport Plan
UK	United Kingdom
WAP	Working Age Population

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DRAFT Tameside Inclusive Growth Strategy Consultation

Tameside Council is developing its Inclusive Growth Strategy for the years 2021-26.

Tameside has a rich history of social and economic leadership and industrial innovation. We want to ensure that the quality of life, health and happiness of our people is improved, by good employment, with greater security and better pay. It will benefit our businesses by improving productivity and will provide for proactive public service reform in a thriving, varied, inclusive economy. The Inclusive Growth Strategy is the guiding document that will help us to achieve this.

This approach is now even more important in the face of the impact of the COVID-19 Pandemic, in the drive to “Build Back Better”, and recover from the economic and social effects of the coronavirus lockdown with a greener, more productive and equitable economy.

The Inclusive Growth Strategy is made up of the following principles which will guide the Council’s work to achieve inclusive growth:

- **Vision** – modelled on the Council’s Corporate Plan that Tameside will be a place where residents Start Well, Live Well and Age Well.
- **Aims** – 12 aims for the next 5 years
- **Strengths** – Tameside’s key strengths which can be built upon
- **Challenges** – the challenges specific to Tameside when considering inclusive growth
- **Opportunities** – examples of opportunity to develop to achieve inclusive growth
- **Projects & Delivery** – a series of projects to be delivered over the next 5 years that will support inclusive growth

Before developing a new Inclusive Growth Strategy, we would like to hear from anyone who lives or works in Tameside, or has an interest in the strategy. We are looking for comments on the content of the strategy, namely the vision, strengths, challenges and opportunities.

You can find a copy of the draft strategy [here](#). Please have a read through before leaving comments.

If you would like to know more information or speak to somebody about the consultation, you can contact [EMAIL] or [NUMBER]

Tameside Inclusive Growth Strategy Survey Questions

1. In what capacity are you responding to this consultation?

- I am a member of the public
- I represent a community or voluntary group
- I represent a partner organisation
- I represent a business /private organisation (Go to Q2)
- I am a Tameside Council or Tameside & Glossop CCG employee

- Other (please specify below)

2. If responding on behalf of a business or organisation, please indicate the nature of the sector you are responding from.

- Arts/leisure/entertainment
 Charity/voluntary sector
 Education
 Hospitality
 Manufacturing
 Retail
 Transport
 Other (Please specify)

3. Do you feel the Aims of the Inclusive Growth Strategy (Page X of the document) adequately reflect what needs to be achieved in Tameside? (Please give comments in the box below)

4. Do you feel the Strengths outlined in the Strategy (Page X of the document) adequately consider all Tameside's strengths with regards to inclusive growth? (Please write comments in the box below)

5. Do you feel that the Challenges outlined in the Strategy (Page X of the document), adequately consider all Tameside's challenges with regards to inclusive growth? (Please write comments in the box below)

6. Do you feel the Opportunities outlined in the Strategy (Page X of the document) adequately consider all Tameside's opportunities with regards to inclusive growth? (Please write comments in the box below)

7. Do you have any additional comments you would like to make in relation to the draft Inclusive Growth Strategy.

ABOUT YOU

We would like to ask some questions about you. This information will help the Council to improve its services. The information you provide will be kept entirely confidential, will be used for statistical and research purposes only and will be stored securely. If there are any questions you do not wish to answer, please move on to the next question.

1. Are you: (Please tick one box only)

- Female
- Male
- Other (Please state below)
- Prefer not to say

2. Is your gender identity the same as the sex you were assigned at birth?

- Yes
- No
- Prefer not to say

3. What is your age? (Please state)

4. What is your postcode? (Please state)

5. What is your ethnic group? (Please tick one box only)

White

- English / Welsh / Scottish / Northern Irish / British
- Irish

- Gypsy or Irish Traveller
- Any other White background (please specify)

Mixed / Multiple Ethnic Groups

- White and Black Caribbean
- White and Black African
- White and Asian
- Any other Mixed / Multiple ethnic background (please specify)

Black / African / Caribbean / Black British

- African
- Caribbean
- Any other Black / African / Caribbean background (please specify)
- Any other Black / African / Caribbean background (please specify)

Asian / Asian British

- Indian
- Pakistani
- Bangladeshi
- Chinese
- Any other Asian background (please specify)

Other ethnic group

- Arab
- Any other ethnic group (please specify)

6. What is your religion or belief? (Please tick one box only)

- Christian (including Church of England, Catholic, Protestant and all other Christian denominations)
- Buddhist
- Jewish
- Sikh
- Hindu
- Muslim
- No religion
- Any other religion (please specify)

7. What is your sexual orientation? (Please tick one box only)

- Heterosexual / straight
- Gay or lesbian
- Bisexual
- Prefer not to say
- Prefer to self-describe
- Other sexual orientation (Please state below)

8. Are your day-to-day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months? Include problems related to old age. (Please tick one box only)

- Yes, limited a lot
- Yes, limited a little
- No

9. Do you look after, or give any help or support to family members, friends, neighbours or others because of either, long-term physical or mental ill-health / disability or problems due to old age? (Please tick one box only)

- No
- Yes, 1-19 hours a week
- Yes, 20-49 hours a week
- Yes, 50 or more a week

10. Are you a member or ex-member of the armed forces? (Please tick one box only)

- Yes
- No
- Prefer not to say

11. What is your marital status? (Please tick one box only)

- Single
- Married
- Civil Partnership
- Divorced
- Widowed
- Prefer not to say

12a. Are you pregnant, on maternity leave or returning from maternity leave?

- Yes
- No
- Prefer not to say

12b. If yes, are you:

- Pregnant
- On maternity leave
- Returning from maternity leave



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Report to:	EXECUTIVE CABINET
Date:	2 November 2020
Executive Member:	Cllr Gerald Cooney – Executive Member (Housing, Planning and Employment)
Reporting Officer:	Jayne Traverse – Director of Growth
Subject:	STATEMENT OF COMMUNITY INVOLVEMENT
Report Summary:	<p>The Council's current Statement of Community Involvement (SCI) was adopted 31 August 2016 to reflect changes to how planning documents are prepared and communities involved.</p> <p>More recently, the Covid-19 pandemic and continued progress on the Greater Manchester Spatial Framework (GMSF) means it is important to reflect a number of more technical amendments to the SCI, ensuring consistency across Greater Manchester in the message delivered through SCIs about the GMSF.</p> <p>The SCI has now been the subject of a six-week period of public consultation which ended on Thursday 1 October 2020. The outcomes of this are presented, where appropriate modifications have been made and it is the final updated SCI which is presented here to be agreed for publication.</p>
Recommendations:	That it Executive Cabinet be recommended to agree to adopt and publish the revised SCI as set out at Appendix 1 .
Corporate Plan:	Community engagement is an essential part of the Corporate Plan, ensuring that the residents of Tameside, its communities and businesses are involved within shared decision making. The SCI helps to achieve this through the consultation and engagement mechanisms which are set out within it.
Policy Implications:	The revised SCI brings the Council's planning consultation guidance up to date. Local Planning Authorities must review their SCI every five years from adoption, as set out within the Town and Country Planning (Local Planning) (England) (Amendment) Regulations 2017. This update ensures the Council complies with that requirement.
Financial Implications: (Authorised by the statutory Section 151 Officer & Chief Finance Officer)	<p>Section 4.2 of Appendix 1 states that the costs of community engagement will mainly be financed from existing resources.</p> <p>However, alternative resource allocations will need to be considered should specific circumstances and additional costs arise. The related funding allocation will be need to be identified and agreed in advance should this be necessary.</p>
Legal Implications: (Authorised by the Borough Solicitor)	The Cabinet Office Principles and case law confirm that, in considering whether and how to carry out a consultation, public authorities should give detailed thought to what length of consultation and what methods of consultation would be appropriate in all the circumstances. The underlying principle of fairness should be at the forefront of the process. Public authorities should expect any decisions that they make to come

under scrutiny and should ensure that they have a clear set of reasons for structuring and conducting the consultation in the particular way they have chosen, having regard to the extent to which the views of those potentially eligible to be consulted have already been sought through public engagement.

It is noted that a press notice and press release has been published in a local newspaper to expand the reach of the consultation on the draft SCI to those who may not have access to digital methods of communication. The consultation has also been promoted via the Council's Partnership Engagement Network which has representatives from groups who promote the interests of people with protected characteristics. .

There needs to be detailed focus moving forwards on the exploration of further and creative ways to enable highlighted disenfranchised groups, such as older people, lower income groups to safely take part in consultation activities, so that meaningful consultation takes place.

The Statement of Community Involvement has a direct link to the Greater Manchester Spatial Framework, which is also currently subject to on-going consultation. The latter will be subject to examination and public inquiry and therefore relevant governance process will and should be subject to greater legal scrutiny.

Members need to be satisfied with the responses to the consultation and the changes made to the Statement of Community Involvement.

Additionally before proceeding to approve at Cabinet members need to be satisfied that the consultation has been as effective as it can be particularly given the circumstances.

Risk Management:

There are a number of risks associated with failure to publishing the revised SCI, namely:

- i. Failure to comply with requirements relating to the timely revision of the SCI at least every 5 years.
- ii. Increased risk of challenge relating to plan-making activities should the implications of the covid-19 pandemic not be reflected within the SCI and the SCI cannot be complied with, and a consistent position on the GMSF not be established.

Background Information:

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



Telephone: 0161 342 4460



e-mail: jeff.upton@tameside.gov.uk

1. INTRODUCTION

- 1.1 Consultation is an important part of the planning process. It can bring significant benefits by: strengthening the evidence base for plan-making and decision taking; ensuring community commitment to the further development of an area; promoting regeneration and investment; and increasing ownership and strength of delivery.
- 1.2 The current Statement of Community Involvement (SCI) was adopted in 2016. To comply with regulatory requirements, the SCI must be reviewed at least every five years.
- 1.3 Since that version of the SCI was published, there is a need to principally reflect on three matters:
- The Covid-19 pandemic, temporary changes to how documents are required to be made available under Regulations and how the Council is able to comply with its SCI in a socially-distanced way;
 - Putting in place a consistent message about the progression of the Greater Manchester Spatial Framework and the role of the Combined Authority; and
 - Other technical updates since the adoption of the current SCI in 2016.
- 1.4 It is timely therefore that the above updates and amendments have been made to the SCI and that a revised version has been presented for public consultation..

2. CONSULTATION

- 2.1 While there is no legislative requirement for the local planning authority to consult when reviewing and updating the SCI, the Council did make a commitment to do so within its existing SCI.
- 2.2 Additionally, while the changes proposed were not of themselves considered fundamental, the intention was that following public consultation, these would become permanent rather than temporary changes. Therefore it was considered appropriate, given the expectations created and the timing of the consultation, to follow best practice guidance. The updated SCI was therefore consulted upon for a period of six weeks from 20 August 2020 to 1 October 2020.
- 2.3 A Responses Report (at **Appendix 2**) summarises the methodology used to publicise the consultation on the revised draft SCI; provides a summary of representations received; and the Council's response to the representations. In summary, no further amendments to the SCI are considered necessary following the careful consideration of the consultation responses.

3. EQUALITIES IMPACT ASSESSMENT

- 3.1 The revised draft SCI document was subject to an Equalities Impact Assessment (EIA) undertaken with support from the Council's policy team. The EIA seeks to ensure that the SCI is compliant with the relevant legislation. A copy of this EIA is included as **Appendix 3**. The consideration of the representations submitted during the recent public consultation has not resulted in the need for any amendments to the revised draft SCI. The EIA has therefore been updated to simply reflect the consultation undertaken.

4. CONCLUSION

- 4.1 Given the very recent impact on how we all live and interact, it is timely that a revision of the Council's SCI is undertaken. A revised draft document has been consulted upon and

the representations received in response have been considered. No changes are proposed to the revised draft document. The document attached **Appendix 1** is therefore recommended for agreement to be published as the Council's revised SCI.

5. RECOMMENDATIONS

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

Statement of Community Involvement



Statement of Community Involvement

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1.0 Introduction

- 1.1 Planning ensures that the right development happens in the right place at the right time, benefitting communities and the economy. It plays a critical role in identifying what development is needed and where, what areas need to be protected or enhanced and in assessing whether proposed development is suitable¹.
- 1.2 This Statement of Community Involvement (SCI) sets out how Tameside Council will involve people in preparing and revising local planning documents and making decisions on planning applications.
- 1.3 The aim is that by achieving greater community engagement throughout the planning process the Council's stakeholders and other organisations will have an active involvement in identifying and addressing the main planning issues, and in the development of planning policies and proposals. In this way it is hoped that many objections will be resolved prior to the independent examination of local plans, and prior to the determination of planning applications.
- 1.4 This SCI highlights the importance of communities in planning. The Council will follow the guidelines and requirements set out in the following pages, monitoring and updating them when appropriate.
- 1.5 The Council recognises that community involvement can bring significant benefits:
 - **Strengthening the evidence base for plans, strategies and planning decisions**
 - stakeholders and local communities bring a different perspective to planning and are valued for their expertise, opinions and insight.
 - **Community commitment to the future development of an area**
 - local people make a difference in their area, with long-term benefits.
 - **Promoting regeneration and investment**
 - by publicising proposals and inviting the involvement of stakeholders and local communities, the Council demonstrates its commitment to joint working to achieve better quality results.
 - **Ownership and strengthening delivery**
 - many elements of local planning require joint working between the Council, local communities and stakeholders. The Council believes that involving communities at an early stage of document preparation helps to resolve issues and achieve a common commitment.

¹ Plain English Guide to the Planning System, Department for Communities and Local Government, January 2015

- 1.6 The Council is required to publish a SCI detailing how they will engage local communities, this is set out in the Planning and Compulsory Purchase Act 2004. In addition there are a number of regulations and guidance documents which set specific requirements for the Council to follow, detailed in Table 1 below.

Legislation / Guidance	
Planning and Compulsory Purchase Act 2004	For Local Plan making including for a Statement of Community Involvement (Section 18).
Development Management Procedure Order 2015	Sets out the statutory provisions for consultation on planning applications and specific bodies to be consulted depending on the type of planning application.
Town and Country Planning (Local Planning) (England) Regulations 2012	For Local Plan making, including consultation and consideration of representations, including submission, examination and publication requirements. (Regulations 4, 5, 12, 13, 17, 18, 19, 20, 35 and 36).
The Town and County Planning (Local Planning) (England) (Coronavirus) (Amendment) Regulations 2020	Makes temporary changes to Regulations 35 and 36 referred to above.
Planning Practice Guidance	Sets out who should be involved in preparing a Local Plan.
Environmental Assessment of Plans and Programmes Regulations 2004	Sets out consultation requirements (Regulation 13) and post adoption requirements (Regulation 16).
The Conservation of Habitats and Species Regulations 2017	Sets out requirements for consultation with regard to Habitats Regulations Assessment (Chapter 8).

Table 1 Summary of the relevant Acts, regulations and guidance documents in relation to requirements to engage local communities in the planning process.

- 1.7 This SCI is a revision to the previous edition adopted by the Council in 2016 and is needed to reflect changes in legislation, Government guidance and the challenges presented by the Covid-19 pandemic. It is also revised to establish a consistent message across Greater Manchester about the Greater Manchester Spatial Framework.
- 1.8 When preparing Local Development Documents or determining planning applications the Council must comply with the community engagement requirements set out in the adopted SCI.

2.0 Planning Policy

2.1 The Council wants to give local people a greater role in shaping their local area, and the provisions of the Localism Act and the National Planning Policy Framework (NPPF) gives the boroughs communities the opportunity to get more involved in the preparation of planning documents, together with new powers to help shape their neighbourhoods.

2.2 The Local Planning Authority is responsible for new plan making with the following section of the SCI setting out the consultation methods and opportunities for community involvement during the processes of policy making. The Council will always comply with the statutory minimum requirements prescribed by legislation, although in many cases it will go beyond this.

2.3 National Planning Policy Framework

The NPPF, introduced in March 2012 and most recently updated in February 2019, sets out the Government's planning policies for England and how these are expected to be applied. The Framework acts as guidance for Local Planning Authorities in preparing plans and making decisions on planning applications. Additional advice is provided in the Planning Practice Guidance (PPG).

2.4 When preparing policies in Development Plan Documents (DPD), they must be broadly consistent with the NPPF and PPG, being supported by appropriate evidence.

2.5 The Development Plan

2.6 The Development Plan for Tameside comprises various Local Development Documents (LDD) of which there are two main types;

- Development Plan Documents (DPDs) are documents that have been subject to independent examination and testing. Once adopted these are the documents against which planning applications are assessed. Planning decisions must be made in accordance with these documents unless material considerations indicate otherwise.
- Supplementary Planning Documents (SPDs) are not subject to independent examination and are not policy themselves, but they do provide guidance on how the DPDs will be implemented and are a material consideration in determining planning applications.

2.7 The current Development Plan for Tameside comprises of the following DPDs;

- Unitary Development Plan
- Unitary Development Plan Proposals Map
- Greater Manchester Joint Minerals Plan
- Greater Manchester Joint Waste Plan

2.8 When preparing a LDD the Council should comply with the requirements set out within the adopted SCI. The Council's intentions on the production of future DPD or SPD, including the timetable for doing so, are outlined in its Local Development Scheme (LDS) and reviewed in the Authority's Monitoring Report (AMR). These requirements also apply to any documents which the Council produces jointly with other Local Planning Authorities. Such documents in the past have included the aforementioned Greater Manchester Joint Minerals Plan and the Greater Manchester Joint Waste Plan. Currently work continues to progress across Greater Manchester on the production of a further joint planning document, the Greater Manchester Spatial Framework (GMSF).

2.9 GMSF Development Plan Document

2.10 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.

2.11 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 be found on the GM Consultation hub page.

2.12 Consultation on the GMSF is carried out on a joint basis and is in line with the Town and Country Planning (Local Planning) (England) Regulations 2012 and the ten districts' Statements of Community Involvement.

2.13 If you wish to register your interest in being informed of future GMSF consultation please register on the mailing list sign up page or contact:
planningandhousing@greatermanchester-ca.gov.uk

2.20 The Tameside Development Plan

2.21 All local authorities are required to produce a Local Plan with the aim of providing a more flexible planning system that adapts to changing priorities and which seeks to secure sustainable development.

2.22 The Council will consult widely during the preparation of DPDs, inviting representations on what they should contain, the supporting evidence, the key issues and the options for addressing these at various stages.

2.23 The formal adoption of DPDs requires following a set process culminating in submission of the documents to the Secretary of State for Communities and Local Government who appoints an independent examiner whose role it is to assess whether the plan has been prepared in accordance with legal and procedural requirements and whether it meets specified soundness tests.

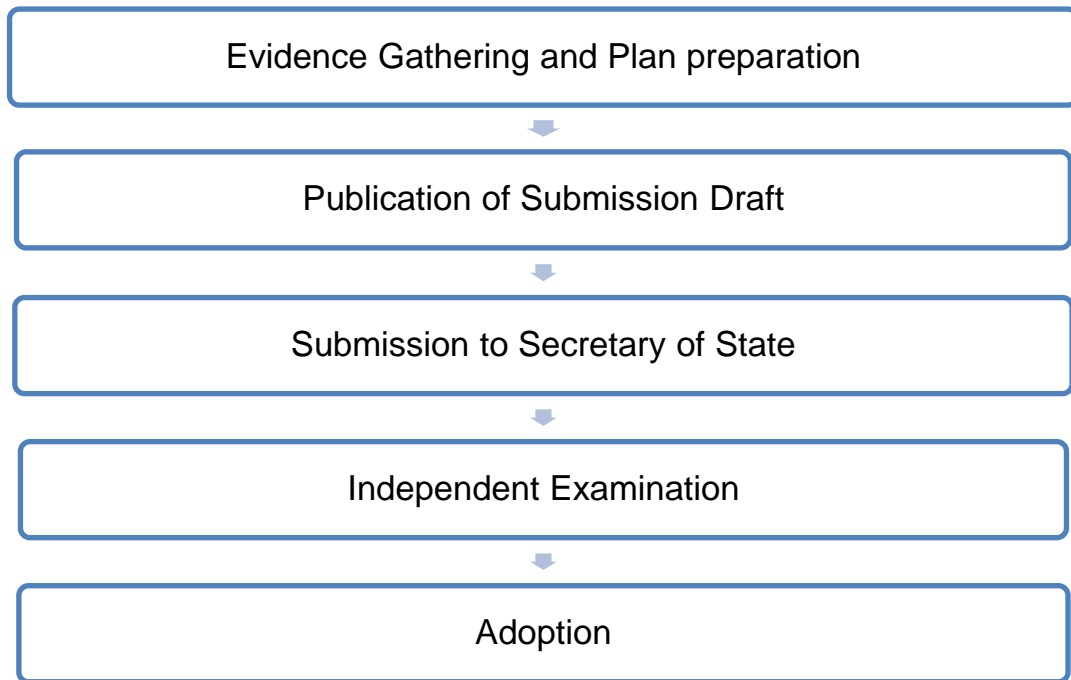
2.24 Tameside's future Development Plan is expected to consist of the following;

- Greater Manchester Joint Minerals Plan
 - Already adopted (April 2013), this document contains policies and site proposals to meet the needs for minerals planning across Greater Manchester.
- Greater Manchester Joint Waste Plan
 - Already adopted (April 2012), this document contains policies and site proposals to meet the needs for waste planning across Greater Manchester.
- Greater Manchester Spatial Framework
 - Being prepared by the ten Local Planning Authorities of Greater Manchester, the DPD will focus primarily on planning sub-regionally for housing and employment land requirements for Greater Manchester.
- Tameside Local Plan
 - Will include both policies and site allocations, establishing where development will be encouraged and where it will be resisted.
- Tameside Local Plan Proposals Map
 - Will illustrate where policy designations and site specific proposals are on plan.
- Supplementary Planning Documents
 - Will be prepared and updated on a range of guidance areas

2.25 When relevant in the preparation of the above documents the Council will assess the social, economic and environmental impacts of the policies at each stage of plan production through carrying out a Sustainability Appraisal to identify and enhance the positive effects of policies whilst minimising any potentially adverse impacts. In addition, where necessary the Council will also carry out Habitat Regulations Assessment.

2.26 Consultation on Development Plan Documents

2.27 There are a number of key stages involved in the preparation of any planning policy documents. These stages are required by Government through planning legislation and regulations and are designed to ensure that the process of plan making is as open and transparent as possible. The below highlights the key stages usually involved in the preparation of DPDs.



2.28 Further details about local plan preparation and the statutory process can be found here:

<https://www.gov.uk/guidance/plan-making>

2.29 Notification of public consultation on the emerging Tameside Local Plan or other DPD will be provided at various stages, as detailed below.

2.30 Who will be involved?

2.31 When preparing DPDs the Council is required by planning legislation to consider formally consulting and involving a number of specific bodies and organisations as well as voluntary bodies whose activities benefit any part of the borough, and other general consultation bodies representing a range of interested parties which are listed in appendix 1.

2.32 Additionally the Council has developed a consultation database which contains a wide range of other consultees and individuals. When appropriate, those on the database are contacted when preparing planning policy documents so there are numerous opportunities to influence policies and proposals as they develop.

2.33 Any interested parties or individuals are able to register to receive such correspondence at:

<http://www.tameside.gov.uk/planning/ldf/sci>

2.34 When will they be involved?

- **Evidence Gathering and Plan Preparation**

In developing a DPD, such as the Local Plan, the Council will seek to engage with interested parties at an early stage. This will typically conclude in a minimum 6 week period of consultation on a draft version of the DPD which would be likely to include the key issues and the realistic options for addressing these.

- **Publication of Submission Draft Stage**

Following consideration of all comments submitted on a draft DPD, the Council will prepare a Publication version of it which it effectively considers to be the 'sound' and final document which will be subject to a further period of consultation lasting at least 6 weeks.

- **Submission and Examination**

The Council will inform anyone who has requested to be notified when the DPD is submitted to the Secretary of State.

- **Adoption**

The Council will notify of the adoption of the DPD to all interested parties. The Inspector may advise the Council of their view as to whether the DPD requires modifications to be considered 'sound'. The Council is able to ask the Inspector to make recommendations as to what modifications are required.

2.35 How will they be involved?

2.36 The Council will consider using a range of consultation methods and activities (a number of which are specified by regulation (as varied from time to time)) selected from the following list² when undertaking consultation exercises in connection with DPDs:

- Electronic copies of documents made available on the Council's website
- Hard copies of documents made available at the Council's main reception
- Hard copies of documents made available at local libraries and other public buildings as the Council considers appropriate
- Emails and letters sent to database contacts
- Social media items
- Local newspaper articles
- Planning policy newsletter
- Other online news sources

² Where circumstances arise that are beyond the Council's control, such as a time of national lockdown during the coronavirus (Covid-19) restrictions, the Council may not be able to make use of some of the methods listed or may need to consult in a socially distanced way. In such circumstances the Council will tailor its consultation methods in line with legal requirements and the most up to date Government guidance that exists at that time.

- Site notice displayed at or near sites
- Information displayed in prominent public spaces including at Council buildings, public notice boards and leisure centres.
- Presentation at established public meeting cycles
- Key stakeholder discussions
- Workshops
- Other alternative methods of physical and/or virtual engagement as deemed appropriate

2.37 Consultation on Supplementary Planning Documents

2.38 Similar to DPDs a number of key stages are involved in the preparation of SPDs although they are typically much quicker to produce as SPDs are not required to be submitted to the Secretary of State or be independently examined thereafter. SPDs are produced to support and provide additional information and guidance on policies and proposals contained in DPDs.

2.39 Who will be involved?

2.40 When preparing SPDs the Council will seek to encourage involvement from a wide range of bodies and organisations, individuals, businesses and other stakeholders as it sees fit. The nature of involvement will largely be dependent on the document's content, where for site specific SPDs the Council will seek to notify all those that are considered to be directly affected by the proposal.

2.41 The Council has developed a consultation database which includes a wide range of consultees and individuals, forming the starting point for engaging with stakeholders. Any interested parties or individuals are able to register to receive such correspondence at:

<http://www.tameside.gov.uk/planning/ldf/sci>

2.42 When will they be involved?

2.43 Where necessary the Council will engage with relevant stakeholders to inform the development of a draft SPD dependent upon the intended policy content. The Council will prepare a draft SPD and make this available for public comment for a period of no less than 4 weeks.

2.44 Once adopted the Council will make the SPD available on its website, principle office and libraries and also notify of the adoption to any person or body that made representation or who asked to be notified of the adoption.

2.45 How will they be involved?

2.46 The Council will consider using a range of consultation methods and activities (a number of which are specified by regulation) selected from the following list³ when undertaking consultation exercises in connection with SPDs:

- Electronic copies of documents made available on the Council's website
- Hard copies of documents made available at the Council's main reception
- Hard copies of documents made available at local libraries and other public buildings as the Council considers appropriate
- Emails and letters sent to database contacts
- Social media items

2.49 Consultation on Neighbourhood Plans

2.50 Neighbourhood Planning is an optional process led by the community, parts of which the Council have to undertake and publicise. It is however the responsibility of Town Councils, Parish Councils or Neighbourhood Forums to engage and consult with the neighbourhood they seek to represent during the development of a neighbourhood plan, where the council will take a pragmatic approach to assisting established groups. Neighbourhood Plans need to be consistent with other elements of the Development Plan and would be subject to an examination conducted by an independent inspector.

2.51 Further guidance and advice on Neighbourhood Plans can be found on the Government's Planning Practice Guidance website

<https://www.gov.uk/guidance/neighbourhood-planning--2>

2.52 Wish to be kept informed?

2.53 If you have an interest in Local Plan preparation matters and would like to add your details to our database of contacts and receive emails or letters on future consultations please register your details here:

<http://www.tameside.gov.uk/planning/ldf/sci>

³ Where circumstances arise that are beyond the Council's control, such as a time of national lockdown during the coronavirus (Covid-19) restrictions, the Council may not be able to make use of some of the methods listed or may need to consult in a socially distanced way. In such circumstances the Council will tailor its consultation methods in line with legal requirements and the most up to date Government guidance that exists at that time.

3.0 Planning Applications

3.1 Introduction

3.2 The construction of most new buildings, major changes to existing buildings or to the local environment needs planning consent. Without a planning system everyone could construct buildings or use land in any way they wanted, no matter what effect this would have on other people who lived or worked in that area and the environment.

3.3 The Local Planning Authority is responsible for determining the applications submitted to it. The following section of this SCI set out the opportunities for community involvement during the processing of applications.

3.4 Pre-Application Discussions

3.5 The National Planning Policy Framework (NPPF) emphasises the importance to applicants of carrying out pre-application discussions with the Local Planning Authority and communities on their emerging proposals.

3.6 The aim of the pre-application process is to encourage discussion with a range of bodies including the local community before a formal application is made. By using this process it may be possible to amend a proposal in response to issues raised by Council officers, stakeholders, elected members or the community. This approach can help to avoid objections being made at a later stage.

3.7 Developers are therefore encouraged to contact the Council prior to the submission of a planning application to discuss their development proposal and any challenges which may arise from it. Generally this will involve discussions with relevant Council officers and the applicant or their agent, although the Council may also involve other interested parties where their knowledge or expertise could assist with discussions.

3.8 Where the Council consider a proposal is likely to generate significant levels of public interest, the prospective developer will be encouraged to engage in consultation with the local community prior to the submission of a planning application. This is likely to raise awareness of future proposals and enable the developer to take on board the views of local people when drawing up the details of the development proposal. Details of how consultation with the local community has assisted in shaping an application should be submitted with the proposal.

3.9 Community engagement should be genuine, where failure by the applicant to consult appropriately could lead to objections being made which could be material to the determination of the application.

3.10 Small scale developments such as house extensions will generally not require pre-application community involvement, but applicants are encouraged to discuss their proposal with neighbours and people who are directly affected, prior to the submitting an application. Further information on the pre-application stage can be found here:

<http://planningguidance.communities.gov.uk/blog/guidance/before-submitting-an-application/>

3.11 Applications – Who Will We Consult

3.12 The Council is committed to involving communities in Tameside in the planning application process and will actively seek the views of the community on planning matters as set out in this SCI. The Council's arrangements for publicity and notification will never be less than the statutory minimum set out in the Development Management Procedure Order 2015 (and its amendments).

3.13 In addition to pre-application discussions and wider community involvement there are statutory consultees which the Council must consult on planning applications. Exactly which body is consulted depends on the nature of the application but includes organisations such as the Environment Agency or Historic England for example. There are also a significant number of non-statutory bodies which the Council may consult in appropriate circumstances.

3.14 Further details on the statutory requirements for consulting on planning applications can be found here:

<http://planningguidance.planningportal.gov.uk/blog/guidance/consultation-and-pre-decision-matters/>

3.15 Applications – How Will We Consult

3.16 In publicising planning applications it is not only necessary for the Council to meet its statutory obligations but to strike a balance between considerations of cost, speed of decision making and providing appropriate opportunity for comment.

3.17 A weekly list of all valid planning applications received by the Planning Service is published on the Council's website and is sent to all Elected Members. This can be viewed at:

<http://public.tameside.gov.uk/plan/f422planapp.asp>

3.18 Consultees are able to download electronic documents, plans and reports from the Council's website in respect of the relevant application for inspection from the same link given above. Computers are available at the Council's Libraries for website access. Interested parties can also check the progress of an application via the same web pages.

3.19 Once a valid application has been received the Council's arrangements for publicity and notification will never be less than the statutory minimum set out in the Development Management Procedure Order 2015 (and its amendments), shown by hatching in table 2 below.

Type of Development	Site Notice	Site Notice or Neighbour Notification Letter	Press advertisement	Website
Applications for major development as defined in Article 2 of the Development Management Procedure Order	✓			
Applications subject to Environmental Impact Assessment which are accompanied by an environmental statement		✓		
Applications which do not accord with the development plan.		✓		
Applications which would affect a right of way to which Part 3 of the Wildlife and Countryside Act 1981 applies.				
Applications for planning permission not covered in the entries above (e.g. Non major development)				
Applications for listed building consent where works to the exterior of the building are proposed.		✓		
Applications to vary or discharge conditions attached to a listed building consent or conservation area consent or involving exterior works to a listed building.		✓		

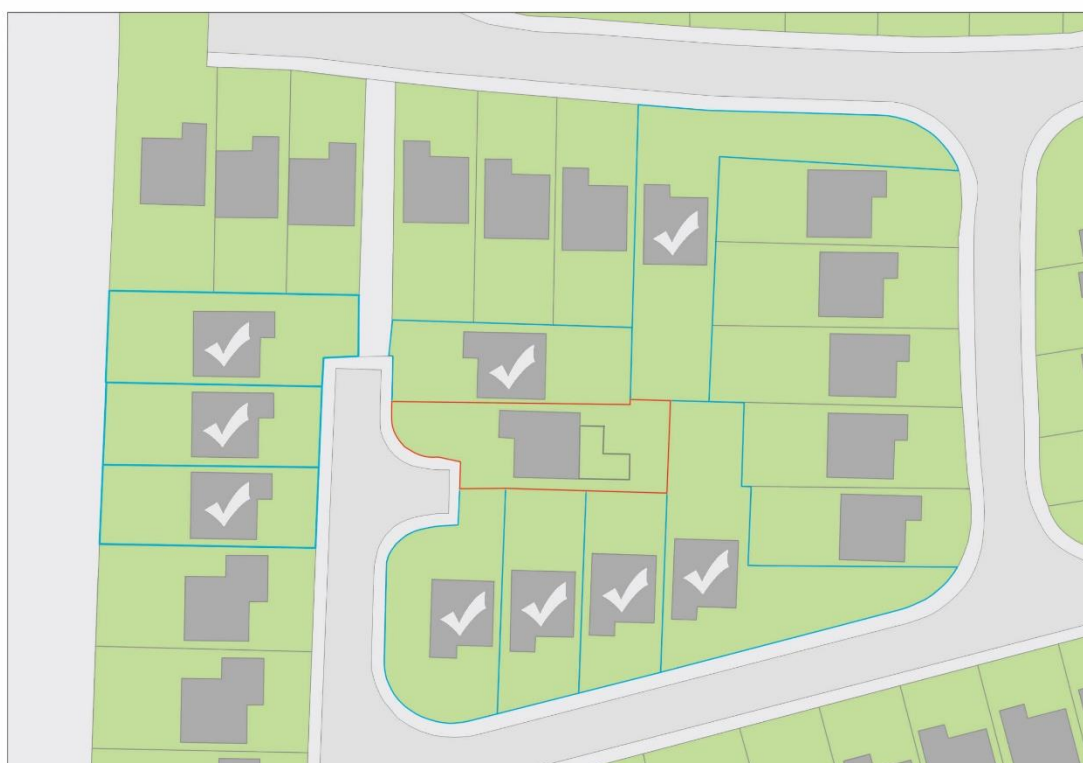
Table 2 - Statutory minimum and Tameside publicity requirements for planning and heritage applications. (Note: Environmental Impact Assessment guidance sets out further publicity and consultation requirements for applications where this is relevant).

Community involvement in the development management process may require general publicity with the wider community and also more targeted consultation where it is considered a proposed development could have an impact on an individual or set of individuals neighbouring the application site. The Council will, in addition, publicise proposals as shown in Table 2 indicated by ticks, which exceeds the statutory minimum requirements.

- 3.20 The Council's principle method of contact will be by a standard letter. The letter gives an address or location description of the application site, brief details of the proposal, where further details of the proposal can be inspected and when comments should be made by.
- 3.21 In respect of every valid planning application Neighbour Notification letters will be sent to adjacent properties sharing a boundary with the application site as depicted below in figure 1. This will also include properties separated from the application site by the public highway.

- 3.22 Where schemes affect the application site frontage and/or have a significant impact on the street scene, Neighbour Notification letters may be sent to additional properties at the discretion of the case officer. As highlighted in Table 2 in the case of major planning applications the Council will additionally consult through the use of at least one site notice.

Figure 1 - Consultation of adjoining properties, meaning any property which shares a boundary with the application site.



- 3.24 During the consultation period, representations to the Local Planning Authority should raise material planning considerations to carry any weight in the determination of the application (material considerations are genuine planning considerations). The considerations must also fairly and reasonably relate to the application concerned.
- 3.25 Representations must be made in writing or by email giving the name and address of the respondent. Verbal representations cannot be considered in the determination of an application. Representations cannot be made in confidence, they become part of the publicly viewable planning file, including by the applicant.
- 3.26 Any representations received which refer to material planning considerations either for or against the proposed development will be considered.
- 3.27 Applications – When will they be involved?**
- 3.28 Once an application is considered to be valid, the Council will contact consultees allowing 21 days from the date of the communication for comments to be made in writing. If material (significant) amendments to plans or other details are received

during the course of processing the application, the persons notified and/or those who have commented on the application thus far will be re-notified and given a further period of at least 14 days to make any representations.

- 3.29 In dealing with non-material amendments for minor alterations to applications during the course of processing the application then no further notification will be sent out.
- 3.30 The Council will not as a matter of course reply to or acknowledge representations made, but will not determine a planning application until the public consultation period relevant to the application has expired.

3.31 Decision Making

- 3.32 Most planning applications are decided by the Assistant Executive Director for Development Growth and Investment, who is afforded delegated powers as part of the Council's Constitution. The Council's Speakers Panel (Planning) and on occasion Strategic Capital Panel, which consists of Elected Members are able to make decisions about applications which cannot be determined through the scheme of delegated powers. The dates, times and locations of Council meetings can be found on its website.
- 3.33 In the case of non-householder applications, members of the public are entitled to request the opportunity to address the Speakers Panel (Planning) before a decision is made. Requests to speak should be made in writing to the Head of Planning within 21 days of receiving a neighbour notification letter. The applicant will also be given the opportunity to speak. Only one person from either side is allowed to speak, each for a maximum of five minutes. It is also possible for a member of the public to ask a local Councillor to speak on their behalf. Householder applications will only be determined by the Speakers Panel where a written requested is made by a Ward Councillor.

4.0 Resources

- 4.1 Community involvement has resource implications but the Council nonetheless recognises that investing in it can help minimise future costs by avoiding as far as possible the need for a lengthy and controversial Local Plan examination process.
- 4.2 The level of community involvement for both Local Plan preparation and Development Management related work that is identified in this SCI is considered to be realistic and is sufficiently targeted to enable the Council to achieve its requirements for community involvement, as set out in this SCI, can largely be met through existing internal staffing resources.
- 4.3 There may however be specific circumstances in which the Council will need to consider assigning additional resources to cover the costs of further assistance. Additionally, officers will continue to work closely with colleagues and partner organisations to adopt a positive approach to involving external groups and individuals and will utilise existing networks linked to other Council plans and strategies.

5.0 Monitoring and Review

- 5.1 The SCI has and will continually be reviewed in the future. The continuing aim is to learn from experience and to find ways to improve upon the arrangements and processes set out.
- 5.2 The Council will continue to evaluate its consultation processes in terms of resources used and responses received. The Council will also assess the effectiveness of various community involvement techniques used in order to review the appropriateness of the methods and procedures used. Amendments required as a result of any future changes will manifest in revision of the SCI in line with the procedures considered appropriate by the Council and as required or recommended by national legislation, and Government guidance.

Appendix 1 – Consultees

Please note the below lists are not exhaustive and the Council will apply its discretion where appropriate particularly in relation to successor bodies where reorganisations occur.

Duty to Cooperate Bodies:

- Civil Aviation Authority;
- Environment Agency;
- Historic England;
- Homes England;
- The Marine Management Organisation;
- Natural England;
- The Office of Rail and Road;
- Tameside and Glossop Clinical Commissioning Group;
- Tameside Local Highways Authority;
- Transport for Greater Manchester; and
- Highways England.

Above is a list of the relevant agencies that are to be engaged in addition to any neighbouring local planning authority or other local planning authorities with which there is a cross boundary matter.

- Local Enterprise Partnerships
- Local Nature Partnerships

The above two bodies are not subject to the requirements of the duty. However local planning authorities that are subject to the duty must cooperate with them and have regard to their activities when preparing Local Plans, provided their activities are relevant.

Specific Consultation Bodies

The following will be consulted in accordance with the Planning and Compulsory Purchase Act and the Town and Country Planning (Local Planning) (England) Regulations 2012 and subsequent amendments. Sustainability Appraisal, Strategic Environmental Assessment and Habitats Regulations Assessment legislation refers to the Statutory Consultees who are shown in bold in the list below:

- **Environment Agency;**
- **Historic England;**
- **Natural England;**
- Oldham Council;
- Stockport Metropolitan Borough Council;
- Manchester City Council;
- High Peak Borough Council;
- Derbyshire County Council;

- Mossley Town Council;
- Greater Manchester Police Authority;
- Greater Manchester Police and Crime Commissioner;
- Derbyshire Police and Crime Commissioner;
- Highways England;
- Homes and Communities Agency;
- Network Rail Infrastructure Limited;
- Peak District National Park Authority;
- Tameside and Glossop Clinical Commissioning Group;
- The Coal Authority;
- The Marine Management Organisation;
- Tintwistle Parish Council;
- Charlesworth Parish Council;
- Chisworth Parish Council;
- Saddleworth Parish Council.
- Relevant electricity and gas companies;
- Relevant sewerage undertakers (e.g. United Utilities);
- Relevant water undertakers (e.g. United Utilities);
- Relevant telecommunications companies; and
- Manchester Airport⁴

General Consultation Bodies

The following are defined as general consultation bodies and will be consulted, as appropriate, in accordance with the Town and Country Planning (Local Planning) (England) Regulations 2012:

- Voluntary bodies some or all of whose activities benefit any part of the local planning authority's area
- Bodies which represent the interest of different racial, ethnic or national groups in the local planning authority's area
- Bodies which represent the interests of different religious groups in the local planning authority's area
- Bodies which represent the interest of disabled persons in the local planning authority's area
- Bodies which represent the interest or persons carrying on business in the local planning authority's area

Other Consultees

To ensure robust consultation and enable early engagement in the planning document production process the Council will continue to consider the need to consult, where

⁴ Town and Country Planning (Local Planning)(England) Regulations 2012 stipulate who are specific consultation bodies, this does not include Manchester Airport, they are however included here due to their sub regional role.

appropriate, with those it has historically consulted including with a wide variety of groups and individuals to those included on the existing Local Plan database of contacts.

Appendix 2 – Glossary

AMR

Authority's Monitoring Reports

Authority's Monitoring Reports set out the effectiveness of plans adopted by monitoring progress made across a number of social, economic and environmental indicators split in to topic based areas that affect the Borough.

DPD

Development Plan Document

Development Plan Documents are those which have been subject to independent testing, contain policy content and collectively DPDs comprise the boroughs planning framework.

GMCA

Greater Manchester Combined Authority

The ten authorities in Greater Manchester are the first in the country to develop a statutory Combined Authority which will co-ordinate key economic development, regeneration and transport functions.

GMSF

'Greater Manchester's Plan for Homes, Jobs, and the Environment' – The Greater Manchester Spatial Framework

The ten Greater Manchester authorities are working on the production of a joint plan. The GMSF will provide the overarching framework to strategically manage sustainable growth and development across the conurbation over the next twenty years or so.

HRA

Habitats Regulations Assessment

A Habitats Regulations Assessment involves assessment of strategic policy and potential allocated sites for potential impact upon European designated nature sites.

LDD

Local Development Document

Local Development Documents collectively comprise Development Plan Documents (DPDs) that have been subject to independent testing and Supplementary Planning Documents (SPDs) which are not subject to independent testing.

LDS

Local Development Scheme

The Local Development Scheme is the project plan or timetable which sets out which planning documents the Local Authority will look to prepare when.

NPPF

National Planning Policy Framework

The National Planning Policy Framework is a statement of the Government's national planning policy which acts as guidance for local planning authorities and decision-takers, both in drawing up plans and making decisions about planning applications.

NPPG

National Planning Practice Guidance

The National Planning Practice Guidance sits alongside the NPPF and provides technical guidance on its application.

SA

Sustainability Appraisal

Sustainability appraisal is an assessment process used to appraise the social, environmental and economic effects of the strategies and policies proposed in planning documents. Its purpose is to enhance the positive effects of policies whilst minimising any potentially adverse impacts.

SCI

Statement of Community Involvement

The Statement of Community involvement sets out how Tameside will involve people in preparing and revising local planning documents and making decisions on planning applications.

SPD

Supplementary Planning Document

A Local Development Document that has not been subject to independent testing. SPD were formerly known as Supplementary Planning Guidance (SPG).

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Statement of Community Involvement Consultation Responses

Consultation in the planning process is vital. It can bring significant benefits by: strengthening the evidence base for plan making and decision taking; ensuring community commitment to the further development of an area; promoting regeneration and investment; and increasing ownership and strength of delivery. The current Statement of Community Involvement (SCI) was adopted in 2016 and in order to comply with regulatory requirements, must be reviewed at least every five years.

Since that version of the SCI was published, there was a need to principally reflect on three matters:

- The Covid-19 pandemic, temporary changes to how documents are required to be made available under Regulations and how the Council is able to comply with its SCI in a socially distanced way;
- Establish a consistent message about the progression of the Greater Manchester Spatial Framework and the role of the Combined Authority; and
- Other technical updates since 2016.

It was timely therefore that the above updates and consequential amendments were made to the SCI and that a revision was undertaken and presented for public consultation to reflect an approach that needs to be taken for consultation moving forward.

The Council undertook a 6 week period of consultation on the updated draft SCI between Thursday 20 August and Thursday 1 October 2020. A wide range of stakeholders were consulted including landowners, developers, key agencies, service providers, individuals and other interested parties. Methods of consultation comprised:

- press notice and press release displayed in the 20 August 2020 issue of the Tameside Reporter newspaper;
- direct email or letter to contacts on the Planning Policy consultation database;
- publication online on the Council's 'Big Conversation' webpage;
- mention in the Chief Executive's weekly brief;
- article displayed in the Council's Livewire newsletter;
- mention to the Council's Partnership Engagement Network
- the draft SCI was made available to view online on the Council's website.

Comments were invited in writing no later than Thursday 1 October by either post, email or as part of an online questionnaire available through the Council's Big Conversation portal.

The Council has so far received 12 consultation responses from the following:

1. Historic England
2. Canal and River Trust
3. Peak and Northern Footpath Society
4. Mossley Town Council
5. Peak District National Park Authority
6. Natural England
7. Homes England
8. Member of the public
9. Member of the public
10. Member of the public
11. Member of the public
12. Member of the public

Comments received on the Consultation Draft SCI have been considered and revisions made where considered appropriate as detailed below.

No.	From	Precis of Comments	Council Response
1	Historic England	<p>Historic England is the Government's statutory adviser on all matters relating to the historic environment in England. We are a non-departmental public body established under the National Heritage Act 1983 and sponsored by the Department for Culture, Media and Sport (DCMS). We champion and protect England's historic places, providing expert advice to local planning authorities, developers, owners and communities to help ensure our historic environment is properly understood, enjoyed and cared for.</p> <p>Thanks you for consulting Historic England on the above document. At this stage we have no comments to make on its content.</p>	The Council welcomes the comments received from Historic England.
2	Canal and River Trust	Thank you for your consultation on the revised Statement of Community Involvement. Having reviewed the draft the Canal & River Trust has no comment to make.	The Council welcomes the comments received from the Canal and River Trust.
3	Peak and Northern Footpath Society	<p>Thank you for the opportunity to comment on the above statement.</p> <p>This response is being sent on behalf of Peak and Northern Footpath Society, a registered charity founded in 1894 which exists to protect and improve public footpaths. We are statutory consultees with respect to public path orders in five northern counties which includes the borough of Tameside. In recent years we have extended our activities to include the monitoring of planning applications affecting public rights of way. This enables us to comment on the application where we have concerns about the effect of the development on public rights of way and also to suggest improvements which would benefit walkers. It is better for all concerned for comments to be considered at the earliest stage in the planning process, thus reducing the possibility of conflict when a draft order is subject to formal consultation as required by law. Opposition at this stage can delay the development or require a new order to be processed under the Highways Act 1980 should the development already have taken place.</p>	<p>The Council welcomes the comments received from the Peak and Northern Footpath Society and notes that amendment to the statement is not required.</p> <p>The points of working practice have been shared with the Development Manager and consideration given to the issues raised.</p>

	<p>Paragraph 7.6 of DEFRA Rights of Way Circular 1/09. Guidance for Local Authorities makes the same point. I quote “Any potential disadvantages to the public arising from alternative arrangements proposed for an affected right of way can be minimised by means of early liaison between the developer, planning and highway authorities. Local amenity groups, prescribed organisation and affected individuals”.</p> <p>The position on consultation in Tameside is dealt with in the draft statement in para 3.19. Table 2 Statutory minimum and Tameside publicity requirements for planning and heritage applications. The fourth entry refers to “Applications which would affect a right of way to which part 3 of the Wildlife and Countryside Act 1981 applies” . These applications, which are the ones of interest to the Society are subject to a site notice, press advertisement and on the Council’s website. Whilst it is the case that all planning applications are included in the weekly list on the website this does not enable us to identify which applications potentially affect a right of way. For this method of advertisement to be effective there needs to be a list of notices published under Article 15 (2)(c) on the Council’s website which will identify the paths potentially affected . This would enable us and other interested amenity groups in Tameside to look at the planning application on line and consider whether it is appropriate for us to make a comment. The standard entry on the website for a planning application does not identify which applications potentially affect a public right of way. This is particularly important following the abolition of the requirement in the national validation requirements to include on the site plan of a planning application the line of any public right of way within or adjoining the development site. A list of Article 15 (2)(c) applications will have to be produced to comply with the requirement for a site notice and entry in a local newspaper. This could then be placed on the Council’s website.</p> <p>What the Society is asking for will not require any amendment to the statement but will require a change in practice so that amenity groups and others can examine planning applications of interest and make comments</p>	
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		to better allow the council to consider public rights of way as a material planning consideration.	
4	Mossley Town Council	The Town Council endorses the revised SCI but considers that there is a need for enhanced engagement opportunities between area planning teams and local people when considering planning applications. In particular, objectors to planning applications do not receive any further information once the consultation period has expired until the application has been determined often leading to frustration and bad feeling. It is hoped that the Borough Council will address this issue as part of the revisions to the SCI.	<p>The Council welcomes the comments from Mossley Town Council.</p> <p>Respondents to planning applications are consulted on amendments to development proposals where the Officer considers such amendments to be significant or if they consider it would be unfair to deny respondents the opportunity to further comment.</p> <p>Objectors can also request updates directly by contacting the case Officer, an approach that the Council considers pragmatic, compared to writing to each respondent individually.</p>
5	Peak District National Park Authority	It would be useful to us to be consulted on major local road developments in the Borough since this could have knock on effects for traffic movement in the National Park. We note that we are on your consultee list (and don't doubt that you would consult us on development plan documents) but I would appreciate you consulting us on planning applications for such schemes as a matter of course.	<p>The Council welcomes the comments from the Peak District National Park Authority and looks forward to continuing to work with them in the future.</p> <p>The Council consults with statutory consultees as well as a range of non-statutory bodies as a matter of course on planning applications, in particular where a relevant cross boundary matter is considered to exist.</p>
6	Natural England	Thank you for your consultation which was received by Natural England on 21 August 2020.	The Council welcomes the comments received from Natural England.

		<p>Natural England is a non-departmental public body. Our statutory purpose is to ensure that the natural environment is conserved, enhanced, and managed for the benefit of present and future generations, thereby contributing to sustainable development.</p> <p>We are supportive of the principle of meaningful and early engagement of the general community, community organisations and statutory bodies in local planning matters, both in terms of shaping policy and participating in the process of determining planning applications.</p> <p>We regret we are unable to comment, in detail, on individual Statements of Community Involvement but information on the planning service we offer, including advice on how to consult us, can be found at: https://www.gov.uk/protected-species-and-sites-how-to-review-planning-proposals.</p> <p>We now ask that all planning consultations are sent electronically to the central hub for our planning and development advisory service at the following address: consultations@naturalengland.org.uk. This system enables us to deliver the most efficient and effective service to our customers.</p>	
7	Homes England	<p>Homes England is the government's housing accelerator. We have the appetite, influence, expertise and resources to drive positive market change. By releasing more land to developers who want to make a difference, we're making possible the new homes England needs, helping to improve neighbourhoods and grow communities.</p> <p>Homes England does not wish to make any representation on the Statement of Community Involvement consultation. We will however continue to engage with you as appropriate.</p>	The Council welcomes the comments received from Homes England and looks forward to continuing to work with them in the future.
8	Member of the public	<p>I have been involved professionally in transport planning for over 40 years. I know TMBC is required to undertake this exercise, but it is already out-of-date given Jenrick's announcement on 06/08/20. It is also being</p>	The Council welcomes the comments from the member of the public.

		<p>conducted in a manner that is incredibly off-putting for ordinary mortals and is bound to alienate them from the Council yet further. Not sure what the answer is, but this is not it.</p>	<p>The Council publicised the consultation on the draft SCI via a number of methods, including press release, press notice, on its website and through its Partnership Engagement Network. In addition emails or letters were sent directly to individuals and organisations who have either previously commented on planning policy documents or have asked to be notified via the Council's website. The following link also allows anyone to register to receive planning policy communications:</p> <p>http://www.tameside.gov.uk/planning/ldf/sci</p> <p>The council has prepared its revised SCI in accordance with current guidance and legislative framework.</p>
9	Member of the public	<p>Need to consult footpath organisations eg Tameside Ramblers, PNFS Appendix pp 23-24.</p>	<p>The Council welcomes the comments from the member of the public.</p> <p>The Council consults with statutory consultees as well as a range of non-statutory bodies as a matter of course on planning applications. The point of working practice has been shared with the Development Manager and consideration given to the issue raised. The Council considers amendment to the Statement is not required.</p>
10	Member of the public	<p>We need to ensure that we protect open spaces for people to relax within Greater Manchester.</p>	<p>The Council welcomes the comments from the member of the public.</p>

11	Member of the public	<p>Open spaces to be kept open, for the community we live in. Brown sites and derelict buildings to be considered for future planning as a priority. Planning policy section 2.40 where a wide range of bodies etc. will be involved. At 2.50 to include any community group who has contacted the council prior covid and due to gatherings have had difficulty meeting with low resources.</p>	<p>The Council welcomes the comments from the member of the public.</p> <p>The SCI sets out when and how the Council will consult on proposed planning policy documents, this includes contacting groups and individuals on the Planning Policy consultation database. Where individuals and community groups have previously asked to be placed on the database and consulted on policy documents, the Council will continue to do so in accordance with the methods set out in the SCI.</p>
12	Member of the public	<p>1) As the Speakers panel is heavily influenced by the Planning Officers reports when reaching a decision on a Planning application from a developer which significantly affects a village, might it be possible to grade the Planning Applications according to the level of importance. The success of this Policy document is dependent upon the confidence of the Public for it to be meaningful. It is important therefore that a discretionary and selective adherence to some of the provisions of this Policy document by the Planning Officer, which may not reflect the true picture of the effect of the Planning application on the community, be avoided when considered by the Speakers panel.</p> <p>2) The 2016 Policy (para 3.6, 3.7, 3.8, & 3.9) encourages a dialogue which should include the local community, where appropriate, the Developer and Planning. My experiences indicate that all too often any dialogue which takes place, occurs between the Developer and the Planning Officer which allows the developer to modify the proposed development to remove potential obstacles to a successful application. In circumstances where a development may affect a wider community, might it not be useful for the developer to actually demonstrate that community groups have been consulted, views considered and accepted or rejected when the application is considered by the Speakers panel.</p>	<p>The Council welcomes the comments from the member of the public.</p> <p>Planning applications are determined in accordance with the Development Plan unless material considerations indicate otherwise. An Officer will prepare a report setting out a recommendation based on an assessment against the relevant policies and taking into account relevant material planning considerations. The report is reviewed by either a Senior Officer under delegated powers or by the Speakers Panel for those applications where their decision is required. It is not possible to grade applications.</p> <p>Developers are encouraged to engage with the community on large or complex applications. Upon receipt of a valid planning application, local planning</p>

	<p>The results of Notifications to single homeowners directly affected by a proposed development by the Planning Office do not always reflect the wider ramifications of a successful application to a village community. My own experiences where a proposed development would affect a village, involved discussion with Council Officers, Ward Councillors and Member of Parliament for two years, but the Planning Officers report to the Speakers Panel made no reference to this or any dialogue between the Developer and the local Community Group (para 5.2).</p> <p>3) Paragraph 3.33 offers an opportunity for the Public to address the Speakers panel, but restricts access to five minutes. This in my view needs to be reconsidered for the process to have meaning. My concerns may be misplaced but having observed the actual Speakers Panel in operation it seemed to me that little value was given to contributions from objectors by the Panel. It seemed that decisions by the Panel may have been made prior to the actual meeting, and the absence of any discussion of the points raised by objectors by the Panel brings into question the actual purpose of this opportunity and the significance of the Planning Officers report to this process.</p> <p>The limit on the number of objectors permitted to address the panel needs to be addressed. When a potential objector to a Planning application is allowed to submit a request to address the Panel and to then fail to provide any contact details, and to then fail to present, disenfranchises anyone else, with legitimate objections from the addressing the Panel. It would seem sensible to have a backup list of potential objectors to place on standby in the event of a no show by a scheduled objector.</p> <p>4) There seems to be a case for ensuring that an application from a Developer which may involve the alteration to a village landscape, demolition of an historic building, whether listed or not, which has or had an historically significant value to a local community, or substantially affects the community infrastructure in which it is to be located, should</p>	<p>authorities are required to undertake a formal period of public consultation as prescribed in Article 15 of the Development Management Procedure Order (as amended). This could include site notices/press notices in addition to notification letters, to be used in circumstances as set out within the regulations and the SCI. The Officer's report will include a summary of representations received under the consultation.</p> <p>Objectors and applicants are permitted five minutes in which to address the Speakers Panel on planning applications referred to them for determination, however this period can be extended at the Chair's discretion. Where multiple people wish to address the Speakers Panel meeting, they are advised by Democratic Services to nominate a single spokesperson. Arrangements for a backup spokesperson would need to be considered by Democratic Services on a case by case basis.</p> <p>The Council consults with Historic England and other statutory consultees on planning applications in accordance with legislation and government guidance. Proposals for the demolition of an unlisted building do not require consultation with Historic England. The effect of an application on the significance of a non-designated heritage</p>
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		<p>result in a mandatory referral to the relevant Consultee, and not be left to the discretion of the Planning Officer.</p> <p>A number of Planning applications from Developers that I am aware of proposed the demolition of what Historic England described as a "building of significant historical interest". The building fell short of a qualification for a listing, but its demolition would have had a significant effect upon the village landscape. I saw no evidence that either the Planning Officer or the Developer initiated any contact with Historic England, although the intervention of Historic England in the Planning application process resulted in its preservation.</p>	<p>asset can be afforded weight under paragraph 197 of the National Planning Policy Framework.</p> <p>Planning applications that are not automatically required to be determined at Speakers Panel are subject to the referral process whereby the applicant, elected Member or an objector can request the application be determined at Panel rather than by delegated powers.</p>
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Post Consultation amendments

Having reviewed the comments submitted as part of the public consultation it is not considered that any further amendments to the SCI are required.

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**Tameside & Glossop Strategic Commission
Equality Impact Assessment (EIA) Form**

Subject / Title		2020 revision/update of Statement of Community Involvement	
Team		Department	Directorate
Planning Policy		Planning and Transport	Growth
Start Date		Completion Date	
24/07/2020			
Project Lead Officer		William Partington	
Contract / Commissioning Manager		Graham Holland	
Assistant Director/ Director		Jeff Upton – Interim Assistant Director	
EIA Group (lead contact first)	Job title		Service
William Partington	Planning Policy Officer		Planning Policy
Graham Holland	Planning Policy Team Manager		Planning Policy
Michael Clegg	Policy Officer		Policy, Performance and Intelligence

PART 1 – INITIAL SCREENING

1a.	What is the project, proposal or service / contract change?	The update of Tameside Council's Statement of Community Involvement (SCI).		
1b.	What are the main aims of the project, proposal or service / contract change?	<p>Regulation requires an SCI to be reviewed at least every five years. Tameside Council's current SCI was last reviewed on 31 August 2016 and is due for review. Since the SCI was last reviewed there are three areas of update and revision:</p> <ul style="list-style-type: none"> - The Covid-19 pandemic and how the Council is able to comply with its SCI in the context of local and national laws and guidance regarding social distancing - The Greater Manchester Spatial Framework (GMSF), a strategic development plan for the Greater Manchester conurbation of which Tameside is one of 10 constituent boroughs - General technical modifications such as government guidance about consultation on reviewing and updating SCI's now being optional 		
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/	Indirect Impact/Rel evance	Little / No Impact/R evance	Explanation

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	Relevance			
Age	<u>X</u>			The revision to the SCI which takes into account potential Covid-19 legislation or guidance could have a direct impact on, and relevance to, older people. This is because Covid-19 legislation that mandated closure of public libraries, the Council customer services centre, or potential physical consultation workshops would mean that the main methods of communication would be digital. Older people (65+) are less likely to have digital skills or access to the internet than working aged people (16-64) or younger people.
Disability		<u>X</u>		There may be an indirect impact on, or relevance to, people with a disability as the SCI sets out how the entire local community will be consulted on planning matters. However, it is not expected to be a direct impact, as in the case of the older people.
Ethnicity		<u>X</u>		There may be an indirect impact on, or relevance to, people of minority ethnicities as the SCI sets out how the entire local community will be consulted on planning matters. However, it is not expected to be a direct impact, as in the case of the older people.
Sex		<u>X</u>		There may be an indirect impact on, or relevance to, people of different sex or genders as the SCI sets out how the entire local community will be consulted on planning matters. However, it is not expected to be a direct impact, as in the case of the older people.
Religion or Belief		<u>X</u>		There may be an indirect impact on, or relevance to, people with different religions or beliefs as the SCI sets out how the entire local community will be consulted on planning matters. However, it is not expected to be a direct impact, as in the case of older people.
Sexual Orientation		<u>X</u>		There may be an indirect impact on, or relevance to, people with different sexual orientations as the SCI sets out how the entire local community will be consulted on planning matters. However, it is not expected to be a direct impact, as in the case of the older people.
Gender Reassignment		<u>X</u>		There may be an indirect impact on, or relevance to, people who are undergoing/have undergone gender reassignment as the SCI sets out how the

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				entire local community will be consulted on planning matters. However, it is not expected to be a direct impact, as in the case of the older people.
Pregnancy & Maternity		<u>X</u>		There may be an indirect impact on, or relevance to, people who are pregnant or on maternity as the SCI sets out how the entire local community will be consulted on planning matters. However, it is not expected to be a direct impact, as in the case of the older people.
Marriage & Civil Partnership		<u>X</u>		There may be an indirect impact on, or relevance to, people who are married or in civil partnerships as the SCI sets out how the entire local community will be consulted on planning matters. However, it is not expected to be a direct impact, as in the case of the older people.
Other protected groups determined locally by Tameside and Glossop Strategic Commission?				
Group (please state)	Direct Impact/Relevance	Indirect Impact/Relevance	Little / No Impact/Relevance	Explanation
Mental Health		<u>X</u>		There may be an indirect impact on, or relevance to, people with mental health issues as the SCI sets out how the entire local community will be consulted on planning matters. However, it is not expected to be a direct impact, as in the case of the older people.
Carers		<u>X</u>		There may be an indirect impact on, or relevance to, people who are carers as the SCI sets out how the entire local community will be consulted on planning matters. However, it is not expected to be a direct impact, as in the case of the older people.
Military Veterans		<u>X</u>		There may be an indirect impact on, or relevance to, people who are military veterans as the SCI sets out how the entire local community will be consulted on planning matters. However, it is not expected to be a direct impact, as in the case of the older people.
Breast Feeding		<u>X</u>		There may be an indirect impact on, or relevance to mothers who breast feed their children as the SCI sets out how the entire local community will be consulted on planning matters. However, it is not expected to be a direct impact, as in the case of the older people.

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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, those who are homeless)				
Group (please state)	Direct Impact/Relevance	Indirect Impact/Relevance	Little / No Impact/Relevance	Explanation
Low or no income groups	X			The revision to the SCI which takes into account potential Covid-19 legislation or guidance could have a direct impact on, and relevance to, people of low or no income. This is because Covid-19 legislation that mandated closure of public libraries, the Council customer services centre, or potential physical consultation workshops would mean that the main methods of communication would be digital. People of low or no income, particularly homeless people, are less likely to have access to the internet or methods of accessing it than people of higher income than them.

1d.	Does the project, proposal or service / contract change require a full EIA?	Yes	No
		X	
1e.	What are your reasons for the decision made at 1d?	<p>It is expected that the revision of the SCI could have a direct impact on two vulnerable groups, older people and people of low/no income.</p> <p>It is expected that the revision of the SCI could have an indirect impact on all of the other protected characteristic groups outlined in 1c.</p>	

If a full EIA is required please progress to Part 2.

PART 2 – FULL EQUALITY IMPACT ASSESSMENT

<p>2a. Summary</p> <p>A Statement of Community Involvement (SCI) sets out the way a council will involve the local community, stakeholders and statutory bodies in the preparation and revision of local plan documents. A local plan is a development plan that sets out strategic priorities for an area and covers housing, commercial, public and private development.</p> <p>Regulation requires an SCI to be reviewed at least every five years. Tameside Council's current SCI was last reviewed on 31 August 2016 and is due for review. Since the SCI was last reviewed there are three areas of update and revision:</p>

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- The Covid-19 pandemic and how the Council is able to comply with its SCI in the context of local and national laws and guidance regarding social distancing
- The Greater Manchester Spatial Framework (GMSF), a strategic development plan for the Greater Manchester conurbation of which Tameside is one of 10 constituent boroughs
- General technical modifications such as government guidance about consultation on reviewing and updating SCIs now being optional.

The scope of this EIA is the review and revision of Tameside Council's Statement of Community Involvement and any consultation on a revised draft Statement of Community Involvement.

An EIA was completed in 2016 for the 2016 update of the SCI. The pertinent changes from the 2016 SCI to the 2020 draft SCI, which will be focused on in this EIA are summarised below:

- The SCI must take into account local and national guidance regarding Covid-19, particularly in regards to social distancing and this may require tailoring of physical consultation methods, i.e. hard copies of documents in libraries
- The SCI has been updated to include an up to date email address whereby readers can register their interest about being informed about future GMSF consultation; reference to specific methodology of the GMSF consultation has been removed as some consultation has already taken place between August 2016 and August 2020; further consultation on the GMSF is planned and a separate EIA under which GMSF consultation in Tameside will fall is planned

Issues to consider, the impact on protected characteristic groups, and mitigations on these impacts are outlined in more detail in sections 2b, 2c and 2d; however in summary:

Due regard must be given to the Public Sector Equality Duty of the Equality Act 2010, the pertinent change from the 2016 version of the SCI to the 2020 version is that due to Covid-19 there could be a hypothetical second lockdown which would make some of the physical methods of consultation with the public outlined in the SCI impossible.

These physical methods of consultation are the displaying of planning documents in public buildings and physical consultations. If buildings were to be shut again due to Covid-19 then digital communication and consultation would be the main method, and older people and people of low/no income could be directly impacted by this as they are less likely to have access to digital methods of communication and consultation.

However, there are a number of other physical methods of communication which are already used in some cases due to legislative requirements, such as site notices, letters to neighbours of proposed developments and press notices. These physical methods could be considered for consultation with the community under the SCI.

Consultation on the draft SCI took place between Thursday 20 August and Thursday 1 October. The consultation on the draft SCI was promoted through the Partnership Engagement Network mailing list, which has contacts from a number of organisations representing protected characteristic groups, as well as through the Local Plan Consultation Database. The consultation webpage and online form also included a link to sign up to the Local Plan Consultation database so that members of the public or members of the Partnership Engagement Network mailing list can join this if they have not already done so.

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2b. Issues to Consider

Section 149 the “Public Sector Equality Duty” of the Equality Act 2010 stipulates:

(1) A public authority must in the exercise of its functions, have due regard to the need to-

- (a) Eliminate discrimination, harassment, victimization and any other conduct that is prohibited by or under this Act;
- (b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it

(3) Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to-

- (a) Remove or minimize disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
- (b) Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of the persons who do not share it;
- (c) Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low

The removal of outdated GMSF methodology from the SCI, based on consultation that was planned in 2016 and has taken place since 2020, is not expected to impact or have relevance to particular protected characteristic groups, and future GMSF consultation within Tameside will have an independent EIA conducted rather than being within the scope of this EIA.

The updating of links to join the planning database of contacts and email addresses for enquiries, which is a change between the 2016 SCI and this 2020 version, is replacing like for like; an electronic method of communication with a similar electronic route of communication.

However, potential changes to the physical access to hard copies of planning documents due to the Covid-19 legislation and guidance, should be considered.

As the Statement of Community Involvement sets out the way the council will involve the local community in the preparation and revision of local plan documents it is expected that revisions to it will have at least an indirect impact on, or indirect relevance to, all of the nine protected characteristics defined by the 2010 Equality Act.

These are:

- Age
- Disability
- Ethnicity
- Sex/Gender
- Religion or Belief
- Sexual Orientation
- Gender Reassignment
- Pregnancy & Maternity
- Marriage & Civil Partnership

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Revisions to the Statement of Community Involvement are also expected to have at least an indirect impact on, or indirect relevance to, the Tameside and Glossop Strategic Commission's locally determined protected characteristic groups:

- Mental Health
- Carers
- Military Veterans
- Breastfeeding

As well as the additional vulnerable group of:

- Low income/no income

The impact on and relevance to these groups will be considered in section 2c.

Other considerations are that the Local Plan Consultation Database used by planning to consult on planning matters as part of the Statement of Community Involvement includes organisations representing different protected characteristic groups. Some of these groups are detailed below:

Age

Age UK;
Age UK Tameside; and
Borough wide Community and Residents Associations.

Disability

The Disabled Persons Transport Advisory Committee;
Tameside Deaf Association;
Greater Manchester Coalition of Disabled People; and
Borough wide Community and Residents Associations.

Ethnicity

Association of Ukrainians;
Shree Bharatiya Mandal (Indian Association);
Bangladesh Welfare Association;
Tameside Racial Equality Council Ltd;
The National Federation of Gypsy Liaison Groups;
The Gypsy Council (Romani Kris); and
Borough wide Community and Residents Associations.

Religion or Belief

Denton Council of Churches;
Muslim Welfare Society (Tameside);
Catholic Women's League (Ashton); and
The Church of England National Offices

Consultation

As outlined in section 2d. although there is no longer a legislative requirement for the Council to consult on the update/revision of the SCI, it is recommended that we do so. By putting up the draft SCI for feedback from the public, and promoting through the Council's Partnership Engagement Network mailing list (and Local Plan Consultation Database), as well as social media, press releases, press notices, partner organisations, and internal staff communications, we will hopefully gain insight directly from protected characteristic groups within the community.

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The Partnership Engagement Network mailing list has nearly 400 contacts, many of whom are organisations representing protected characteristic groups. These contacts will also be able to circulate the link to any consultation on the SCI more widely within their organisations and communities. The consultation on the SCI provided participants with the option to join the Local Plan Consultation Database as recommended. A consultation on the SCI would also be able to gather demographic information from participants, which may identify any unanticipated impact of the draft SCI on specific protected characteristic groups.

2c. Impact/Relevance

As the Statement of Community Involvement sets out the way the council will consult the local community on planning matters, revisions to it will have an indirect impact on, and indirect relevance to, all members of the local community. This includes the Equality Act and Tameside Strategic Commission protected characteristics of disability, ethnicity, sex/gender, religion/belief, gender reassignment, sexual orientation, marriage/civil partnership, pregnancy/maternity, mental health, carers, military veterans, and breast feeding.

However the pertinent revisions to the SCI focus on the potential restriction of physical consultation methods on planning matters due to Covid-19. If there was another local or national lockdown in the event of a second wave of Covid-19, public and office buildings may be shut, this would mean it would be impossible for physical hard copies of planning documents to be made available in the Council's customer service centre, libraries and other public buildings. It would also mean physical consultation events would not be able to take place.

Whereas these physical restrictions are not expected to have a direct impact on, or direct relevance to, the protected characteristic groups outlined in the first paragraph of this section (2c.), it is possible they will have a direct impact on, and direct relevance to, the Equality Act protected characteristic of age (older people) and the vulnerable group of people with low/no income. This is because these groups are less likely to have access to the internet or have less digital skills. As digital methods of consultation and communication would be the main method of consultation and communication in the event of another local or national lockdown, it is possible these two groups would be disproportionately impacted.

There are mitigations that can be made, as outlined in section 2d. however it should be stated that in the event of another national or local lockdown due to Covid-19 that mandated the closure of public buildings, closure of offices and restricted interpersonal contact, there would be no option other than to follow this guidance. Furthermore any future national or local lockdown is a hypothetical scenario, and not guaranteed, and if it took place it would likely be temporary. Further to this, it is likely that in a scenario of strict lockdown that took place from later March 2020 for a number of months, construction and planning processes would also be put on hold, potentially along with any consultation on them.

2d. Mitigations *(Where you have identified an impact/relevance, what can be done to reduce or mitigate it?)*

<p>Older people impacted by hypothetical second Covid-19 lockdown, as mandatory closure of public buildings would prevent display of hard copies of planning</p>	<p>- Other physical methods of consultation as part of the SCI to be carried out when mandated by legislation, but also considered in the cases when not mandated, these include: site notices, notification letters to neighbours of proposed developments, press advertisements. These physical methods would still adhere to potential lockdown and social distancing requirements.</p>
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<p>documents for consultation and physical consultations from taking place. Older people are less likely to have access to digital methods of communication or consultation which would become the de facto in this hypothetical second lockdown.</p>	<ul style="list-style-type: none"> - Recommended for a consultation to be carried out on the actual SCI draft document, although there is no necessity to do so as according to legislation. This would be promoted via the Council's Partnership Engagement Network mailing list (as well as the Local Plan Consultation Database) which has representatives from many protected characteristic groups, including groups relevant to older people and people of no/low income such as Age UK, homelessness charities, etc. This could also be promoted via a website page, social media, partner organisations and TMBC internal staff communications. - Press notice and press release to be published in local newspaper to expand the reach of the consultation on the SCI to those who may not have access to digital methods of communication. - Recommended that the link to sign-up to the Local Plan Consultation Database is included on the consultation about the SCI, so that the Local Plan Consultation Database can be more widely promoted amongst groups that represent protected characteristics.
<p>People who have low or no income impacted by hypothetical second Covid-19 lockdown, as mandatory closure of public buildings would prevent display of hard copies of planning documents for consultation and physical consultations from taking place. People of low or no income are less likely to have access to digital methods of communication or consultation which would become the de facto in this hypothetical second lockdown.</p>	<ul style="list-style-type: none"> - Other physical methods of consultation as part of the SCI to be carried out when mandated by legislation, but also considered in the cases when not mandated, these include: site notices, notification letters to neighbours of proposed developments, press advertisements. These physical methods would still adhere to potential lockdown and social distancing requirements. - Recommended for a consultation to be carried out on the actual SCI draft document, although there is no necessity to do so as according to legislation. This would be promoted via the Council's Partnership Engagement Network mailing list (as well as the Local Plan Consultation Database) which has representatives from many protected characteristic groups, including groups relevant to older people and people of no/low income such as Age UK, homelessness charities, etc. This could also be promoted via a website page social media, partner organisations and TMBC internal staff communications. - Press notice and press release to be published in local newspaper to expand the reach of the consultation on the draft SCI to those who may not have access to digital methods of communication. - Recommended that the link to sign-up to the Local Plan Consultation Database is included on the consultation about the SCI, so that the Local Plan Consultation Database can be more widely promoted amongst groups that represent protected characteristics.

<p>2e. Evidence Sources</p>
<p>Equality Act 2010 Tameside Statement of Community Involvement 2016 Draft Tameside Statement of Community Involvement 2020</p>

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Government Covid-19 Guidance The Greater Manchester Spatial Framework
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2f. Monitoring progress		
Issue / Action	Lead officer	Timescale
To liaise with Policy, Performance and Communications about creating and promoting a consultation with the public on the draft SCI.	William Partington	Complete
To liaise with Planning Policy about creating and hosting a consultation with the public on the draft SCI	Michael Clegg	Complete
To update this EIA once the results of the draft SCI consultation have been analysed	William Partington	Ongoing
Ensure Local Plan Consultation Database is kept updated.	Graham Holland	Ongoing
Ensure Development Management are abreast of any legislative changes concerning when to consult statutory consultees	Martyn Leigh	Ongoing

Signature of Contract / Commissioning Manager	Date
Signature of Assistant Director / Director	Date

Agenda Item 12

Report to:	EXECUTIVE CABINET
Date:	2 November 2020
Executive Member:	Councillor Warren Bray - Executive Member (Transport and Connectivity)
Reporting Officer:	Jayne Traverse – Director of Growth
Subject:	“GREATER MANCHESTER TRANSPORT STRATEGY 2040, OUR FIVE YEAR DELIVERY PLAN (2020-2025) AND LOCAL IMPLEMENTATION PLANS” - CONTENT AND PUBLICATION ARRANGEMENTS.
Report Summary:	To provide details of the content and publication arrangements for the refreshed Greater Manchester Transport Strategy 2040, Our Five Year Delivery Plan (2020-2025) and Local Implementation Plans. The report considers these documents alongside other planned strategic activities.
Recommendations:	<ul style="list-style-type: none">(i) Members are recommended to endorse the refreshed Greater Manchester Transport Strategy 2040 and the final version of “Our Five-Year Delivery Plan” for approval by GMCA and publication in November 2020, alongside GMSF.(ii) Members are also recommended to approve the publication of the supporting Local Implementation Plans (including Tameside’s) as an appendix to “Our Five-Year Delivery Plan”, acknowledging that these are “live” documents and will be subject to regular review and update as appropriate
Corporate Plan:	The Greater Manchester 2040 Transport Strategy vision is to have “World class connections that support long-term, sustainable economic growth and access to opportunity for all” fundamentals that underpin the Authority’s aims and aspirations for its Corporate Plan
Policy Implications:	The Strategy focuses on the critical long-term challenges Greater Manchester is facing such as global warming, a rapidly growing and ageing population and the need to improve productivity and reduce poverty and social inequality in our City Region.
Financial Implications: (Authorised by the statutory Section 151 Officer & Chief Finance Officer)	<p>It is important that Members note that the delivery of the strategy including the schemes and initiatives across the borough as stated in appendices one and two will be subject to affordability alongside the Council’s other key priorities over the medium and longer term.</p> <p>As such, each scheme and initiative will be subject to appropriate funding arrangements and will require Member approval in advance of commencement.</p>
Legal Implications: (Authorised by the Borough Solicitor)	<p>Part II of the Transport Act 2000 introduced new requirements for the preparation of local transport plans, replacing transport policies and programmes.</p> <p>Each local transport authority (in this case, the Greater Manchester Combined Authority) must (a) develop policies (“local transport policies”) for the promotion and encouragement of safe, integrated, efficient and economic transport to, from and within its</p>

area; (b) carry out its functions so as to implement those policies. Therefore any responsibility to consult lies with the Greater Manchester Combined Authority and not with Tameside Metropolitan Borough Council. Transport means transport required to meet the needs of persons living or working in the authority's area, or visiting or travelling through that area; and those required for the transportation of freight; and include facilities and services for pedestrians. The policies must be contained in the local transport plan.

The local transport authority must keep the plan under review, alter it if it considers it appropriate to do so and may replace it as it thinks fit. In preparing its local transport plan, an authority other than an ITA must consult the Secretary of State as highway or traffic authority, and, in the case of a county council for a two-tier area, the district councils in the county. An ITA must consult local traffic authorities, the Secretary of State, and county and district councils in its area. There are further consultation requirements. After the local transport plan is made or altered, it just has to publish and send copies to the Secretary of State and any others specified in guidance made under s.112(1). Copies must be made available for inspection or supplied on request.

Metropolitan District Councils also have a duty in section 113 of the Transport Act 2000 to carry out its functions so as to implement policies developed by the local transport authority and have regard to local transport plan proposals. TMBC must take into account any policies and guidance announced by the Government with respect to mitigation of, or adaptation to, climate change or otherwise with respect to the protection or improvement of the environment.

TMBC also have a duty to:

- a) cause a copy of their local transport plan to be made available for inspection (at all reasonable hours) at such places as they think fit,
- b) give notice, by such means as they think expedient for bringing it to the attention of the public, as to the places at which a copy of it may be inspected, and
- c) supply a copy of it (or any part of it) to any person on request, either free of charge or at a charge representing no more than the cost of providing the copy.

Risk Management:

The initial version of the 2040 Strategy noted that it would be updated on a regular basis and has now undergone a "light refresh" as part of the strategy update. An updated, draft of "Our Five-Year Delivery Plan" was published for consultation in January 2019. Feedback and emerging policies and strategies at a national and local level have been included in this final version. The Tameside Local Implementation is included for approval and publication by Members

Background Information:

The background papers relating to this report can be inspected by contacting Jeff Upton or Nigel Gilmore

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1 INTRODUCTION

- 1.1 Alongside work to prepare a refreshed Greater Manchester Strategy (GMS) and the Greater Manchester Spatial Framework (GMSF), Transport for Greater Manchester (TfGM) has been working with the GMCA, the ten Greater Manchester councils and the Greater Manchester Mayor to prepare new, and updated, transport strategy documents that cover the entire city-region.
- 1.2 Sitting alongside the GMSF, the documents set out the transport interventions to achieve a vision for the city region, supporting economic growth and transition to a fully integrated and sustainable high capacity transport system across Greater Manchester. At the same time, consultation on a Clean Air Plan will seek views about how Greater Manchester plans to tackle air pollution, demonstrating a co-ordinated approach to the future vision for the city region.
- 1.3 This transport strategy documents themselves include a refreshed version of the long-term, statutory local transport plan - the Greater Manchester Transport Strategy 2040 and a final version of “Our Five-Year Delivery Plan” (2020-2025) which sets out the practical actions planned to deliver the Strategy over the next 5 years. In addition, ten new Local Implementation Plans have also been prepared (one for each Greater Manchester council including Tameside).

2 THE GREATER MANCHESTER TRANSPORT STRATEGY 2040

- 2.1 First published in February 2017, the Greater Manchester Transport Strategy 2040 is the city-region’s statutory transport plan. Over three years after the Strategy was first published, its 2040 Vision, for Greater Manchester to have “*World class connections that support long-term, sustainable economic growth and access to opportunity for all*”¹ remains highly relevant. The steps that need to be taken to achieve this Vision, however, have evolved significantly.
- 2.2 The initial version of the 2040 Strategy made clear that a “*review our Strategy on a regular basis to respond to changing trends and new opportunities and priorities*”² would be made. The Strategy has therefore undergone a ‘light touch’ policy refresh to reflect work undertaken, and the changed context, since 2017.
- 2.3 In particular, the refreshed 2040 Transport Strategy will include reference to the “Right-Mix” ambition for at least 50% of all journeys to be made by active travel (making journeys by physically active means, such as walking or cycling) and public transport by 2040, details of the GM Mayor’s ‘Our Network’ plan to create an integrated, modern and accessible transport network, an increased emphasis on the physical benefits of cycling and walking, the climate emergency declared by GMCA and all ten councils and the development of the GM Clean Air Plan.
- 2.4 The document has also been updated to reflect the contemporary devolution agenda, including publication of the Bus Reform business case and GM Rail Prospectus; ongoing work to develop 2040 sub-strategies including:
 - Streets for All
 - City Centre Transport Strategy
 - Local Bus Strategy
 - Rapid Transit Strategy
 - Freight Strategy and

¹ <https://tfgm.com/2040>

² [Greater Manchester Transport Strategy 2040 Executive Summary](#)

- Further development of the Greater Manchester Spatial Framework, including the growing emphasis placed on regenerating town centres.

2.5 The refreshed 2040 Transport Strategy will be published in early November. A link to the current draft version is available <https://www.tameside.gov.uk/TamesideMBC/media/Planning/GM-Transport-Strategy-2040-refresh-final-draft.pdf>

3 “OUR FIVE-YEAR DELIVERY PLAN”

3.1 The long-term approach to planning our transport network, set out in the 2040 Transport Strategy, is underpinned by a series of five-year Delivery Plans. The first Delivery Plan (2016-2017 to 2021-2022)³ was published in 2017, alongside the 2040 Transport Strategy.

3.2 In parallel, with the GMSF consultation in early 2019, a light-touch consultation on the GM Transport Strategy 2040 Draft Delivery Plan was undertaken via a dedicated email address. There was no formal consultation website or questionnaire, as the focus for the public consultation was the GMSF document. From a transport perspective the comments on the GMSF connectivity chapter were of particular relevance to the Delivery Plan.

3.3 A final version of this document, including consultation feedback has now been prepared. “Our Five-Year Delivery Plan” sets out the practical actions planned, over the next 5 years, to deliver the 2040 Transport Strategy and achieve the transport ambitions of the GMCA and the Mayor and at the same underpinning the GMSF policies and strategies. Together, these documents offer an integrated approach to transport and land use planning, by identifying the strategic transport interventions required to deliver the scale of growth set out in the GMSF.

3.4 The Delivery Plan also helps to inform the continued development of the Greater Manchester Infrastructure Programme (GMIP)⁴. It provides details of GM’s updated transport asks of government when it comes to funding, powers and functions.

3.5 “Our Five-Year Delivery Plan” also supports the implementation of “Our Network”, a ten-year plan to create an integrated, modern and accessible transport network for Greater Manchester. It brings together different modes of public transport - bus, tram, rail, tram-train and cycling and walking, in an integrated, easy-to-use system with seamless connections, and simplified ticketing and fares. The Delivery Plan also provides updates on Clean Air Plan proposals, Streets for All scheme delivery, the Bee Network and measures to support bus and rail reform.

3.6 The Plan will be published in support of the GMSF consultation in early November. A link to the current draft version is available https://www.tameside.gov.uk/TamesideMBC/media/Planning/Delivery-Plan-2020-2025_V2-1_Issued_191020.pdf

³ [Delivery Plan 1 2016/2017 - 2020/21](#)

⁴ [Greater Manchester Infrastructure Programme](#)

Plan, a summary of **Tameside Strategic Schemes** contained within the “Our Five-Year Delivery Plan” (2020-2025) are **reproduced below at Map 1 with further details provided at Appendix 1**. Appendix 1 generally excludes GM wide initiatives such as Bus reform, Metrolink and heavy rail improvements

- 5.2 Tameside’s own Corporate Plan has helped to inform the key outcomes, included within the LIP that the Authority would wish to see achieved by 2025 as noted below.
- **Outcome 1:** At a local level by increasing the number of neighbourhood journeys (under 2km) made by foot and by bike in Tameside.
 - **Outcome 2:** Enhanced connections to, from and within Tameside’s town centres, employment sites and key destinations by foot, bike, and public transport to support regeneration.
 - **Outcome 3:** Streets in Tameside will be clean, green and relieve local communities from the impacts of congestion.
 - **Outcome 4:** Streets in Tameside are safe, well maintained and in good condition for all people who live in or travel within Tameside and current and future assets are looked after
- 5.3 Outcome 1 means that Tameside needs to deliver street improvements that create attractive, safe neighbourhoods that are pleasant for people to spend time in and encourage more local trips by foot or by bike rather than by private car. Helping to support healthy lifestyles and reduce carbon emissions whilst providing better access to facilities, services and retail are crucial for the success of this initiative.
- 5.4 Tameside Council are working closely with TfGM to deliver these improvements through the delivery of the Bee Network and the GM Local Cycling and Walking Infrastructure Plan. The Emergency Active Travel Fund (EATF) launched by Government in May 2020 has enabled Tameside to move forward with implementation of a number of interventions to support active travel.
- 5.5 A third of households in Tameside have no access to a car and depend on active modes and the public transport network to make their everyday journeys. Deficiencies on the network can have a severe impact on access to opportunities and quality of life. For Outcome 2 this means that during the next 5 years Tameside needs to create Streets for All in Tameside’s town centres through improvements to the public realm and design of our streets, which focus more on the needs of people rather than vehicles.
- 5.6 At the same time the three strategic Greater Manchester Spatial Framework allocations within Tameside need to be connected to the wider-city region by public transport and have enhanced active travel connections to the rapid transit network. Interventions needed for these sites will be identified through the GMSF process.
- 5.7 For Streets in Tameside to be clean, green and relieve local communities from the impacts of congestion, means reducing the impacts of roads and motor traffic to help realise our environmental, carbon, economic and quality of life objectives, as well as achieving our Right Mix targets as part of Outcome 3. To achieve this, Tameside Council will deliver interventions that accelerate the uptake of low emission vehicles and tackle congestion hotspots that do not create an attractive and safe environment for people walking and cycling, delay bus services and create air pollution.
- 5.8 To ensure streets in Tameside are safe, well maintained and in good condition for all people who live in or travel in the borough to ensure current and future assets are looked after, means continuing to invest in maintaining such assets for all road users as part of Outcome 4, from fixing footways, crossings and potholes at the neighbourhood level to essential maintenance to structures on Tameside’s Key Road Network.
- 5.9 TfGM through the Greater Manchester Combined Authority do not intend to formally consult on these evolving transport strategies and the LIPs. It is intended to publish the

documents in November 2020. As a general strategy refresh and acknowledging the “live” status of the LIP’s, any transport related feedback and other commentary from the wider forthcoming GMSF consultation will be considered for inclusion as appropriate.

5.10 A series of suggested local initiatives underpinning the four Outcomes noted above is set out at **Appendix 2**.

6 RECOMMENDATIONS

6.1 As set out at the front of the report.

**APPENDIX 1:
TAMESIDE STRATEGIC SCHEMES**

In the next five years, we are committed to delivering....	
Mottram Moor and A57(T) to A57 Link Roads	As part of the wider Trans-Pennine Upgrade, to reduce journey times and improve reliability between the Greater Manchester and Sheffield City-Regions
Mayor's Challenge (Walking & Cycling) Fund (Tranche 1-6)	<ul style="list-style-type: none"> • Active Neighbourhoods delivery in Tameside. • Major junction improvement for cycling and walking to facilitate the Bee network • Bee Network delivery in Ashton town centre, Busy Beeway delivery on the A57 corridor between Denton and Hyde
In the next five years, we aim to complete business cases for early delivery of	
Mayor's Challenge (Walking & Cycling) Fund Tranche 6	Park Bridge - NCN 626 - Ashton under Lyne New cycling and walking bridge
Mottram Road, Stalybridge	Walking & Cycling - Bee Network delivery in Stalybridge
Manchester Road Link Bridge	New cycling and walking bridge over Manchester Road and Metrolink in Audenshaw
Streets for All and Bus Corridor upgrade	To improve reliability and speed of buses between Manchester City Centre – Hattersley.
Quality Bus Transit on key bus corridors	Whole-route upgrade of the Rochdale-Oldham-Ashton bus corridor
Godley Green and Hattersley pedestrian/ cycle bridge connection	To support the development of the Godley Green allocation.
A560 Stockport Road/ Mottram Old Road Travel Corridor, Hattersley	Reducing former trunk road to single carriageway, with improvements to walk, cycle, and public realm, reducing severance in Hattersley
Streets for All – Hyde Town Centre	Streets for All approach to improving public realm, walking and cycling links, and reducing traffic within Hyde Town Centre. To link with masterplan work currently being undertaken in Hyde.
In the next five years, we will develop options for	
Quality Bus Transit on key bus corridors: Ashton-Stockport	Whole-route upgrade of the Ashton - Stockport bus corridor
Metrolink extension to Stalybridge	To provide communities east of Ashton with an alternative rapid transit option into the Regional Centre.
New Stalybridge town centre transport interchange	Provision of a new transport interchange in Stalybridge.
Metro/ tram-train from Manchester to Glossop	To provide much greater capacity and frequency on the Glossop corridor
Beyond this five year Delivery Plan, we will investigate	
Rapid transit corridor Ashton-Oldham and Stockport to Ashton	To provide a more attractive alternative to the car for orbital journeys between these key centres.

APPENDIX 2

LOCAL IMPLEMENTATION PLAN: SUGGESTED LOCAL INITIATIVES

Outcome 1: At a local level by increasing the number of neighbourhood journeys (under 2km) made by foot and by bike in Tameside

EATF Schemes	Tranche 1 of EATF schemes in Tameside includes 'pop up' cycle lanes along the A635 Manchester Road and two road closures near Stalybridge in residential areas to open the streets up for people and remove rat running traffic.
Hyde to Mottram/ Hollingworth	A Highways England funded cycle scheme providing a safe cycle route linking Hyde town centre to Mottram and Hollingworth along the A57 Corridor.
Parklets / Pocket Parks	Using public engagement to identify potential locations for parklets and pocket parks, which could provide seating, greenery and cycle parking and enhance a variety of street types to increase dwell time and work for people rather than vehicles.
GMSF walking and cycling improvements	Improvements to walking and cycling connections, including Public Rights of Way, bounding or near to the GMSF Allocations

Outcome 2: Enhanced connections to, from and within Tameside's town centres, employment sites and key destinations by foot, bike, and public transport to support regeneration

Streets for All – Hyde Town Centre	The development of a business case for a Streets for All approach to improving public realm, walking and cycling links, and reducing traffic within Hyde Town Centre. To link with masterplan work currently being undertaken in Hyde.
Streets for All – Town Centres	The development of options for a Streets for All approach to improving public realm, walking and cycling links, and reducing traffic within Ashton-under-Lyne, Stalybridge, Droylsden and Denton. To link with masterplan work to be undertaken in these towns.
Walking and Cycling connectivity to rapid transit networks	To provide improved access to rapid transit networks by active travel modes from the surrounding residential, employment and retail areas.
Masterplans	Town centres for which masterplans are under development include Ashton-under-Lyne, Stalybridge, Hyde, Droylsden and Denton.
Park & Ride	To provide better access to public transport through Travel Hub/ Park & Ride facilities. These locations will serve the Ashton Moss West GMSF site and will help to improve access to the Regional Centre and the wider GM area.
Extension of bus services to GMSF sites	The development of new, extended and enhanced bus services and infrastructure to serve the GMSF sites.

Outcome 3: Streets in Tameside will be clean, green and relieve local communities from the impacts of congestion

Air Pollution Reduction Actions	Measures to reduce emission of pollutants in areas that are expected to exceed or are at risk of exceeding air quality thresholds.
Behaviour Change	Introduction of Car Clubs, cycle training, publicity etc. to positively influence and reduce car usage. Increasing the number of people making active journeys is essential to responding to the numerous health issues and low level of physical activity within the Borough.

APPENDIX 2

LOCAL IMPLEMENTATION PLAN: SUGGESTED LOCAL INITIATIVES

New junctions to access the strategic development sites across the borough	<ul style="list-style-type: none"> ● Alexandria Drive and Lord Sheldon Way access junctions to Ashton Moss West. The creation of two new access points along the ● A560 Mottram Old Road for Godley Green.
Improvements to local junctions to mitigate traffic associated with potential GMSF developments	A number of junctions on the local road network have been identified through the GMSF Locality Assessments requiring improvements to accommodate the generated traffic from potential allocations
A635 Manchester Road/ B6390/ Audenshaw Road/ Ashton Hill Lane junction, Audenshaw.	Improvements to these linked junctions to reduce peak hour traffic congestion.
A670 Mossley Road Corridor, Ashton	Package of Streets for All measures on the A670 Mossley Road area in Ashton
A627 Oldham Road/ A6043 Wellington Road junction, Ashton	Major junction improvements to reduce significant traffic vehicular and tram congestion issues including improved cycle crossing provision.
Outcome 4: Streets in Tameside are safe, well maintained and in good condition for all people who live in or travel within Tameside and that current and future assets are looked after	
Pothole Repair	Local walking / cycling investment plans to improve active Delivery of Central Government Pothole funding programme.
Structures Maintenance	Continued investment in structures using the Bridges Asset Management system and inspections. The Medlock Valley Flood Scheme includes the replacement of the Bardsley Bridge, Oldham Road, over the River Medlock, culver refurbishment and retaining wall replacement.
Hattersley Viaduct Refurbishment and Widening	Refurbishment of Hattersley Viaduct which requires major works to ensure its long term continued use and additionally to widen the structure to provide segregated cycle and pedestrian facilities across it.

Report to:	EXECUTIVE CABINET
Date:	2 November 2020
Executive Member:	Cllr Oliver Ryan, Executive Member (Finance & Economic Growth)
Reporting Officer:	Jayne Traverse, Director of Growth
Subject:	HATTERSLEY STATION TICKET OFFICE REDEVELOPMENT, GOVERNANCE OF RAIL INVESTMENT PROCESS (GRIP) STAGES 6 – 8
Report Summary:	The report provides information on the progress made to date on the project and seeks the authorisation to make the award of a grant up to the sum of £571,828.51 to Northern Trains Limited for the construction and commissioning of the Hattersley Rail Station Ticket Office Redevelopment Project through a formal Grant Funding Agreement.
Recommendations:	<p>That Executive Cabinet is recommended to:</p> <ul style="list-style-type: none">(i) Approve the making of the award of a grant up to the sum of £571,828.51 to Northern Trains Ltd to undertake GRIP Stages 6 – 8 for the construction and commissioning of the Hattersley Rail Station Ticket Office Redevelopment Project through a formal Funding Agreement;(ii) Accept the risks of entering into the Grant Funding Agreement and approves that:<ul style="list-style-type: none">a. Delegated Authority is provided to the Director of Growth to enter into the Grant Funding Agreement on behalf of Tameside MBC;b. Delegated Authority is provided to the Director of Growth to manage the programme of works associated with the Grant Funding Agreement and to drawdown and incur all expenditure related to delivery. On-going performance and reporting will be provided as required.
Corporate Plan:	The report fully supports the priorities of the corporate 'Our People Our Place Our Plan.'
Policy Implications:	The report fully supports the long term economic regeneration of the wider Hattersley Estate.
Financial Implications: (Authorised by the statutory Section 151 Officer & Chief Finance Officer)	<p>The Council has been allocated £ 0.750 million grant funding to support this scheme via the national 2020/21 Local Growth Fund.</p> <p>Section 2.13 of the report provides details of the expenditure and commitments to date against this allocation with a residual balance available of £ 0.574 million.</p> <p>The proposed payment to Northern Trains Ltd as set out in section 3.2 and recommendation 2 (£ 0.572 million) is affordable within the residual grant balance.</p>

It is essential that the programme and requirements of the grant agreement are stringently monitored and adhered to whilst also ensuring scheme milestones are delivered. It is also essential that the scheme is delivered within the sum approved stated in recommendation 2.

Section 4 of the report provides assurance that the final balance of Local Growth Fund for Greater Manchester has been paid to the Greater Manchester Combined Authority (GMCA). The Council should ensure that any balance due of the £ 0.750 million approved sum is claimed from the GMCA at the earliest opportunity following payment of the £ 0.572 million to Northern Trains Ltd.

Legal Implications:
(Authorised by the Borough Solicitor)

As set out in the main body of the report this is the final phase of the works which have to date been carried out under grant agreements to Northern Trains Ltd.

Advice was sought from STAR that this was the best process for engaging Network Trains Ltd for the delivery of the works.

As grant agreements cannot specify delivery in the same way as a contract would the Council has phased the work under separate grant agreements following advice so as to be able to monitor progress whilst not controlling it.

Members will note the risks outlined in section 4.0 of this report in relation to funding which is addressed in the financial implications section.

Risk Management:

The risks are outlined within section 4.0 of the report.

Background Information:

The background papers relating to this report can be inspected by contacting Simon Eastwood, Senior Engineer.



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1. BACKGROUND

- 1.1. The project will provide a refurbished and extended ticket office at Hattersley Railway Station and forms the second phase of the overall Hattersley Station project. This report informs Executive Cabinet of the progress made to date on the project and seeks the authorisation to make the award of a grant in the sum of £571,828.51 to Northern Trains Limited for the construction and commissioning of the Hattersley Rail Station Ticket Office Redevelopment Project through a formal Funding Agreement.
- 1.2. It was the Council's aim to provide a new ticket office at the station in order to replace the existing structure but in order to keep costs within the overall project budget it has been necessary to provide a hybrid scheme comprising a refurbished ticket office plus a new extension which will provide the additional space required.
- 1.3. The first phase of the strategy to improve Hattersley Railway Station was funded from Local Sustainable Transport Fund monies with a substantial contribution from the Hattersley Land Board and comprised:
- The realignment of Hattersley Road West passing immediately outside the station ticket office. This new alignment passed through land owned by TfGM and Peak Valley Housing;
 - New bus stops were provided immediately adjacent to the railway station to encourage interchange between bus and rail; and
 - The provision of a new more secure car park with 42 spaces which is covered by enhanced CCTV. The number of the vehicles parking at the station has increased from none to 30+ following the completion of the scheme.
- 1.4. Phase one was completed in March 2016 with a significant increase in passenger numbers, which is illustrated below.

Station	Annual passenger numbers December 2015	Annual passenger numbers December 2019	Percentage increase 2015 to 2019
Godley	70,830	107,450	+51.7%
Hattersley	51,982	111,354	+114.2%
Broadbottom	151,698	197,316	+30.1%

- 1.5. The second phase of the strategy to improve Hattersley railway station is for the provision of an improved ticket office. The Council has secured grant funding of £750,000 from the Greater Manchester Combined Authority through the GM Growth Deal Round 2 to deliver this project. This funding has to be spent by the end of March 2021. Following approval, Northern Trains Limited will be awarded a grant to carry out these works.
- 1.6. The scope of the scheme does not include any provision for improvement works to the existing pedestrian footbridge accessing the platform directly from the ticket office building nor for any works to be undertaken on the platform.
- 1.7. The scheme will meet the Council's aims of supporting the regeneration in Hattersley and the proposed GGGV located immediately to the south west of Hattersley station on the opposite side railway line. As part of the GGGV development it is proposed to provide a new bridge for pedestrians, cyclists and equestrians across the railway line which will provide access to Hattersley Station and the surrounding area.

2. PROGRESS TO DATE

- 2.1 The redeveloped ticket office will be owned by and located on Network Rail land that they lease to Northern Trains Limited who is the current franchise operator. Therefore, both

Network Rail and Northern Trains Limited have been closely involved in the design and will remain closely involved with the construction of the ticket office.

- 2.2 In 2017, the Council decided to procure architectural design services from suitably experienced specialist design consultants to develop a viable design and project manage the delivery of the redeveloped ticket office. Strzala Architects Limited was appointed by the Council to undertake this work.
- 2.3 The rail project processes proved to be more complicated than anticipated and so it was determined that project managers more familiar and experienced with the mandatory procedures and requirements of Network Rail should be appointed.
- 2.4 The Franchise Operator, Northern Trains Limited offered to undertake the project management of the scheme on the Council's behalf. They have undertaken this for other local and transport authorities across their franchise area. This involves them undertaking the full range of project management services, including the provision of architectural design consultants and construction companies from their framework agreements and liaison with Network Rail and TfGM in order to deliver the project.
- 2.5 Strzala Architects Limited appointment was terminated and two grant agreements were entered into with Northern Trains Limited to deliver 1) GRIP stages 1 to 3, and 2) GRIP stages 4 to 5.
- 2.6 In order to progress to GRIP Stages 6 to 8, a similar award is required, again through a similar grant funding agreement as undertaken for GRIP stages 1 to 3, and 4 to 5.
- 2.7 The project is being undertaken through Network Rail's eight stage Governance of Rail Investment Process:
- GRIP Stages 1 – 3 Initial Project Development to Option Selection
 - GRIP Stage 4 – Single Option Development
 - GRIP Stage 5 – Detailed Design and Tendering
 - GRIP Stage 6 – Construction Works
 - GRIP Stage 7 – Scheme Handback and Commissioning
 - GRIP Stage 8 – Project Close Out
- 2.8 To date GRIP Stages 1 to 3 have been completed and a design option for detailed development has been agreed. This work is being undertaken by Vextrix (Northern Trains Limited's project managers) and Strzala Architects Limited who have been employed by Northern in a similar capacity as previously with the Council.
- 2.9 The funding agreement for GRIP Stages 4 and 5 was signed and sealed on 29 November 2019 by Tameside Council and the Franchise Operator, Northern Trains Limited.
- 2.10 Work is currently underway on GRIP Stages 4 and 5 producing a detailed final design for the redeveloped ticket office. This final design will be subject to approval by Network Rail as the owner of Hattersley Station.
- 2.11 The latest option for the detailed design for the reconstruction of the ticket office and a location plan of the station are appended to this report for information.
- 2.12 The costs to date for the scheme are set out in the table below.

Financial Year	Cost (£'s)
2016/17	18,498.40
2017/18	27,299.75
2018/19	27,709.96
2019/20	2,340.06

Sub Total	75,848.17
2020/21 GRIP 1-5 Design & PM Fees	100,444.00
Total Expenditure & Commitments	176,292.17
Total Grant Available	750,000.00
Remaining Balance	573,707.83

3. NEXT STEPS: GRIP STAGES 6 TO 8

- 3.1. The final stages of the project are GRIP Stages 6 to 8, namely the construction works for the redevelopment of the ticket office and the handover to Northern Trains Limited and Network Rail.
- 3.2. Northern Trains project management consultants (Vextrix) have provided an initial pre-tender estimate for GRIP Stages 6 to 8, which is set out in the table below.

Item	Cost (£)
Construction	430,076.00
Fees	52,833.00
Contingency	32,256.00
Network Rail GRIP Stages 4-5 & GRIP Stages 6-8 APA Costs	56,663.51
Total	571,828.51

- 3.3. However, the estimates above are based on an initial GRIP 4 cost estimate which will be further developed through GRIP Stages 4 and 5. The final construction and total project costs won't be known until project completion.
- 3.4. The scheme costs set out above for GRIP Stages 6–8 (table in section 3.2) also includes the cost for the Network Rail Asset Protection Agreements (APA) for GRIP Stages 4-5 and GRIP Stages 6-8 between Network Rail and Northern Trains. This will allow Network Rail to approve the final design and enable the project to proceed to GRIP Stage 5 (tendering) and GRIP Stages 6 – 8 (construction and handover) and then monitor and approve the construction.
- 3.5. The fees for the GRIP Stages 6 to 8 include both the Northern Trains project management fees and the fees of Northern Trains project management consultants (Vextrix).
- 3.6. If approval is provided for the recommendations within this report, a formal funding agreement will be made with Northern Trains as the sole provider, to project manage and undertake GRIP Stages 6 to 8 for the provision of a reconstructed ticket office at Hattersley railway station.
- 3.7. As the Funding Agreement is for a grant up to, but not exceeding, a value of £571,828.51 it will need to be signed and sealed by both parties.
- 3.8. The Funding Agreement states that the project is to be paid from GM Growth Deal Round 2 funding and that Northern Trains Limited agrees to be responsible for the costs of the Construction, Scheme Handback and Commissioning, and Project Close Out.
- 3.9. Legal Services will be involved in all stages of the process of drafting and agreeing the Funding Agreement.

4. FUNDING - MINISTRY OF HOUSING, COMMUNITIES AND LOCAL GOVERNMENT

- 4.1. A letter received by the GMCA in May 2020 from the Ministry of Housing, Communities and Local Government (MHCLG) set out the position around how Government wanted to manage the 2020/2021 Growth Deal grant, based upon forecast spend and commitment.
- 4.2. In summary, the Government said that they will initially pay only 2/3 of GM's LGF allocation for FY2020-21 (the full allocation is £77 million) in advance followed by a period of joint working and review over the summer on contractual commitments and likely spend over the remainder of the year. The remaining 1/3 of Growth Deal grant would dependent on GM achieving full spend across the Growth Deal programme this financial year and being able to demonstrate that this full spend was 'contractually committed' by 31 July 2020. This is an unexpected departure from the usual process of the full year allocation being payed to GMCA in advance in May.
- 4.3. Following work by TfGM and GMCA with partners to maximise both the contractual commitment of spend on GD projects by 31 July 2020, and on bringing forward expenditure where possible, on all projects. The MHCLG responded to the GMCA stating that the final third of the LGF funding would be paid to the GMCA in August 2020.
- 4.4. This recent announcement emphasises the necessity to enter into the Grant Funding Agreement for GRIP Stages 6 to 8 at the earliest opportunity to minimise the risk of losing funding earmarked for this project.

5. OTHER FUTURE IMPROVEMENTS TO HATTERSLEY STATION

- 5.1. The current footbridge provides access from the ticket office to the platform and does not form part of this project. The existing footbridge does not meet accessibility regulations having only a sloped stepped ramp structure and consequently the station platform is not fully accessible from the ticket office. In the long term the only way to provide fully accessible access to the platform, is to include a lift and stairs. This would be a Network Rail/ Northern Rail undertaking.
- 5.2. The existing footbridge is located at the western end of the platform; there is not sufficient platform space to provide a new fully accessible footbridge at the current location. Should a new footbridge be introduced in the future, it would have to be located further east where the platform is wider. This means the footbridge will not provide direct access from inside the ticket office but would need to be a separate structure located a short distance away. This will enable the station to remain accessible to passengers whilst a new footbridge is constructed. Whilst a new footbridge has only been identified as a possible future option, this has still been taken into consideration during the design of the ticket office so as to future proof its current redevelopment.

6. RECOMMENDATIONS

- 6.1. As stated on the report cover.

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- Report to:** EXECUTIVE CABINET
- Date:** 2 November 2020
- Executive Member:** Cllr Gerald Cooney – Executive Member (Housing, Planning and Employment)
- Reporting Officer:** Jayne Traverse – Director of Growth
- Subject:** GREATER MANCHESTER SPATIAL FRAMEWORK
- Report Summary:**
- This report seeks approval to publish Greater Manchester’s Plan for homes, jobs and the environment (the Greater Manchester Spatial Framework (GMSF)): Publication Draft 2020, including supporting background documents, for a period of public consultation in accordance with planning regulations.
- The report also recommends that Full Council approve the submission of the GMSF for examination to the Secretary of State following the period of public consultation.
- The report also seeks delegation to make minor or non-material amendments to the plan and background documents at two separate points, prior to publication for consultation and prior to submission for examination. It also seeks delegation to the Director of Growth in consultation with the Executive Member (Housing, Planning and Employment) to approve written records of where progress has been made in planning for cross boundary matters, known as a statement of common ground as part of the GMSF process.
- Recommendations:**
- It is recommended that Executive Cabinet:
- (i) Approves the GMSF: Publication Draft 2020, including strategic site allocations and green belt boundary amendments, and reference to the potential use of compulsory purchase powers to assist with site assembly, and the supporting background documents, for publication pursuant to Regulation 19 of the Town and Country Planning (Local Planning) (England) Regulations 2012 for a period for representations between the dates agreed at the AGMA Executive meeting on 30 October 2020;
 - (ii) Recommends that Full Council approves the GMSF: Publication Draft 2020 for submission to the Secretary of State for examination following the period for representations;
 - (iii) Delegates to the Director of Growth in consultation with the Executive Member (Housing, Planning and Employment), authority to approve the relevant Statement of Common Ground(s) required, pursuant to the National Planning Policy Framework 2019;
 - (iv) Delegates authority to the Lead Chief Executive, Housing, Homelessness and Infrastructure, in consultation with City Mayor, Paul Dennett, Portfolio Leader for Housing, Homelessness and Infrastructure to make minor or non-material amendments to the GMSF: Publication Draft 2020 and background documents prior to their publication.

- (v) Note that upon adoption, the GMSF is likely to replace elements of the borough's existing planning framework, such as some of the saved policy content within the 2004 Unitary Development Plan.

It is recommended that Council:

- (vi) Subject to Executive Cabinet approving the GMSF: Publication Draft 2020 and supporting background documents for publication, agrees that these documents are submitted to the Secretary of State for examination, pursuant to Regulation 19 of the Town and Country Planning (Local Planning) (England) Regulations 2012 following the period for representations between the dates agreed at the AGMA Executive meeting on 30 October 2020.
- (vii) Delegates authority to the Lead Chief Executive, Housing, Homelessness and Infrastructure, in consultation with City Mayor, Paul Dennett, Portfolio Leader for Housing, Homelessness and Infrastructure to approve any minor or non-material changes to the GMSF: Publication Draft 2020 and background documents, following the period for representations and prior to their submission to the Secretary of State, for examination.

Corporate Plan:

The vision of the Greater Manchester Spatial Framework is to make Greater Manchester one of the best places in the world to grow up, get on and grown old, strategically complementing and assisting in the delivery of the Council's Corporate Plan themes of starting well, living well and ageing well.

Policy Implications:

The Greater Manchester Spatial Framework is a Development Plan Document, which has been prepared in accordance with the legislative requirements set out in the Planning and Compulsory Purchase Act (2004) and the Town and Country Planning (Local Planning) (England) Regulations 2012. Upon adoption the GMSF will provide a policy framework to guide investment and development decisions and be material in the determination of planning applications.

The GMSF is a statutory plan which seeks to contribute to the achievement of sustainable development, delivering economic, social and environmental benefits together in a mutually reinforcing way. It is informed by an Integrated Appraisal which includes an Equalities Impact Assessment.

**Financial Implications:
(Authorised by the statutory
Section 151 Officer & Chief
Finance Officer)**

The purpose of the report is the publication of the Greater Manchester Spatial Framework. There are no financial implications arising from the report at this stage. The related impact on the Council's financial resource base will be reported to Members at a later date following the period of consultation as stated in the recommendations.

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

The legislative and constitutional requirements for the preparation of a joint Development Plan Document (DPD) in the Planning and Compulsory Purchase Act 2004 ("2004 Act") and the Town and Country Planning (Local Planning) (England) Regulations 2012

("2012 Regulations") have been complied with.

The joint DPD will be submitted to the Secretary of State for independent examination (s20 of the 2004 Act) along with the documents prescribed by Regulation 22 of the 2012 Regulations. Prior to submission to the Secretary of State, the joint DPD must be published and representations invited, pursuant to Regulation 19 and Regulation 20 of the 2012 Regulations. Failing to prepare the joint DPD in accordance with the 2004 Act and the 2012 Regulations, would mean any subsequent attempt to adopt the plan would be susceptible to challenge.

Formal consultation on the Greater Manchester Spatial Framework is proposed to take place between dates agreed at the AGMA Executive meeting on 30 October. The Council consulted on a revised draft Statement of Community Involvement (SCI) for which consultation expired on 1 October 2020. This is the document which sets out how the Council will consult people when it prepares planning documents and determines planning applications. There needs to be an evaluation of any final responses received to this consultation before the SCI is adopted, to allow for a sound and meaningful consultation to take place on the GMSF in turn.

Consultation on earlier drafts of the GMSF generated significant interest and comments. The Consultation Final Report detailing the comments received accompanies the GMSF 2020 documentation.

The Equalities Impact Assessment which accompanies the proposal to revise the SCI has identified concerns about an over-reliance on internet communication to consult with the public. Without or the reduced use of traditional physical engagement methods, such as, pamphlets, letter drops, door canvassing, information in public buildings and workshops in communities; due to COVID19 restrictions, could lead to certain groups becoming disenfranchised. For example older people and people on lower incomes may be less likely to take part in the consultation. Section 2.7 of the report sets out some proposed steps to mitigate these concerns in respect of the GMSF consultation. The Council's ability to comply with its Equalities Duties and carry out a meaningful consultation on the GMSF will need to be kept under review, in light of possible changes to local COVID restrictions during the consultation period.

The Greater Manchester Spatial Framework, will be subject to examination and public inquiry. Therefore relevant governance and consultation processes will and should be subject to greater legal scrutiny; including any proposed delegation to the Director of Growth.

Risk Management:

If the jointly prepared Development Plan Document is not prepared in accordance with the 2004 Act and the 2012 Regulations, any subsequent attempt to adopt the plan would be susceptible to challenge.

Access to Information:

The GMSF will be issued for public consultation and accessible via a range of consultation methods including being made available via the Council and on the Combined Authority websites.

<https://democracy.greatermanchester-ca.gov.uk/ieListDocuments.aspx?CId=383&MId=4187&Ver=4>
<https://www.greatermanchester-ca.gov.uk/gmsf2020>

Background Information:

The GM Spatial Framework can be access via the link below:

<https://www.greatermanchester-ca.gov.uk/media/3663/221020-agma-issueopt.pdf>

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



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1. INTRODUCTION

- 1.1 In 2014, Tameside Council resolved to work collaboratively with the other Boroughs of Greater Manchester and the Combined Authority on the production of Greater Manchester's Plan for Homes, Jobs, and the Environment, also known as the Greater Manchester Spatial Framework (GMSF). The GMSF is a Development Plan Document that has been prepared together by the Greater Manchester Combined Authority, comprising of the Mayor of Greater Manchester and the leaders of all of Greater Manchester's ten local councils.
- 1.2 The GMSF provides an important opportunity to create the conditions for inclusive economic growth, provide opportunities for the provision of much needed homes and protect and enhance the natural environment. The plan is about transforming Greater Manchester into a world-leading city, while also providing both the policy framework to guide development across the conurbation and the context for local authorities to prepare their own Local Plans.
- 1.3 Sitting alongside the GMSF is the refreshed Greater Manchester Transport Strategy 2040, Our Five Year Delivery Plan (2020-2025) and Local Implementation Plans. This sets out the transport interventions to achieve the transport vision for the city region, support economic growth and transition to a fully integrated and sustainable high capacity transport system across Greater Manchester. At the same time, consultation on a Clean Air Plan will seek views about how Greater Manchester plans to tackle air pollution, demonstrating a co-ordinated approach to the future vision for the city region.
- 1.4 The GMSF is clearly key to create the foundations for the scale of growth and ambition for Greater Manchester. It will be part of the Development Plan for Tameside, but it is a high level strategic plan and does not cover everything. Local plans will continue to be important to take forward the strategic policies and priorities of the GMSF and interpret these at a more local and detailed level, sustaining areas of local distinctiveness and quality in Tameside.

2. BACKGROUND

- 2.1 During the preparation of the GMSF, there have been several stages of informal consultation, including a call for sites exercise and periods of public consultation in both 2016 and 2019. The first draft of the GMSF was published for consultation on 31 October 2016, ending on 16 January 2017 and generated significant interest with other 27,000 responses received. Consultation on the last version of the plan, the 2019 revised Draft GMSF, took place between January and March 2019. Over 17,000 responses were received to that consultation. Since the consultation closed, further work has been undertaken to analyse the responses, develop and refine the evidence base and prepare a further version of the plan. A Consultation Final Report accompanies the GMSF 2020 to enable people to see how their previous comments have been considered and how the plan has been changed as a result, or why some comments have not resulted in changes.
- 2.2 A revised draft GMSF has now been prepared. This next consultation is the 'Publication stage', a formal consultation on the jointly prepared plan and its background information, in accordance with relevant national regulations (in this case regulation 19 of the Town and Country Planning (Local Planning) (England) Regulations 2012). This formal consultation is proposed to take place between dates to be agreed at the AGMA Executive meeting scheduled for 30 October 2020.
- 2.3 The publication plan is one that the ten boroughs of Greater Manchester consider sound. And at the end of this next consultation period, the plan, along with copies of representations made, and other supporting documents, will be submitted to the Secretary

of State. This is known as the 'Submission stage', undertaken in accordance with regulation 22 of the Town and Country Planning (Local Planning) (England) Regulations 2012. It is important to note that whilst anyone can make a representation on a plan, only those relating to the tests of soundness¹ will be taken into account by the Inspector through the examination of the plan.

3 CONSULTATION

- 3.1 The consultation will be carried out in line with the requirements of each of the district Statements of Community Involvement. The challenges posed by the coronavirus pandemic have been significant and government guidance continues to have implications for how the public can be engaged, especially through this next consultation phase. However, the government has also been clear that the challenge presented by the virus is not a sufficient reason to delay plan preparation. Therefore a range of activities and reasonable steps have been considered to ensure a broad spectrum of the community are engaged through publishing the plan and the achievement of a consultation in a safe and broadly consistent way across Greater Manchester.
- 3.2 Government has also issued emergency legislation (expiring 31 December 2020) to remove the need for hard copies of plans to be available in locations such as town halls or libraries and advised local authorities to review their Statement of Community Involvement to ensure that consultation can take place in a COVID-compliant way. To reflect this advice, the Council has recently consulted on a revised draft Statement of Community Involvement. This is the document which sets out how the Council will consult people when it prepares planning documents and determines planning applications.
- 3.3 Effective community engagement must be promoted by methods which are reasonably practicable and government guidance strongly encourages the use of online engagement methods. Engagement strategies continue to be developed for the GMSF 2020 consultation, which consider the use of virtual exhibitions, digital consultation tools, social media and other online resources. However reasonable steps also need to be taken to ensure that sections of the community that don't have internet access are involved and therefore alternatives are also being considered. This could include:
- Engaging sections of the community that do not have internet access through representative groups via the Councils Partnership Engagement Network;
 - Providing telephone information lines or a call back facility;
 - Placing of site notices adjacent to both allocations for development but also sites for further protection;
 - Provision of display material prominently in public locations; and
 - Provision of hard copy or take away material within libraries.
- 3.4 It is important to note that while there continues to be uncertainty around the type of local or national restrictions which may be in place at the time of the consultation, scenarios continue to be developed jointly with the Council's Policy and Communications teams to respond to the different levels of social distancing and public interaction which may be possible at that time.

4 CONTENT

- 4.1 The GMSF is Greater Manchester's plan to manage growth so that the city region is a better place to live, work and visit. It will:

¹ <https://www.gov.uk/guidance/national-planning-policy-framework/3-plan-making>

- set out how Greater Manchester should develop up to the year 2037;
- identify the amount of new development that will come forward across the 10 districts, in terms of housing, offices, and industry and warehousing, and the main areas in which this will be focused;
- identify the important environmental assets across the conurbation which will be protected and enhanced;
- allocate sites for employment and housing outside of the urban area;
- support the delivery of key infrastructure, such as transport and utilities; and
- define a new Green Belt boundary for Greater Manchester.

4.2 The GMSF Publication Draft 2020 continues to follow the broad spatial strategy approach of significant growth within the core area of Greater Manchester, while boosting the competitiveness of the north and sustaining the south of the area. To this effect, the spatial distribution of development is also broadly similar to that set out in 2019. In pursuit of this, the GMSF 2020 proposes at least 2,460,000 square metres of new office floor space, 4,100,000 square metres of industrial and warehousing floorspace and close to 180,000 new homes across Greater Manchester over the plan period.

4.3 As in 2019, a large share of development in Tameside is expected to be accommodated on sites within the existing urban area. However three Green Belt sites at: Ashton Moss West; Godley Green Garden Village; and South of Hyde; are needed to supplement this for both employment and housing uses.

4.4 Godley Green continues to be identified as having potential to accommodate around 2,350 new homes, although not all are envisaged to be delivered within the plan period and South of Hyde around 440 new homes.

4.5 Ashton Moss West continues to be identified for employment uses, although the use classes prescribed have been brought up to date in line with recent government changes and overall development yields for the site have been reduced from around 175,000 square metres of potential floorspace to around 160,000 square metres. This follows further analysis of development constraints.

4.6 All of the three strategic sites maintain the same level of land to be taken out of the Green Belt (known as Green Belt deletions). This is mirrored through allocation boundaries that remain the same, apart from the addition of a small parcel of non-Green Belt land at the South of Hyde site. This is adjacent to Hilda Road and is to facilitate access from the A560.

4.7 Alongside the identification of three sites for development purposes, the GMSF Publication Draft 2020 also identifies a number of sites to be protected and added to the Green Belt (known as Green Belt additions).

4.8 The existing Green Belt in Tameside extends to approximately 5,071 hectares and a further 75.19 hectares of land in the borough, across 12 sites, have been identified within the Publication plan to be designated as such. Initially 17 sites had been proposed within the 2019 GMSF and a further three sites were put forward through the 2019 consultation, Following further analysis of the proposed additions, there are 12 sites taken forward as follows:

- Fox Platt, Mossley;
- Cowbury Green, Long Row, Carrbrook;
- Woodview, South View, Carrbrook;
- Manor Farm Close, Waterloo, Ashton-under-Lyne;
- Ridge Hill Lane, Ridge Hill, Stalybridge;
- Yew Tree Lane, Dukinfield;
- Hyde Road, Mottram;
- Ashworth Lane, Mottram;

- Broadbottom Road, Broadbottom;
- Cemetery Road, Denton;
- Ardenfield, Haughton Green, Denton; and
- Horses Field, Dane Bank, Denton

- 4.9 This means that the overall net change in Green Belt for the borough is a 2.7% reduction, this is comparative to an initial net reduction in 2016 of 8.6% and an overall net reduction in the Greater Manchester Green Belt in 2020 by 3.25%.
- 4.10 While the spatial strategy and distribution of development within the GMSF Publication Draft 2020 remain broadly similar to that presented in the 2019 revised Draft GMSF, there has been substantial work to strengthen the evidence base. This has been added to significantly in direct response to consultation comments and has informed the development of the GMSF Publication Draft 2020 and its policy content.
- 4.11 Alongside the further evidence as set out below, a key supporting document will be a strategic Statement of Common Ground. This will set out the key matters between the ten authorities, agreeing on the distribution and quantum of development contained within the Publication Plan. It will also deal with any matters with other organisations that require to be agreed to enable the Publication Plan to be submitted next year. There may be need for additional Statements of Common Ground to deal with specific matters linked to the proposed site allocations and these will be the responsibility of the relevant local authority to draw up if required.
- 4.12 Additionally, as part of the development of GMSF 2020 an Integrated Assessment has been undertaken, incorporating the requirements of:
- Sustainability Appraisal (SA): mandatory under section 19 (5) of the Planning and Compulsory Purchase Act 2004.
 - Strategic Environmental Assessment (SEA): mandatory under the Environmental Assessment of Plans and Programmes Regulations 2004 (which transpose the European Directive 2001/42/EC into English law).
 - Equality Impact Assessment (EqIA): required to be undertaken for plans, policies and strategies by the Equality Act 2010.
 - Health Impact Assessment (HIA): there is no statutory requirement to undertake HIA, however it has been included to add value and depth to the assessment process.
- 4.13 The Integrated Assessment has contributed to the development of the GMSF through an iterative assessment which has reviewed the draft policies and site allocations against a framework of questions. Consultation is a significant part of developing the Integrated Assessment, and the opinions and inputs of people have been sought on it in the past and will continue to be sought through the next consultation.
- 4.14 Additionally, in relation to evidence, significant work has progressed in relation to transport matters and the issues of congestion in particular, which many previous respondents referred to as an area of concern requiring further consideration. Each of the three strategic site allocations is now accompanied by a Locality Assessment, which considers these matters in detail and identifies potential mitigation. In addition, the 2040 Transport Strategy Delivery Plan is accompanied by a Local Implementation Plan which identifies priorities for transport investment.
- 4.15 Preliminary Ecological Appraisals have also been undertaken for each of the proposed strategic allocations. The appraisals respond to biodiversity concerns raised through the previous consultation, identify important habitat, species and ecological designations and also provide a baseline for further monitoring while identifying where further assessment may be required.

- 4.16 Historic Environment Assessments have also been undertaken across the three strategic sites, identifying matters of built heritage and archaeological consideration. Again these assessments respond directly to consultation comments, provide a baseline for further work and identify a range of positive opportunities which masterplans could explore further.
- 4.17 In addition further analysis has been undertaken of potential constraints across the three strategic sites in discussions with a range of utility providers, alongside the development of other evidence. A broad comprehensive evidence base has been assembled to support the policies and proposals in the GMSF 2020 and this is accessible alongside the plan via the web link in the cover of this report.. As an output from this combined work, all three strategic sites in Tameside are shown to be able to deliver viable schemes. In addition, an updated 2019/20 baseline land supply has been prepared, which will be published to support the consultation. This shows that over the plan period the existing land supply (6,347 units), the majority of which are on brownfield sites (5,017 units), will be where the majority of development is brought forward. Being topped up by a small windfall allowance (576) and GMSF 2020 strategic sites (1,558).
- 4.18 Alongside the identification of the three strategic sites for growth and 12 sites for further protection through being added to the Green Belt, as set out above, the GMSF Publication Draft 2020 continues to set a housing target for the borough over the period 2020-2037. This represents an annual average target of 475 units. In addition, the plan continues to take a stepped approach to the phasing of this across now three time slices, as opposed to two within the 2019 plan. Initially setting an annual target of 281 units before stepping to 475 and then to 614 units respectively.
- 4.19 While the above points provide a summary of those which are likely to be of particular interest and importance to the Borough, the GMSF continues to set out a range of thematic planning policies, which will become material planning considerations and policies against which Development Management decisions will be made. These thematic policies are wide ranging in subject matter and provide scope to prepare future Supplementary Planning Documents to assist local interpretation. Following adoption of the GMSF each borough will be updating their own Local Plan, and work has already started to review which policies within Tameside's existing planning framework are likely to be replaced by content within the GMSF Further reporting on which, will be given through the GMSF adoption process. An initial list of policies in local plans which are expected to be replaced is accessible via the web link in the cover of this report.

5 CONCLUSION

- 5.1 In 2014 the Council resolved to work collaborative with those in Greater Manchester to prepare jointly a strategic planning document for the city region. The next consultation stage represents a move toward the culmination of that process, prior to submission of the plan to the Secretary of State for independent examination.
- 5.2 The plan, alongside thematic policy content, identifies in Tameside three strategic sites for growth and twelve sites for further protection as additions to the designated Green Belt. Alongside this, it also seeks to provide the borough with an up to date housing target, the strategic context for the borough's Local Plan and updated development management policies to be used in the determination of planning applications.

6 RECOMMENDATIONS

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

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Report to:	EXECUTIVE CABINET
Date:	2 November 2020
Executive Member/ Reporting Officer:	Cllr Gerald Cooney – Executive Member (Housing, Planning and Employment) Jayne Traverse, Director of Growth Gregg Stott, Assistant Director Investment, Development & Housing
Subject:	GODLEY GREEN GARDEN VILLAGE - PROJECT UPDATE & BUSINESS CASE
Report Summary:	<p>This report provides an update to Executive Cabinet following the Council's decision in December 2019 to enter into a Grant Funding Agreement (GFA) with Homes England to secure £10m for the critical infrastructure required to open up the site for residential development. This means the Council is now contractually obliged to deliver the Godley Green Project against agreed contract conditions and milestones. In addition, the report will set out the current position in relation to project delivery and the next immediate proposed stages.</p>
Recommendations:	<p>That Executive Cabinet be recommended to:</p> <ol style="list-style-type: none">1. Approve a budget of £2.75m to allow the progression to the next phase of the project as detailed within the confidential business case.2. In approving the additional £2.75m budget note the significant benefits afforded by the scheme of a positive planning decision with any financial benefits from this being used to replenish the Medium-Term Financial Strategy reserve by the £2.75m.3. Approve the bringing forward of £0.5m of reserve funding into 2020/21 that is currently earmarked to be spent in 2021/22 to allow the completion of the planning application by February 2021.4. Approve entering into Land Option Agreement's as the preferred route to acquiring the land interests across the Godley Green site to satisfy the existing contractual commitments with Homes England.5. Approve the spending of the approved implementation budget as outlined in the confidential business case set out at Annex A.6. Approves postponement of the Council led consultation for Godley Green until the new year to allow the consultation to run consecutively with the Greater Manchester Spatial Framework consultation following advice from the Local Planning Authority. This will not impact the overall delivery date of Godley Green.
Corporate Plan:	<p>The Council's ambitions for Godley Green are reflected in the Corporate plan by aspiring to build successful lives, strong and resilient new communities, invest in a local and vibrant economy</p>

and promote healthy lives in a new place.

Policy Implications:

The proposed Garden Village at Godley Green is the key strategic site for Tameside as identified in the Greater Manchester Spatial Framework. If the site does not come forward for development, the Council will be required to find alternative sites to meet its future housing requirements.

Financial Implications:

There are several aspects to the financial proposals in this report:

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

- 1) There is a request for £2.75m of additional funding to allow the Council to take the project to the next stage. It is proposed to fund this from the medium-term financial strategy reserve, on the basis that the project if successful will bring significant benefits to the borough and its residents.
- 2) The costs of pursuing the planning application is likely to be in the region of £2.125m. The Capital Programme contains existing Council funding of £0.4m, with a further £1m agreed as part of the budget process, which was to be spread over two years. In order to progress the project within this financial year £0.5m scheduled to be spent in 2021/22 is required to be brought forward into 2020/21. Further agreed funding of £0.72m from Homes England means there is a sufficient funding envelope available for the planning stage based on current estimates.
- 3) It should be noted that there will be a requirement for the Council to repay the £0.72m to Homes England should the scheme not progress as planned in accordance with agreed milestones.

Legal Implications:

(Authorised by the Borough Solicitor)

The current driver for the project is the funding agreement with Homes England which includes a number of milestones, which must be met in order to receive the further funding and not have to repay the funding already received. This funding is to support the initial infrastructure work and the planning application.

It is therefore critical that wherever possible the work remains on track in accordance with the milestones and that slippage to those milestones is managed through the relationship with Homes England as failure to meet the milestones can result in the council being required to pay back the funding received and fail to receive the further funding which has been promised

The immediate next steps will be the preparation of the options agreements, support the external consultants in relation to planning and to provide advice in relation to the CPO strategy.

The CPO is an important element of the overall scheme to run alongside the options agreements to ensure that the land can be secured in a timely fashion. In addition a CPO can be an expedient way of dealing with third party rights and other issues, which may affect the land. Therefore there will be a further report in due course dealing specifically with the CPO strategy and process.

Comprehensive title investigations in relation all the parcels of land affected by this project which is in excess of 50 parcels and over 18 landowners are also being undertaken. This work is a key

component for both the options agreement and CPO strategy.

As stated in this report the immediate priorities are securing the options agreements and submitting the planning application. Both of these will be challenging if only because the development is located in the green belt.

Appropriate consultation will also have to be undertaken which is now advised should run following the consultation on the Greater Manchester Spatial Framework and continues to be supported by external consultants.

With regards to the delivery of the infrastructure works, advice and assistance will be provided via STAR to ensure that the works are procured compliantly and represent best value. Support will also be provided by the Council's own highways service.

Whilst a significant amount of work is required in relation to the initial infrastructure and planning aspects of this project the project team also has to consider the longer terms actions for this project including funding and development partners. This work will need to be progressed alongside the HIF milestones

Risk Management:

A project of this size has a number of risks across each of its phases. The initial risk are:

1. Failure to meet the HIF milestones
2. Failure to agree and enter into an agreement with the Godley Green Landowners
3. Homes England withdrawing the funding to use elsewhere in the country
4. Greater Manchester Spatial Framework Timing
5. Planning permission not being granted
6. The housing market being depressed due to the impact of Covid and Brexit
7. Land values not being realised
8. Judicial review and challenge

Access to Information:

The business case at **Appendix A** is exempt from publication as it contains exempt information relating to paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended). On balance, under paragraph 10 of Part 2 of Schedule 12A, it would not be in the public interest to disclose this information to the public because disclosure would, or would likely to, prejudice the commercial interests of the Council and/or 3rd parties, which, in turn, could impact upon the interest of the local taxpayer.

Background Information:

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



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1. INTRODUCTION

- 1.1. The Godley Green Garden Village scheme is recognised by Homes England and the Greater Manchester Combined Authority as one of the largest and most ambitious programmes of development and regeneration with the North West and City region. The scale of development that could take place is the equivalent of a new district or urban extension.
- 1.2. Godley Green has the potential to provide transformational change to the Tameside housing market through delivery of up to 2,350 new quality homes helping to satisfy the housing requirements of local people across all tenure and housing types, from affordable to executive homes.
- 1.3. The vision for Godley Green Garden Village is to create a nationally recognised vibrant, sustainable & beautiful new community based on Garden Village principles. These principles are being proposed by Government as a policy initiative designed to promote well planned areas of significant residential growth.
- 1.4. Godley Green will have a unique and distinctive sense of place with seamless integration of new physical, social, green and blue infrastructure into a superb natural landscape with excellent links to the city region, the Pennines and National Park.

2. GODLEY GREEN: STRATEGIC RELEVANCE, BENEFITS AND OPPORTUNITIES

- 2.1. Godley Green is “*the*” key strategic site for Tameside. If it comes forward for development through greenbelt release, it has the potential to deliver 25% of the Council’s housing requirements over the Greater Manchester Strategic Framework (Greater Manchester Spatial Framework) plan period. If the site is not promoted for development, the Council will be required to identify alternative sites to meet its future housing requirements.
- 2.2. The Tameside Housing Market is characterised by 90% of properties in CTAX Band A-C. At the same time there is a shortfall of land supply to meet the need for new homes required in the borough over the next 20 years. Combined, both factors act as barriers to economic growth and increased productivity in the area.
- 2.3. The transformational change that is proposed by this development will help to satisfy the needs of current and future households providing the step change required that will contribute to the re-balancing of the Tameside housing market.
- 2.4. The Council has been working constructively with the 18 private landowners since October 2016 to establish the overarching principles for delivery and promotion of a Garden Village on the site. A Landowners Memorandum of Understanding (MoU) was signed in March 2017, which established the principles for collaboration and a commitment to promote the site through the planning process.

Anticipated benefits to the Council

- 2.5. Godley Green offers a rare opportunity to Tameside and Greater Manchester to deliver a large scale, sustainable Garden Village. Anticipated benefits to the Council include:

Anticipated Benefits to the Council

- Council Tax – increase in council tax to enable the funding of borough wide services
- Section 106 – The borough will benefit from any developer or section 106 contributions from the scheme to invest in public infrastructure
- Enhanced Council Land Value – The land value uplift of the Councils 8.5 acres
- HIF Grant Investment in the borough– If the scheme performs better than initially expected, the £10m will be recoverable by the council to reinvest in housing and placemaking across the borough.
- Recover costs incurred pursuing the Planning Permission and development related fees
- Housing Needs – The site can deliver 25% of the Councils housing needs over the plan period
- Affordable Homes – The site will deliver 30% affordable housing
- Social Value – Significant new public realm and new green and blue infrastructure.
- Hyde & Hattersley – Impact of the new community and wider socio-economic benefits
- Exemplar Scheme – Creation of a nationally recognized exemplar settlement
- Job Creation – The local centers will provide jobs for local people
- Education – New educational curriculum and vocational opportunities linked to Godley Green.
- Health & Wellbeing – Through the high-quality provision and improved access to open space.
- Energy Sustainability – Modern methods of construction and renewable energy solutions
- Accessibility – High quality placemaking with a focus on removing vehicle reliance.
- Transformational Growth – Place People

2.6. Without the required political and strategic leadership of the Council it is unlikely that the anticipated benefits listed above would be realised. If the Council chooses to pass the site to the private sector, the site may still get developed; however, this is unlikely due to the fragmented land ownerships, greenbelt designation and the upfront risks associated. In addition, the private sector was not eligible to access the Homes England Housing Infrastructure Funding secured by the Council.

3. GODLEY GREEN - PROJECT DELIVERY STAGES - PURPOSE OF REPORT

3.1. Due to the complexity, duration, and scale of this the project, a programme has been established around 6 key stages which reflect the different risks, outputs and governance that will be required to deliver the vision for Godley Green. There are multiple interdependencies between each stage which will require progress to be made concurrently and in a collaborative way.

- Stage 1 – Project Inception & Securing Funding
- Stage 2 – Planning Application Process
- Stage 3 – Securing Land Interests
- Stage 4 – Developer and/or Partnership discussions
- Stage 5 – HIF Funded Infrastructure Delivery
- Stage 6 – Wider Site Delivery

3.2. The principal purpose of this report is to discuss key issues and decisions which are required to move forward on Stages 2 and 3.

- 3.3. Later stages of project delivery will be subject to separate governance reports at the appropriate time (Stage 4 onwards).
- 3.4. An outline of Stage 1, which has already been completed, is provided below for background information and context.
- 3.5. Godley Green has, and continues to develop, robust governance and business planning arrangements, which will support the project as it evolves and such arrangements needing to evolve as per the project's development over the next stages of project delivery.

Stage 1 – Project Inception and Securing Funding

- 3.6. This information has been provided for context and a wider understanding of the Godley Green process to date.
- 3.7. To unlock the development potential at Godley Green, the Council has been reliant on a successful capital grant funding bid to the Governments HIF programme. Securing this funding was a crucial component in mitigating the risk associated with the significant upfront infrastructure costs and supporting the ambition to accelerate development at Godley Green.
- 3.8. The Council signed the HIF Grant Funding Agreement (GFA) in December 2019 for £10m of grant funding towards the provision of critical infrastructure required to unlock development activity in First Phase delivery, namely:-
 - 2 Junctions and Access Roads off Mottram Old Road
 - A Primary Substation or Sustainable Energy Solution
- 3.9. Detailed cost plans and designs for this infrastructure have been confirmed and agreed with Homes England in line with the GFA milestones.
- 3.10. In the Executive Cabinet Report presented in October 2019, Executive Members were informed of the extremely challenging conditions and milestones that the Council needed to agree in order to secure the £10m HIF Funding.
- 3.11. Homes England has now assigned a dedicated Relationship Management Officer to the project. This involves bi-monthly project management meeting to monitor progress on delivery against the contract conditions and Milestones.
- 3.12. The meetings have successfully led to a number of the milestones being re-defined, amended or in some cases deleted. There is now far more clarity and certainty on project delivery on both sides and Deed of Variation to the original position has now been concluded.
- 3.13. The Council has negotiated an early drawdown of £720,000 from the £10,000,000 HIF Funding to support the critical work required for the planning application. This initial drawdown is being spent on the development of the design and planning application.
- 3.14. If the milestones and contract conditions are not met, then the Council will be unable to drawdown further funding and could be liable for the repayment of any funding drawn down. There is currently no budget available for this so represents a risk to the Council that would need to be funded from reserves or contingency budgets. It is therefore paramount that all of the pre-application surveys and site investigations and works to enable the achievement of the milestones are progressed.

4. RISK MANAGEMENT

HIF Related Risks

- 4.1. The HIF Milestones and conditions remain challenging. The salient risks linked to the HIF Funding are described below.

Issue	Challenge
Title Deeds required from Landowners impacted by infrastructure	Title deed letter to be provided by 2nr landowners in the East of Godley Green to satisfy a HIF Milestone
Hybrid planning application to be submitted for phase 1 housing and HIF Funded Infrastructure Works	HIF Milestone date of 30-11-20 (under negotiation – see section 6.5)
Unconditional contract entered into by the Local Authority with the Developer	Procurement of consultants to deliver HIF Infrastructure

Planning Risks

- 4.2. If Planning permission is not granted, there are the following implications:
- Withdrawal of £10m Grant
 - Repayment of £720k Initial grant drawdown
 - Loss of Godley Green as a strategic site
 - Loss of Councils £1m Planning Application spend
 - Loss of Wider Scheme benefits
 - £2.75m investment at risk
- 4.3. Mitigation measures for the above risks are set out in the comprehensive risk log contained within the confidential Business Case.

5. GODLEY GREEN PROJECT GOVERNANCE

- 5.1. Due to the scale and complexity of the Godley Green Project, robust governance and business planning arrangements are critical. A cross departmental working group, including senior officers from Growth, Finance and Legal, has been established to oversee the Council's role in promoting Godley Green. This group is led by the Assistant Director of Investment, Development & Housing and it will report on performance delivery, key programme delivery/development, future strategic and policy developments of the programme.
- 5.2. The cross department working group feeds into an executive officer steering group consisting of key senior officers that provides oversight of the programme. Programme management and performance reports will be provided on a fortnightly basis and will be undertaken in line with the wider programme management office function, which works across all of the delivery work-streams.
- 5.3. There will also be performance and reporting into a Member Steering Group on a monthly basis (or as otherwise required) to provide key overview and performance delivery updates. Further periodic updates and reports will also be provided to Executive Cabinet.
- 5.4. The cross service working group are also currently considering potential future partnership relationships with other critical public sector partners including Homes England, Greater Manchester Combined Authority (GMCA) and Population Health as well as the private sector. Further proposals will be presented to the governance structures and groups outlined above. This will also give consideration of the wider policy and delivery impacts of the programme and to maximise the scheme as a national exemplar project across many different policy fields.

6. STAGE 2: GODLEY GREEN PLANNING APPLICATION PROCESS

- 6.1. An external multi-disciplinary team has been procured to support the Council in pursuing a planning application for the Godley Green Garden Village. This is a key process for both the HIF Grant Funding Agreement and unlocking the wider scheme benefits.

Planning Policy Position - Greater Manchester Spatial Framework

- 6.2. The key emerging planning policy document is the draft Greater Manchester Spatial Framework. The draft Greater Manchester Spatial Framework is a joint plan prepared by the Greater Manchester Combined Authority (GMCA).
- 6.3. In October 2016, the GMCA published an initial draft of the Greater Manchester Spatial Framework, which identified Godley Green as strategic housing allocation to be released from the Green Belt for approximately 2,350 homes. The Greater Manchester Spatial Framework has since been revised, with an amended draft being published in January 2019 for an 8 week consultation. Within this revised draft, Godley Green continues to be a proposed strategic allocation to be released from the Green Belt.
- 6.4. All 10 GM Councils will be asked to consider and approve the final consultation draft of the Greater Manchester Spatial Framework. Subject to approval, this will result in a further 8-week consultation commencing during 2020.
- 6.5. The Local Planning Authority have advised that the two consultations (Godley Green & Greater Manchester Spatial Framework) should not be run at the same time to prevent public confusion and to minimise overall risk and exposure to a major planning application. As the two processes are being promoted by the Council, the different approaches taken for the Godley Green planning application and the Greater Manchester Spatial Framework need to be kept separate.
- 6.6. As a result the consultation process is rescheduled to be run early in the new-year with an aim to submit the planning application in February 2021.
- 6.7. To mitigate against the risk of the Greater Manchester Spatial Framework consultation process being delayed and a further delaying the Godley Green consultation, it is proposed that the Godley Green Planning Application is still to be submitted in February 2021.
- 6.8. One approach available to the Council, is to wait for the Greater Manchester Spatial Framework to be adopted. However due to the uncertainty and consistent delays with the Greater Manchester Spatial Framework over the last 2 years, coupled with the funding requirements of the HIF, the Council is not in a position to delay and is preparing a hybrid planning application covering the whole site based on a "Very Special Circumstances" case to support the greenbelt release.

Planning Application – The Case for Very Special Circumstances (VSC)

- 6.9. Acting as Land Promoter, the Council is currently preparing a hybrid planning (outline development with detailed Infrastructure works) application for the project based on a Very Special Circumstances (VSC) case. This approach has been discussed with, and endorsed by, the Local Planning Authority (LPA) through regular pre-planning meetings.
- 6.10. It is unlikely that one single factor will provide sufficient weight to make the case for greenbelt release, given its size, scale and location. However, it is considered that a VSC case can be made by combining a number of benefits together, each of which will carry a different degree of weight. These benefits may include:
- Emerging planning policy (Greater Manchester Spatial Framework)
 - The delivery of new homes to meet housing need including affordable housing provision (in excess of policy requirements);
 - New physical, green, blue and social infrastructure provision;

- Proposed sustainability measures,
- Economic benefits,
- Socio-economic benefits and wider transformational benefits to the surrounding areas

6.11. For a development of the scale and complexity of Godley Green the LPA has confirmed that a full Environmental Impact Assessment (EIA) will be required. This has been scoped out to include the following chapters:

- Human Health
- Landscape and Visual
- Ecology
- Archaeology
- Land Quality
- Drainage and Flood Risk
- Transport Impact
- Air Quality
- Noise Impact
- Light Impact

6.12. The costs of developing a planning application of this scale are circa £2,125,000. This is being funded through the initial £720,000 HIF drawdown and £1,000,000 of Council support committed through the budget setting process. The remainder will be funded through existing budgets.

6.13. A summary of the funding and cost position based on current cost estimates is included in the table below.

Planning Stage Expenditure & Funding Summary

Funding	(£'000 ROUNDED)				
	2018-19	2019-20	2020-21	2021-22	Total
Homes England Grant	0	299	421	0	720
Council Reserves (Approved February 2020)	0	0	1,000	0	1,000
Existing Capital Funding	196	0	0	209	405
Total Available Funding	196	299	1,421	209	2,125

6.14. The Local Planning Authority (LPA) has appointed a Full Time Case Officer to review the application through the various stages leading up to its submission. This takes the form of weekly meetings with the Project team and is currently focusing on engagement with Statutory and Non-statutory consultees. This is funded from the application fees that are paid by the planning applicant.

7. KEY STAKEHOLDER ENGAGEMENT

VSC and Impact on Hyde Town Centre & Hattersley

7.1. As the site will still be in the greenbelt, the development will need to demonstrate Very Special Circumstances (VSC). In order to strengthen the VSC case the Council will commit to pursuing a scheme that benefits existing communities in Hyde and Hattersley and which will be financially linked through the investment of financial surplus generated by Godley Green.

New Mottram Showground Site (Land to the south of Godley Green)

7.2. This land has been identified for its potential and ability to provide a range of ecological offsetting, bio-diversity gain and space for additional sports provision that will need to be

delivered as part of the Godley Green development.

Alder High School PFI Contract

- 7.3. The Council's land which is the preferred access route for the western side of the site, is currently subject to negotiation with the PFI operator. A revised red line site plan is with the PFI managers solicitors. The Council continues to work with the solicitors to conclude the matter.

Public Engagement and Consultation Strategy and Godley Green Website

- 7.4. The current pandemic means it is not possible to consult in traditional ways. A website is being developed with the functionality to provide information about the scheme and to host interactive consultation events. A formal consultation launch will be required and work has been ongoing with internal policy & communications around the establishment and delivery of a Consultation & Engagement strategy. Prior to any formal launch all appropriate briefings and consultation with Executive Members will be undertaken.

Cadent Gas Line & Easement

- 7.5. Cadent have a high-pressure gas main running across the site, west to east. They have easements in place with 6 landowners including the Council. The Council will require Cadent's approval to place a road over the main and/or to relocate the pipe. Landowners have been approached to provide details of their easement clause and a site visit has been arranged with Cadent.
- 7.6. Two masterplans have been developed to aid discussions with Cadent; one which incorporates the existing easement location into the design within Cadent's requirements as much as possible, and an alternative design which is based on relocating the pipe.

Network Rail and Hattersley Bridge

- 7.7. The scheme design includes a pedestrian and cycle bridge over the rail line near Hattersley Station. This is a key piece of infrastructure to create a strong connection with the existing community in Hattersley and to improve connection for the students from Alder High School.

8. STAGE 3: LAND OPTION AGREEMENTS

Land Options

- 8.1. Under the grant funding agreement, there is a commitment by way of pre-drawdown condition to secure the land interest through a "*signed agreement with the site owners for the development of the site*" (Source: HIF).
- 8.2. The most optimal approach, endorsed by Homes England, is for the Council to enter into Land Options Agreements (LOA) with each of the landowners within the redline that constitutes the Godley Green development proposition.

Compulsory Purchase Order (CPO)

- 8.3. In line with the HIF contract conditions, a CPO strategy is being developed alongside the landowner Option Agreement negotiations and Planning Application. Without a CPO, the Council may be unable to demonstrate deliverability of the site which will impact the planning application determination.
- 8.4. A compulsory purchase is a legal function that would allow the Council to acquire land if landowners are not willing to sell by agreement. Whilst it might be possible to acquire land by option agreements, the Council must consider using compulsory powers. The Council needs assurance that the site assembly exercise can be completed without undue delay and without being held to ransom by owners maximising value unreasonably and unwilling to sell. Compulsory powers also have the further advantages that the price paid will be in accordance with the statutory compensation code and disputes over that price will not hold

up entry or acquiring ownership of the land. Both these issues will be resolved in advance of the settlement of any compensation dispute.

- 8.5. An added benefit to using compulsory purchase powers is that if the development causes interference with the rights of third parties (for example, a right of light) then whilst compensation might have to be paid for any interference with rights, that interference cannot entitle the third party to an injunction preventing the development from taking place.
- 8.6. An external legal team has been appointed to provide support on the CPO process and a range of other issues relating to the Planning Application process.

9. NEXT STAGES

- 9.1. In order to draw down the remaining £9.28m of HIF Funding the Council will need to demonstrate to Homes England that it is in a position to deliver the wider project. Further updates on the remaining stages will be presented as appropriate to Executive Cabinet and will consist of the following.

Stage 4 – Developer and Partnership discussions

- 9.2. HIF will make a significant contribution to the delivery of first phase infrastructure and improve the viability of future development. The Council is also actively talking with other potential investors in the public and private sector that can support the ambitions for this development.
- 9.3. Based on the Council securing Options on the land, it will continue discussions with the market and other potential funders during the planning application process. This project stage considers the overall development and delivery of Godley Green. The necessary partnership arrangement, or future back to back agreements will be in place prior to formal requirement and purchase of the land. Progress on these discussions will be reported quarterly or as relevant to the governance and oversight structures for Godley Green.
- 9.4. Potential developers/partners/investors may include Homes England, GMCA, Registered Providers, private developers and funding bodies. A scoping report is currently being prepared for Homes England, to set out future opportunities for their long-term involvement within the Godley Green development. Discussions with various Homes England departments are currently ongoing.
- 9.5. A key output of this stage will be the production of a Strategic Business Plan. The Strategic Business Plan will detail key elements of the development including; commissioning and procuring infrastructure; housing affordability; future public realm management and stewardship arrangements that will be required for a new settlement. This document will be summarised within a future report to the Executive Cabinet.

Stage 5 – HIF Infrastructure Delivery

- 9.6. Upon granting of a planning permission, the project will move into the delivery phase which will see the construction of the HIF funded “opening-up” infrastructure.

Stage 6 – Wider Site Delivery

- 9.7. The format of Stage 6 will be determined following the outputs of Stage 4.

10. CONCLUSION

- 10.1. The Godley Green Garden Village scheme is recognised by Homes England and the Greater Manchester Combined Authority as one of the largest and most ambitious programmes of development and regeneration within the North West and City region. The

scale of development that could take place is the equivalent of a new district or urban extension.

- 10.2. The £10m secured through the Government's Housing Infrastructure Fund Programme is an endorsement of the vision set out by the Council that will enable the critical infrastructure required to open up the Godley Green site for development. The Quality Assurance and relationship management arrangements with Homes England, now provides a framework for project delivery in line with the HIF milestones.
- 10.3. The transformational change that is proposed by this development will help to satisfy the needs of current and future households providing the step change required that will contribute to the re-balancing of the Tameside housing market.
- 10.4. The Council will continue to promote the scheme through the "Planning Application" stage and the "Securing Land" Stage. Considerable work has already been completed to date and pre-planning discussions are underway with the Local Planning Authority.
- 10.5. Without the political and strategic leadership of the Council it is unlikely that the anticipated benefits that are forecast for Godley Green and set out in the report will be realised.
- 10.6. Additional support may be required at a national, regional and local level in order to maximise all available resources. This will involve further bids to new central Government Funding Programmes, access to Ministerial Departments and the consideration of other strategic and delivery approaches to realise the full potential of the Godley Green Programme.
- 10.7. The Council continues to work constructively with the 18 private landowners to establish the overarching principles for delivery and promotion of a Garden Village on the site. A Landowners Memorandum of Understanding (MoU) was signed in March 2017 which established the principles for collaboration and a commitment to promote the site through the planning process. The proposed Landowner Options Agreements set out in this report are the recommended next stage of this process.

11. RECOMMENDATIONS

- 11.1. Recommendations as contained at the front of the report.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Report to:	EXECUTIVE CABINET
Date:	2 November 2020
Executive Member:	Cllr Ryan, Executive Member (Finance and Economic Growth)
Reporting Officer:	Jayne Traverse – Director of Growth
Subject:	FORMER TWO TREES SCHOOL, DENTON - DEMOLITION OF BUILDINGS AND SITE CLEARANCE
Report Summary:	To seek approval and funding to proceed with the proposed demolition of the former Two Tress School buildings and associated site clearance in preparation for disposal or redevelopment.
Recommendations:	<p>That Executive Cabinet be recommended to:</p> <ul style="list-style-type: none">(i) Authorise in principle the demolition and site clearance of the buildings at the former Two Trees High School subject to detailed surveys and planning approval noting that the removal of asbestos and mechanical and electrical installations can proceed in advance of planning approval to demolish;(ii) Procure the demolition and site clearance through the LEP Additional Services Contract;(iii) Recommend to Council that the approved capital programme is varied to allocate an indicative budget of £0.800m to fund demolition and site clearance on the basis of urgent Health and safety works.(iv) Agree that in the event that the detailed surveys indicate that additional budget is required that the whole project cost be subject to scrutiny and approval of the Executive.
Corporate Plan:	Supports the objectives of the Corporate Plan specifically creating a modern infrastructure and a sustainable environment that works for all generations and future generations.
Policy Implications:	In accordance with Council policy.
Financial Implications: (Authorised by the statutory Section 151 Officer & Chief Finance Officer)	<p>Demolition and site clearance costs would normally be funded from either existing revenue budgets or additional revenue 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. No budget has previously been identified to fund this demolition and this report is requesting approval for £0.8m of capital resources for this purpose. This will minimise the short term revenue budget pressures but places further demands on the financing requirements of the Capital Programme. The Growth directorate is continuing to pursue other funding contributions such a grant funding where such opportunities are available. As part of the procurement of the demolition of the site, a full value for money assessment will be required before the entering into of any contracts for the works.</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</p>

does not include any approved budget for demolition costs at the former Two Trees Schools site) requires £19.5m of corporate resources, with only £14.6m available in reserves, leaving a £4.9m shortfall which needs to be met from the proceeds from the sale of surplus assets. If the costs of demolition for the former Two Trees Schools site are to be met by the Council, then this shortfall in available resources will increase further to £5.7m.

In September, Executive Cabinet approved the phase one of a disposals plan. The first £5.7m of capital sales receipts will be required to fund this gap before any new capital expenditure on additional schemes can take place.

The broader ambition of the Council, as first established in October 2017, points to a further requirement of £33.2m of 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)**

As set out in this report the delivery of the contract will be via the additional services contract with the LEP. The Council has a policy of having all risks contracts with the LEP unless any risks can be better managed by the Council. The vfm report (Appendix 2) that the Council's obtains to protect its interest and ensure that the LEP undertakes it role states:

"From reviewing the information available it can be considered that the scheme is acceptable from a Value for Money point of view.

It should be noted that no work should commence until the surveys are complete so that we can be assured we have a certain fixed costs and there are no unknown liabilities.

Longer term once the demolition has been completed various other steps need to be taken especially in relation to the permanent decommissioning of the pitches and planning and environmental requirements in relation to the demolition.

Risk Management:

See risk section within report

Background Information:

Appendix 1	Exempt vfm report
Appendix 2	Cost plan
Appendix 3	Programme

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



Telephone: 07971285332



e-mail: roger.greenwood@tameside.gov.uk

1. INTRODUCTION

- 1.1 Two Trees High School on Two Trees Lane, Denton ceased to operate as a community high school in 2012 and together with the closure of the Egerton Park High School a new PFI school was created called Denton Community College under the then Government's Building Schools for the Future Programme on the site previously occupied by Egerton Park. The Two Trees school buildings date from 1950's. Under the BSF programme the planned intention was to demolish the school buildings which dated from the 1950s and sell the site for alternative use to fund the Capital/BSF programme.
- 1.2 The Council has used the site for temporary accommodation since its closure in 2012, however it is now unoccupied other than the onsite security presence and is surplus to requirements.
- 1.3 Sports facilities that previously existed on the site consisting of three adult pitches and a cricket pitch were re-provided in agreement with Sport England at the Denton Community College.

2. BUILDING STATUS AND CONDITION

- 2.1 Following the school closure in 2012, a condition survey of the buildings was undertaken and identified that parts of the buildings on site were unsuitable for future occupation due to general condition and safety concerns. These areas were isolated from the main occupied areas and made inaccessible. No repairs or maintenance have been carried out on these areas since this decision.
- 2.2 In 2015 when the site was used as decant accommodation for Tameside One further investigations were carried out and other areas isolated due to further deterioration of the building fabric. During the decant occupation the building posed many challenges in maintaining safe and suitable office accommodation. Targeted expenditure was incurred to ensure that the building was suitable and safe to occupy, this expenditure focussed on statutory health and safety requirements and reactive maintenance. No money was spent on long-term refurbishment due to planned disposal of the site and intended demolition of the building.
- 2.3 The buildings on the site are in generally poor and in some areas unsafe condition. The construction method of buildings did not provide a long term (50 years +) occupation solution. Since the site vacation in 2019 works have been undertaken to ensure void site safety is maintained including gas service disconnection and boarding up of some lower ground areas to make secure.
- 2.4 The site and its buildings have recently become prone to increased levels of vandalism and other forms of anti social behaviour on a regular basis (Between September 2019 and March 2020 there have been 13 separate recorded repairs at a combined cost of approximately £30k). In order to keep the site safe and to reduce the risk of injury to trespassers 24 hour manned security has been procured resulting in additional revenue expenditure of approximately £2k per week (equivalent to £100k per annum).
- 2.5 The site is large with many access routes from neighbouring roads and pathways and is challenging to manage with the site security logs demonstrating regular trespass and break-ins resulting in vandalism and/or theft.
- 2.6 Asbestos surveys were carried out by specialists between October and December 2019. Locations of asbestos containing materials were confirmed or strongly presumed to be present throughout.

- 2.7 Whilst the site and its buildings remain at current status the Council remains at risk from unauthorised trespass into a potentially dangerous environment both structurally unsafe and also containing hazardous materials.
- 2.8 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

3. PROPOSED DEMOLITION OF BUILDINGS AND SITE CLEARANCE

- 3.1 A number of surveys have been carried out including asbestos and ecological bat survey and as previously stated services have been either isolated or disconnected. The LEP cost plan indicates that full asbestos removal, demolition costs and site clearance will be £763,480 and take 8 months to complete from the date of approval.
- 3.2 Prior to the start of demolition works planning and building control consent will be obtained.
- 3.3 In order to reduce the demolition programme it is proposed that a soft strip of the building be undertaken in advance of planning approval. The soft strip will include the removal of redundant mechanical and electrical installations and asbestos.

4. PROCUREMENT

- 4.1 The demolition procurement route is via the LEP through the Additional Services contract and plans to clear the 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.
- 4.2 The scheme has a cost estimate of £763,480 this includes the value in the attached value for money cost plan **Appendix A** and the 2% LEP fee. The cost estimate will be fixed once the final surveys of the site have been concluded.

5. IMPACT ON THE APPROVED CAPITAL PROGRAMME

- 5.1 The cost of demolishing the building and clearing the site £763,480 with a request to allow £0.800m in the Capital programme to allow for the findings of proposed surveys.
- 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. RISK

- 6.1 The risks associated with anti-social behaviour in the locality will be reduced if the site is cleared at the earliest opportunity.

- 6.2 The final contract with the LEP will be based on a fix price to minimise financial risk.
- 6.3 The programme and costs will be monitored carefully and reported back to Strategic Planning and Capital Monitoring'

7. CONSULTATION

- 7.1 While a robust consultation and communications strategy will need to be formulated to support any future proposals for the site, this is not required for the demolition approval requested in this report.

8. SITE CLEARANCE TIMESCALE

- 8.1 The demolition will take 8 months to complete from final approval to proceed subject to the necessary statutory consents and approvals. The key milestones are:
- Statutory consents and approvals
 - Instruct LEP and Project Start
 - Mobilisation and HSE Notifications
 - Asbestos Removal
 - Demolition and site clearance
 - Project Completion – July 2021
- 8.2 An indicative programme for the works is attached at **Appendix B** together with the site plan at **Appendix C**.

9. RECOMMENDATIONS

- 9.1 As set out at the front of the report.

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Name	Start	Duration (Weeks)	Finish
Two Trees High level Programme.	12/10/2020	38w 3d	23/07/2021
Change Order Provided by TMBC To carry Out Survey Works.	12/10/2020		12/10/2020
Investigations to be carried out (Surveys) an Submission of Lump Sum Quotation. by RCE.	12/10/2020	4w	06/11/2020
Planning Submission & Section 80 Notification.	09/11/2020		09/11/2020
Review Period .	09/11/2020	12w	12/02/2021
Instruction to Proceed with Demolition (TMBC to Issue)	15/02/2021		15/02/2021
Mobilistaion Period.	15/02/2021	4w	12/03/2021
Demolition Period.	15/03/2021	18w	22/07/2021
Works Compelted.	23/07/2021		23/07/2021

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Report To:	EXECUTIVE CABINET
Date:	2 November 2020
Executive Member/Reporting Officer:	Councillor Allison Gwynne, Executive Member (Neighbourhoods, Community Safety and Environment) Debbie Watson, Assistant Director of Population Health Tom Wilkinson, Assistant Director of Finance
Subject:	THE COUNCIL'S SPORT AND LEISURE FACILITIES – FINANCIAL SUSTAINABILITY DURING THE COVID-19 (CORONAVIRUS) PANDEMIC
Report Summary:	<p>Active Tameside, alongside the rest of the Leisure industry and much of the economy was put into lockdown on 23 March 2020 due to the Covid 19 Pandemic. Active Tameside have throughout taken proactive action to minimise the financial distress it was under by taking advantage of the various government initiatives such as receiving business grants, staff furlough scheme and VAT payment holidays.</p> <p>The Council has also supported Active Tameside, in line with Government guidance through the Procurement Policy Notes (02 to 04) which have allowed the Council to advance contracted sums to support the cashflow of Active Tameside. These actions have been reported to and approved by Executive Cabinet throughout the course of the year.</p> <p>Phase One of the Active Tameside post-lockdown reopening plans commenced on 27 July 2020. This report provides an update to Executive Cabinet on the current trading position of Active Tameside and a number of options around the next steps to ensure the survival of the Council's leisure offer through the pandemic.</p>
Recommendations:	<p>That Executive Cabinet be recommended to:</p> <ul style="list-style-type: none">(i) Agree that the current phased opening as described in section 5.5 remains in place until 31 March 2021, subject to any further restrictions being put in place by central government.(ii) Approve an amount of £1.8m to be paid via a loan agreement to be paid back over the lifetime of the contract to allow Active Tameside to remain solvent during 2020/2021.(iii) Support the completion of a Sport and Leisure review with savings options presented to Cabinet in November, public consultation in December, and proposals presented to Cabinet in January 2021 for with proposed management fee for 21/22.
Links to Community Strategy:	Healthy Tameside
Policy Implications:	Local authorities have a central role to play when it comes to the provision of community sport and recreation facilities and are responsible for the health outcomes for their populations –

specified in the as specified in the Public Health Outcomes Framework.

As part of the health reforms brought in by the Health and Social Care Act 2012, local authorities have a duty to take such steps as they consider appropriate for improving the health of the people in their area. The steps listed in legislation include:

- Providing information and advice
- Providing services or facilities designed to promote healthy living
- Providing services or facilities for the prevention, diagnosis or treatment of illness
- Providing assistance to help individuals to minimise any risks to health arising from their accommodation or environment
- Making any other services or facilities available

Financial Implications:
(Authorised by the Section 151 Officer)

In order to reduce the financial impact of the temporary closure Active Tameside has taken up the offer of financial support from central government and furloughed all staff not required to maintain/sustain the company during the period of facility closure. In addition, Active Tameside has business resilience insurance and they are awaiting a ruling from the high Court as to whether the insurance covers the impact of a pandemic. Whilst it is uncertain as to whether this claim will be successful, this could be used to fund the remaining costs that have been incurred over and above direct government financial support. The Council continues to support Active Tameside's cash-flow position through this difficult period and paid the total value of the 2020/21 management fee of £1.077 million on 1 April 2020.

In addition the repayment of the 2019/20 prudential borrowing sum of £0.788 million has been deferred until 2021/22 at the earliest. It is envisaged that the outstanding historical prudential borrowing debt balance (which excludes new borrowing relating to the recently opened Active Denton) that is due for repayment to the Council by the end of the 2023/24 lease term (including the 2019/20 and 2020/21 sums) will be re-profiled. The outstanding level of prudential borrowing owed to the Council as at 31 March 2020 is £3.8m, and was due to be all repaid by the end of the contract concession in March 2024. The borrowing all relates to previous years capital investment in the facilities operated by Active Tameside. In reality the Council currently pays Active Tameside an annual management fee, of which over 70% is returned to the Council to repay the borrowing.

In addition to the support provided at the start of the pandemic, Executive Cabinet has been updated monthly and advanced all possible sums for contracted works to the end of March 2021. This cash funding will run out by early November, so further additional budgetary support will be required in order to keep them solvent as an organisation and prevent the buildings and associated services from being returned to the Council.

Active Tameside have had a constructive approach and have provided full open book accounting throughout the pandemic. Based on current trading since the lifting of lockdown, it is estimated that Active Tameside will require £1.8m of additional cashflow support to remain viable and continuing offering services

to Tameside residents.

Active Tameside have worked with the Council in trying to minimise running costs, whilst maximising the services provided. This has resulted in some facilities remaining closed to the public.

Appendix 1 provides an estimate of the cashflows that Active Tameside are estimating that they require. It is proposed that cash is advanced on a monthly basis following review of the trading and operations. If it is expected that the cash requirement will be greater than the £1.8m outlined a further update to Executive Cabinet will be brought forward at the earliest possible opportunity. The first drawn request for November as set out in Appendix 1 is for £310k.

The Council will work with Active Tameside to agree how this cashflow support will be recovered when agreeing the future management fee and scope of future service provision.

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

Members will be aware of the short term financial assistance which has already been provided to Active Tameside in accordance with the covid response procurement exemptions.

This report is seeking to provide further financial assistance via a loan with the benefit of the Council's prudential borrowing rate.

This further assistance of this kind may not amount to State Aid if it can be established that any other market operator would act in the same way i.e. other organisations in the same position as the council effectively acting as the commissioner and also in a quasi-parent guarantee position would act in the same way. This is known as the Market Economy Operator Principle.

Therefore Members need to be content from the financial analysis in this report represents value for money for the council and is a benefit to residents of Tameside and that it is a sound economic decision which would be made by other economic operators in the same circumstances.

Members also need to consider that without the provision of this further assistance this report concludes that it would be likely that Active Tameside would not be able to continue to operate which would deprive the Tameside residents of their leisure facilities.

It is advisable that the loan should only be offered on an open book basis to ensure transparency and that the arrangement should be formalised by a variation to the existing contract.

In relation to the review it is critical that this is undertaken expediently and as comprehensively as possible and that it is aligned with the asset management review. It is important that this is a key requirement of any rescue package and should be stated as a requirement of the financial support.

Risk Management:

Active Tameside have risk management and business continuity plans in place. Any additional risks identified as a result of the review will be noted and sets taken to mitigate these.

Access to Information:

Appendices 1 & 2 to the report are exempt from publication as they contain exempt information relating to paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended). On balance, under paragraph 10 of Part 2 of Schedule

12A, it would not be in the public interest to disclose this information to the public because disclosure would, or would likely to, prejudice the commercial interests of the Council and/or 3rd parties, which, in turn, could impact upon the interest of the local taxpayer.

Background Papers:

For background papers relating to this report can be inspected by contacting Tom Wilkinson, Assistant Director of Finance tom.wilkinson@tameside.gov.uk, or Debbie Watson, Assistant Director of Population Health on 0161 342 3358, or at debbie.watson@tameside.gov.uk

1. BACKGROUND

- 1.1 Active Tameside was established as a Leisure Trust in 1999 and since then the Council has had a contractual relationship for them to provide a comprehensive leisure offer from the Council owned premises which are leased at a peppercorn rent to the Trust. The contractual arrangements have been accompanied with an annual management fee to Active Tameside to allow them to provide the leisure offer required by the Council.
- 1.2 The management fee is reviewed periodically with the management of the Trust. The current management fee arrangements were agreed to run for a 3 year period from 2018/19, 2019/20 and 2020/21 and followed an in depth review of the Council's leisure offer by Max Associates to test whether it was fit for purpose in the market at that time. Whilst the Trust was facing some financial difficulties at that time, a new management team was brought in and has driven significant improvements to the operation which saw it start to generate surpluses for the first time in a number of years.
- 1.3 As part of this process it was agreed that the fee would be reviewed again in 2020 in advance of the final three years of the Council's contract with the Trust which expires at the end of the 2023/24 financial year.
- 1.4 The rationale for the timing of this review was to allow for the new management team to deliver against their business plan, and allow a period of trading of the new flagship Denton Wellness Centre.
- 1.5 The COVID 19 pandemic has not impacted on the timing of this review of the management fee, but it has changed the context of the operating environment which has to be considered as part of any future management fee arrangements and how the Council's leisure services recover from the pandemic.
- 1.6 As part of the pandemic response to date this report also summarises the cashflow support that the Council has provided during 2020/21 by way of a number of advanced payments to Active Tameside for services commissioned and the management fee. The Council has also agreed to the deferral of the repayment of long term borrowing obligations from Active Tameside.
- 1.7 At the August Executive Cabinet meeting, it was agreed to bring a further report outlining the future options for Active Tameside to ensure the long term sustainability of the Council's leisure offer.

2. FINANCIAL PERFORMANCE OF ACTIVE TAMESIDE AND TRADING UPDATE

- 2.1 Since the review of the Council's Leisure arrangements by Max Associated in 2018, the Trusts financial performance had improved significantly. The management fee has reduced over that time from £1.498m to £1.077m with the Trust forecasting a surplus of £300k in 2019/20. Closure of all facilities in the last 2 weeks of March resulted reduced this surplus to £127k, such was the impact of the full closure on income.
- 2.2 The annual management fee is also partly used to repay long term borrowing to the Council for capital investments in the estate made in previous years. These borrowing repayments amount to £0.788m per annum and are repaying capital expenditure on the fabric of the Council owned buildings that will revert to the Council at the end of the lease in March 2024. The net management fee was therefore only £289k in 2020/21 and with the projection of a £300k surplus, the Trust would have been in a position to accept a further management fee reduction as part of the next round of management fee discussions.

- 2.3 The business was budgeting to turnover £11.6m in 2020/21. The closure of all facilities to the general public on 20 March 2020 until the reopening of some centres in July has resulted in a loss of almost £1m a month in lost trading income. By taking advantage of the government business grants, staff furlough scheme and VAT holidays, as well as other cost saving measures running costs have been reduced by as much as practically possible.
- 2.4 Active Tameside also have business insurance and currently are awaiting a court ruling as to whether the policy wording is sufficient to allow a claim for the business interruption caused by Covid. The ruling and eventual insurance pay out if successful is unlikely to be received until March 2021.
- 2.5 Throughout the closure period Active Tameside been able to continue to provide the commissioned services to vulnerable groups throughout the pandemic and have been paid for these by the Council accordingly.
- 2.6 The Council has also advanced its management fee (as usual), allowed the deferral of the prudential borrowing repayment and advanced funds for the provision of commissioned services for the rest of the year.
- 2.7 Despite these measures and the reopening of some services, Active Tameside will run out of cash mid November 2020 and become technically insolvent. The situation has been made worse as leisure providers are exempt from most Covid-19 emergency support funding. Without further support from central government, the Council, or an insurance payout this will ultimately result in Active Tameside ceasing to be able to trade and handing back the assets to the Council for it to run. The LGA have been
- 2.8 The Council has therefore been reporting a potential call on its budgets for the year in terms of supporting Active Tameside of £3.5m (including prudential borrowing) as part of its monthly monitoring reports to Executive Cabinet.
- 2.9 Since reopening to the general public, albeit with a new covid secure operating model, the centres have continued to run at a loss, largely due to restrictions in the number of users that can be safely accommodated at the facilities and loss of income due to reduced capacity and cancellation of direct debits. In addition significant additional expenditure has been incurred on PPE, cleaning and signage to comply with legislation to be able to open safely and give the customers the comfort and confidence to return.
- 2.10 Trading has been running better than expected since reopening, however, direct debit take for memberships is down by a third from the March 2020 figure, meaning a £56k per month reduction in this important source of revenue.

3. BUSINESS INSURANCE UPDATE

- 3.1 Active Tameside have sensibly insured themselves against business interruption for events that are outside of their control. Unlike most Companies in the UK, Active Tameside will submit a claim for Non damage business interruption under a special “resilience clause” via their business insurance policy. Most insurance policies state a disease had to have been on a specified list before the policy was taken out (impossible for Covid 19). The resilience clause allows a new disease to be backdated to the point it became notified. This provides a very strong case.
- 3.2 Active Tameside’s insurance brokers, Marsh, have this clause in only 700 policies nationally but these companies include FTSE 100 companies and nationally recognised charities. This wording was part of the Financial Conduct Authority (FCA) test case which concluded on 15 September. The Court came down strongly in favour of the resilience clause. It is likely that this will be appealed by the insurers. The appeal is likely to fast

tracked to the Supreme Court and decided upon by January /February. There is also the chance that between the lodging of the appeal and the trial beginning, agreement between the FCA and insurers could be reached

- 3.3 The clause in Active Tameside's policy has a cap of £2.5M per claim. There is disagreement over whether this cap is per centre or in total but worst case it will be a minimum £2.5M over a 3-year period. Active Tameside can demonstrate a loss of over £2.5M up to the end of March 2021 therefore subject to the appeal, there is a strong likelihood of Active Tameside being able to repay any short-term loan before the end of the financial year.
- 3.4 Active Tameside loss adjusters are in the process of working with Active Tameside to prepare a claim so that it will be ready once legal proceedings have concluded. The FCA have written to all insurers reminding them of their responsibility to settle these cases quickly once legal issues are resolved.
- 3.5 Insurance acceptance is the best outcome for both Active Tameside and the Council and this option is being pursued vigorously. This would ensure that any temporary financial support provided by the Council would be repaid.
- 3.6 This is correct at time of writing but may be subject to revision as Court judgements are released and dialogue between insurers and the FCA continue.
- 3.7 Along with other policy holders there has been a high court ruling around the terms of the policy wording that allows the classification of a pandemic as an interruption event. In which case Active Tameside could be due a level of compensation for the period of closure due to the pandemic.
- 3.8 This will address a number of the losses incurred to date but not cover the running losses of the centres now that they are reopen (albeit operating at much reduced capacity).

4. FINANCIAL SUPPORT FOR ACTIVE TAMESIDE

- 4.1 Executive Cabinet have already supported Active Tameside's cash-flow position through this difficult period through a number of measures:
 - 31 March 2020 - repayment of prudential borrowing of £0.788m was deferred to at least 2021/22.
 - 1 April 2020 - paid the total value of the 2020/21 management fee of £1.077 million upfront (as usual).
 - 1 July 2020 – agreed an advanced payment for Adult's and Children's commissioned services of £0.6m to the end of October 2020.
 - 1 October 2020 - advance 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.
- 4.2 These payments have supported the cashflow of Active Tameside until the end of October. In the absence of further funding whether through a successful insurance claim, specific government support for Leisure Trusts generally, or from the Council, Active Tameside will be unable to continue trading beyond this.
- 4.3 It is important to note, that should Active Tameside become insolvent the facilities would return to Council control and along with them any ongoing liabilities associated with their operation, including any pension liabilities of those staff in the Greater Manchester Pension Fund.

- 4.4 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 is proposed that the Council advance Active Tameside an amount to be agreed monthly, based on open book accounting to allow the service to remain solvent. **Appendix A** shows the forecast monthly shortfalls from November 2020 to the end of March 2021 and at this point is estimated at £1.8m. It is proposed that the cash support provided will be reviewed on a monthly basis, based on the trading performance and local covid restrictions. The funding amount identified is in line with the losses other Local Authorities are experiencing and all avenues for controlling costs are being explored. It is proposed that the further support required from November 2020 will be via a loan agreement to be paid back over the lifetime of the contract. Officers have been working with other local authorities in Greater Manchester and nationally to share experiences, best practice and approaches taken with leisure providers.

5 LEISURE SERVICE REVIEW

- 5.1 Councils across the country have been faced with a choice between providing financial support to cover the losses sustained during this period or seeing leisure centres close down. To consider the best way to ensure there is a sustainable business model moving forwards in Tameside a detailed review of current leisure/sports provision is needed. The review will need to identify cost savings across the leisure estate to mitigate the continued impact from Covid-19 on income, customer behaviour and confidence and the need to adapt to changing guidance and the challenges presented by the current situation.
- 5.2 The review will ensure alignment and contribute to the Council's Strategic Asset Management Plan (SAMP) to ensure that the Council land and property assets contribute pro-actively to the delivery of the organisations priorities. 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.
- 5.3 The outcome of the review will need to identify cost savings and service redesign to support Active Tameside to repay the loan proposed in this paper over the lifetime of the contract should the insurance claim or a government support package for Leisure Trusts not be forthcoming.
- 5.4 An analysis of current service offer across all Active Tameside facilities has been completed with a summary attached at **Appendix 2**. In general terms, before the pandemic neither the facilities within the Active Tameside estate nor the commissioned services delivered by Active Tameside make significant direct financial losses, the exceptions being Oxford Park, Adventure Longdendale and Active Etherow¹.
- 5.5 The Active Tameside post-lockdown reopening plan commenced on 27 July 2020. The plan was predicated on:
- Optimal Productivity and keeping costs to a minimum
 - Maximising the Commercial Offer - Utilising the Coronavirus Job Retention Scheme (Furlough)
 - Deficit Modelling/ scenario planning to March 31 2021 (modelling increased customer anxiety and reduced capacity)
 - Health and Social Considerations - Improved physical and mental wellbeing
 - Health needs and equitable access to facilities
 - Supporting community groups/ clubs/volunteers

¹ The Council do not own Active Etherow – this building is currently leased from the Kingfisher Trust

- 5.6 To ensure costs are kept to a minimum it is proposed that the current service offer remains in place for the rest of the financial year, notwithstanding possible future changes to government guidance on restrictions. This will mean centres currently closed to the public will remain closed until 31 March 2021. Active Etherow, Active Longendale and Active Oxford Park remain closed to the public with all other centres running a reduced programme and time table. This will allow the Council in partnership with the Provider Active Tameside to develop and consult on options to identify a financially sustainable model, including revised management fee from April 2021 to the end of the current contract.
- 5.7 Future options, including service offer and those relating to the leisure estate will be presented to Cabinet in November, with public consultation in December. A full Equality Impact Assessment will be carried out to inform the outcome of the review. A report will then be presented to Cabinet for consideration and decision in January 2021, which will inform the management fee for 21/22.

6 RECOMMENDATIONS

- 6.1 As stated on the cover of the report.

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of the Local Government Act 1972.

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